

Programme Monitoring & Evaluation processes in Environmental Funds

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A RedLAC-CAFÉ Knowledge for Action Project Workshop

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The Latin American and the Caribbean Network of Environmental Funds - RedLAC was founded in 1999 and the Consortium of African Funds for the Environment – CAFÉ was established in 2011. The objective of the two networks is to strengthen EFs operation in their respective regions, by helping them to achieve excellence in their operations and practices, promoting innovative financing mechanisms and impact monitoring.

The “Knowledge for Action project – Project K” grew from the lessons learned after the final evaluation of the previous project, “RedLAC Capacity Building for EFs”, which was implemented by Funbio (the Brazilian Biodiversity Fund) on behalf of RedLAC, from 2010 to 2014, in close collaboration with the RedLAC secretariat. Project K is co-financed by the French Fund for the Global Environment (FFEM), Mava Foundation and the Global Environment Facility (GEF through UNEP).

The current proposed project aims at enlarging the EFs' portfolios of innovative financial mechanisms that take up the challenges of biodiversity conservation and climate change. In addition, it aims at strengthening capacities by providing support for EFs to adopt standards of excellence. The project is designed to provide the 40 RedLAC and CAFÉ EFs with an opportunity to test new financial mechanisms that they would otherwise be unable to test due to a lack of both resources and support for their ventures. In parallel, it is an opportunity to exchange and learn from the experience of other EFs and to document and disseminate their solutions.

This handbook was prepared for the 4th workshop of Project K (Knowledge for Action project). It focuses on monitoring and evaluation processes for EFs. Funbio organized this workshop in collaboration with CAFÉ – the Consortium of African Funds for the Environment and with the support of BACoMaB – Fonds Fiduciaire du Banc d'Arguin et de la Biodiversité Côtière et Marine– in the city of Nouakchott, Mauritania, on October 10th to 12th, 2017, during the 7th CAFÉ Assembly.

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This Handbook has been prepared as a contribution to the objectives of the Knowledge for Action Project (“Project K”) that is supported by the French Fund for the Global Environment (FFEM), the Mava Foundation, and the Global Environmental Facility (GEF). Project K grew from a previous project, RedLAC Capacity Building for Environmental Funds, which lasted from 2010 to 2014. That project was implemented by Funbio (Brazilian Biodiversity Fund) in close collaboration with the Executive Secretariats of both networks of Environmental Funds: RedLAC and CAFÉ; and was focused on capacity building and sharing of experiences among the Environmental Fund members of RedLAC and African EFs -- members of the Consortium of African Funds for the Environment (CAFÉ). The objectives of the current Project K are to strengthen the institutional capacity of the member-organizations of RedLAC and CAFÉ and to help them in identifying innovative financial mechanisms to address the challenges of conservation and climate change that they face in their respective countries.

As a part of Project K, a series of workshops are being organized to allow EF-members to exchange experience on specific topics or themes. This Handbook was written on the occasion of the fourth Project K workshop held for CAFÉ members in Nouakchott, Mauritania from 10th to 12th October 2017. The theme of the workshop was “Monitoring and evaluation processes for EFs”. The workshop was hosted by BACoMaB – Banc d’Arguin, and Coastal and Marine Biodiversity Trust Fund Limited. A list of workshop participants can be found in Annex 1 and the workshop agenda is found in Annex 2.

This Handbook reflects the active discussion that took place during the Nouakchott workshop and includes the major ideas and points raised by the presenters and panelists and the view points expressed during working group sessions. Further references and concepts have been included in the Handbook to bring added context to the topics that were discussed.

Much appreciation is therefore due to the excellent presentations and case studies prepared by Amantina Lavalle (Mexican Fund for Nature Conservation), Hanitriana Cécile Rakotoarison (Tany Meva Foundation). Camila Monteiro, Carina Pimenta and Humberto Cabrera were the specialist consultants for content development and workshop moderation.

Finally, a special word of thanks is due to the workshop organizers – Suelen Marostica (Funbio) and Ana Colorado (BACoMaB), as well as Ahmed Lefghih and all the staff of the Banc d’Arguin, and Coastal and Marine Biodiversity Trust Fund Limited. Their commitment, courteous support, and the workshop’s excellent logistical arrangements were greatly valued by all the participants.



1. Why Monitoring and Evaluating?

1.1 The Importance of M&E for EFs

Environmental Fund (EFs) are grantmaking institutions that mobilize and manage financial resources for conservation projects. This grantmaking function varies a lot in each case, depending on several factors, such as the conservation context, the type of projects to be supported, the type of grantees to work with, the donors providing the financial resources and their requirements, the national government and its commitments, etc. Nevertheless, most grant cycles follow the same logic, beginning with a strategy that defines the grantmaking programme, followed by the operational stage when projects get selected and funded, followed by the monitoring of these projects, finishing with an evaluation, comparing the results of the projects with the initial strategy.

Figure 1: Simplified EFs' Grant Cycle



Source: elaborated by the consultants

Monitoring & Evaluation it is a core function of an Environmental Fund. It is through the M&E system that an EF can add value to the resources management func-

tion, bringing to light, with evidence, what changes it has been able to generate through funded interventions. This way, the M&E system is part of the EF's accountability practices and normally follow international fiduciary standards required by the main donors.

Although most EFs and their donors increasingly recognize the importance of well-built M&E systems, and have engaged in multiple initiatives and projects to establish them, the topic remains a struggle, mainly for the following reasons:

- Lack of the importance given to this part of the grant cycle in terms of dedicated resources, comparing to the fundraising and grantmaking functions
- Different donors impose different M&E requirements that EFs have to comply with, creating M&E systems that are not integrated and don't allow data aggregation
- Complexity of the methodologies to measure and demonstrate progress towards biodiversity conservation combined with lack of capacity of most grantees to use them
- Lack of relation between the Fund's strategic plan and the country's national plans and international commitments and between the Fund's strategic plan and its grantmaking Programme

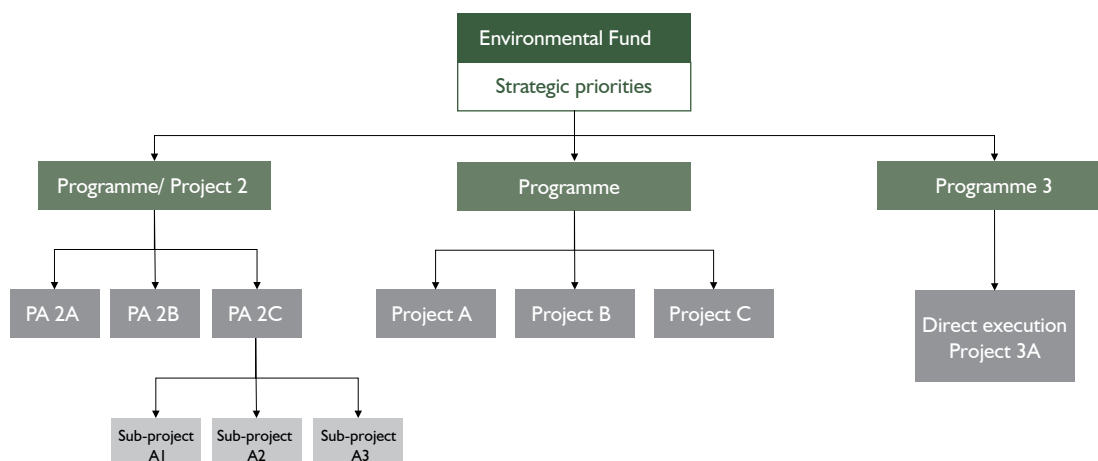
EFs operate conservation programmes and projects. A classic model of a starting-up EF is to have one main conservation programme that supports several projects in the field, implemented by third parties. The two main programme modalities are: (i) grantmaking through the selection of projects implemented by local non-governmental organizations (NGOs), community-based organizations (CBOs) and governmental agencies (ii) through the management of resources to the National Protected Areas (PA) system. More diversified EFs may operate several programmes and may execute some specific projects, normally that don't involve on the ground implementation. If a project executed by the EF requires implementation partners, it may have sub-projects.

Therefore, for the purpose of this handbook, we understand:

- **Programme:** a thematic unit with objectives and goals which are monitored for reporting to different audiences (Board of Directors, donors, governments, stakeholders, among others). An EF can have one or several programmes that are composed of several projects. (examples: Conservation programme, Forest programme, Protected Areas programme, etc.)
- **Project:** a set of planned and organized activities designed to achieve agreed objective and goals. It has a limited budget and reporting obligations determined by a grant agreement between the EF and a donor (or financial mechanism). It can be implemented by the EF or by a grantee. It can be composed by several sub-projects.
- **Sub-project:** A set of organized actions executed by a third party, which contribute to the achievement of the objectives and goals of a specific project.

The image below helps us to understand the different arrangements of Programmes, Projects and Sub-projects that are possible within Environmental Funds:

Figure 2: Different levels of M&E



The EF needs to be clear about the different M&E levels within its grant cycle in order to deal with these barriers and manage to establish it effectively. A complete M&E system has an intricate role within an EF as it should help

the organization to evaluate its performance on institutional level and on programme level as well as its impact on the ground. This way, there are three levels of M&E in an EF:

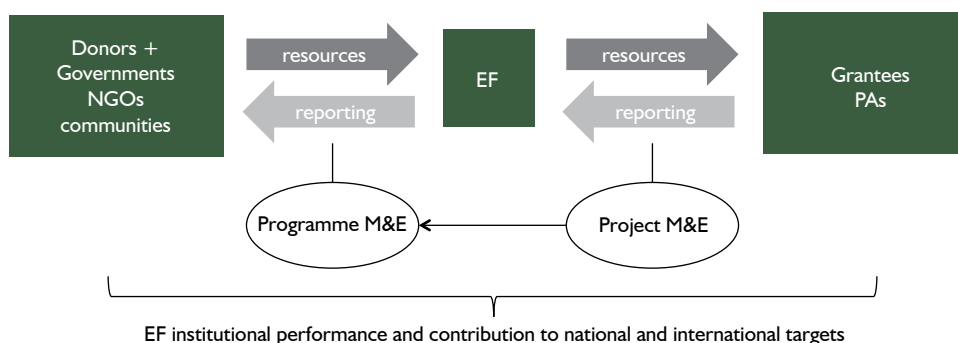
1. Project-level M&E:

The projects monitoring & evaluation is carried out by the grantees and by the EF technical staff in charge of supervising the projects implementation. Indicators are established in the project proposal, depending on the type of activities being proposed by the applicant. These indicators will normally be output indicators, reflecting results at the implementation level, which means measuring the execution of the activities (for example, number of workshops organized, number of communities involved, number of trees planted, etc.). When the project is approved, its M&E plan will be part of the grant award contract and will be included in the technical reporting prepared by the grantee to the EF. The EF staff will visit the project to ensure the indicators reported are real and that the resources are spent accordingly.

2. Programme/portfolio-level M&E:

Normally, a group of projects will be selected through a call for proposals that is requesting specific types of interventions according to the EF's grantmaking programme objectives. A large EF may have several different programmes, with different groups of projects responding to these programmes' objectives. A smaller EF has one programme with several projects under its thematic umbrella. In both cases, the programme M&E will focus on the aggregation of the results reported by the grantees. Donors are interested in this level of reporting, which allows to see the social and environmental return on investment. It is in this level that the EF is able to aggregate all programmes' results and compare them against its Strategic Plan, to determine if the institution is being able to accomplish its mission, in a way it will be able to achieve its vision in the long term. Commonly, EFs struggle on reporting at this level, especially because of the lack of connection between the institution's Strategic Plan and the its grantmaking programme.

Figure 3: M&E at Project and Programme Levels



3. Institutional-level impact evaluation:

The highest level is the institutional impact evaluation, when the EF is able to connect its programmes' M&E to a higher-level strategy. A good practice to enable the EF to evaluate its institutional impact, is to align its programmes to the national and international plans and commitments (for example the Aichi Targets, NDCs or SDGs), in a way it is possible to assess its contribution to these targets. A higher-level strategy may also be linked to the territory, for example a Basin Management Plan or a development plan linked to a large enterprise, such as a hydropower plant or a mining site. The impact evaluation level will show how the EF's results contribute to the broader context.

This publication aims at focusing on programme-level monitoring and evaluation. Programme M&E helps answers to questions related to how well a project is working towards a set of objectives that are connected to the EF strategy or directly to National or International Objectives. It maps the context in which this strategy may succeed or perish (efficacy), to broader outcomes in other social, economic and environmental dimension (effectiveness) and to expenditure coherence to scale and complexity (efficiency). Therefore, its use is as critical to the organization as to the donors and other stakeholders.

To start developing a programme M&E system, the EF Board and staff need to answer some of the following questions:

- How can our EF best position its portfolio of projects for an objective evaluation?
- How can managers and evaluators articulate assumptions that make explicit what the projects expect to achieve within a specific timeframe?

- How can our EF determine the most appropriate indicators to measure our Programme success?
- To start answering these question, there must be clarity on the basic concepts of monitoring & evaluation:

Monitoring is systematic observation and collection of data on the progress or quality of something, such as tracking the number and gender of workshop participants, measuring annual growth of saplings, or counting the number of new sector policies that account for or address climate change (SPEARMAN and DAVE, 2012).

Evaluation is the objective assessment of an on-going or completed set of activities, such as a project or programme, according to its design (initial plans), implementation (execution, outputs) and results (outcomes, impacts).

Another important aspect that should be considered prior to Fund's M&E system development is its programmatic focus. There are several EFs in both RedLAC and CAFE that are exclusively dedicated to support Protected Areas (PAs) and their financial assistance is delivered directly to the governmental agencies in charge of the national PA system. In these cases, the Fund's M&E system will adopt certain methods and require all grantees specific monitoring reports focusing on PAs. At the same time, there are EFs that are more oriented to supporting community-based organizations in sustainable use projects. The M&E system for this type of grant-making programme will be different from the PAs, with methods that are adequate to this type of grantee, such as participatory monitoring. And there are EFs that have a broad programmatic work, with both types of support approaches.

It is important that each EF design its own M&E system in a way it fits the programmatic focus and also the grantees' capacity and profile.

1.2 Historic Perspective on M&E within RedLAC and CAFE

Monitoring and evaluation (M&E) at the context of Environmental Funds has evolved considerably since the 1990s. It has been a topic of discussion in the RedLAC network since then, and later in CAFE as well. The topic has gained importance in the recent years, with most donors reviewing their requirements, but it remains a struggle for EFs to demonstrate progress

systematically towards biodiversity conservation and sustainable development.

While EFs are being increasingly challenged to show results, a changing scenario on the development agenda is also happening, obligating all Funds, even the older ones, to review their M&E systems. The rise of the climate change and sustainable development agendas posed a new challenge as to how socio-economic impact in a rapid changing environment can be fairly incorporated into current M&E efforts.

Although RedLAC members discuss M&E since the network was created in 1999, it was in 2002 that RedLAC carried out a first study focused on mapping the main characteristics of its member Funds, what was called the network diagnostic, elaborated by the consultant Reyna Oleas. In this report, the M&E function was one of the aspects analysed in the different Funds. At that time, the report already recognized the increasing requirements on M&E, going beyond number of projects and amounts executed to have a more structured system. It said: *"it is more likely that those funds that are aware of the achievements of their programmes - and understand what is working, what is not and why - are more successful in fundraising and achieving project objectives"*. This 2002 report highlighted the differences among the Funds on implementing M&E systems. Some were already structured with clear procedures, while others were lacking a basic framework. At that time, three of the 17 members were looking at impact evaluation. However, the consultant highlighted that, in many cases, the strategic planning process defined mission, vision and general objectives but were not linked to the Fund's operation at the programme-level.

In 2005, a small working group composed of 4 RedLAC member Funds, organized a workshop in Pa-



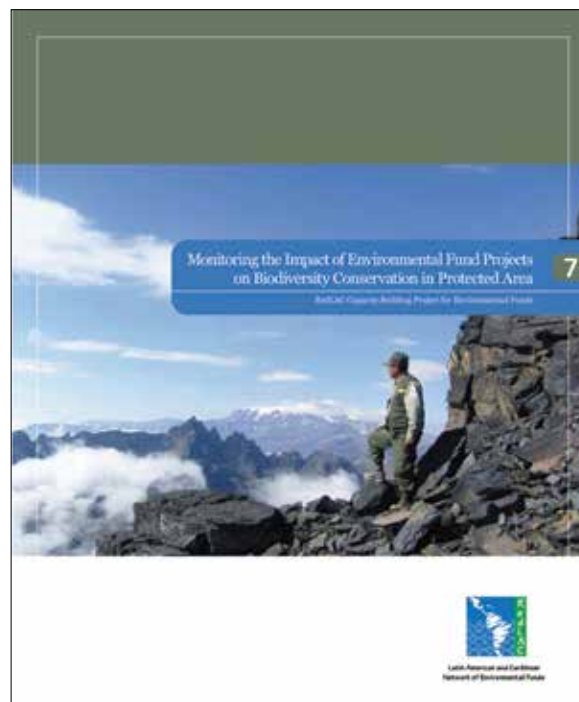
pallacta, Ecuador, to discuss impact indicators for the projects financed by EFs in Protected Areas. Their focus was specifically on biodiversity monitoring in the parks. They produced a very brief report, with a plan of producing an indicators-guide for the network. There is no evidence that this guide was produced, but the EF in Ecuador (FAN Ecuador) kept the leadership in the topic within the network.

In 2008, when Funbio assumed the presidency and secretariat of the network, there was an attempt to reactivate this working group. A workshop was organized in Quito, again in Ecuador, hosted by FAN Ecuador. At that time, the Moore Foundation was supporting the network to build a projects database for the Andes-Amazon region and several EFs from the region joined the group. The discussions on impact monitoring were published in the report **“Measuring the Impact of EFs on Biodiversity”** (cover at the left).

This report collected several indicators used by EFs and systematized three case studies on how current members were tackling this issue. The report was presented in the CBD COP 9, in Bonn, Germany, and was well received by EFs’ main donors, who were glad to see the topic being discussed by RedLAC. Although the working group was reactivated in 2008, RedLAC faced several technical difficulties to build the project database proposed by the Moore Foundation and lost the momentum to make progress with the idea of developing a guide for all Funds on the M&E topic.

In 2010, while the network was negotiating the RedLAC Capacity Building Project with the French Fund for the Global Environment (FFEM for its name in French), the issue on monitoring was raised again. The FFEM Scientific Committee wrote in their analysis about the RedLAC project: *“Historically, most Funds considered themselves as financial intermediaries first and foremost and as such were primarily keen to measure their efficiency in the management and distribution of funds they had been entrusted with, rather than monitor the impact that the projects they had funded had on the ground”*. In the FFEM final document of the RedLAC Capacity Building Project, support to the M&E Working Group was included, specifically to: *“produce an impact measurement methodology (...) measuring impact vs. outcomes. A budget will be set aside so that the RedLAC working group can recruit an independent expert to help the network in that endeavour”*.

In 2012, as part of its Capacity Building Project, RedLAC hired an independent expert, Allen Putney, who worked with a new M&E Working Group, including 8 member Funds, for almost one year. The focus of this work was to build a robust methodology to monitor the changes on the biodiversity in Protected Areas. It is important to differentiate what was developed in



2012 from what is being addressed in this publication. The 2012 publication named **“Monitoring the Impact of Environmental Fund Projects on Biodiversity Conservation in Protected Areas”** (cover in the right) had a very specific focus on how to assess the biodiversity status in the supported PAs. The proposed method combined three data entries: (i) a threats reduction index (a scorecard to be filled by the Parks’ authorities with their perceptions about the changes in the main factors threatening the area); (ii) a species index (also a scorecard to be filled with species population count in different periods); and (iii) forest cover changes measured with satellite imagery. This methodology was launched in the 7th workshop delivered under the RedLAC Capacity Building Project, in Lima, Peru. In this occasion, several CAFE Funds joined the meeting.

Although the 2012 methodology is very robust in terms of biodiversity indicators monitoring, it is not an M&E system to monitor the EF’s programme-level. programme M&E include not only biodiversity indicators, but also other social economic outcomes that the EF may be focusing on its strategy. The final proposed methodology was not adopted widely by the members as it requires significant resources and political agreement in each country, demanding a negotiation with each country’s Parks authority. A general feeling about this methodology was that most EFs needed to structure themselves to have a simpler programme M&E before embracing the challenge of monitoring biodiversity specific targets.

Finally, in 2014, RedLAC and CAFÉ members participated in the elaboration of the **Practice Standards for Conservation Trust Funds**, a project coordinated by the Conservation Finance Alliance, which created a



set of 52 standards on core areas for EFs. One of the core areas of the Standards is “Monitoring, Evaluation & Reporting” and it includes 10 Standards covering this topic, which are detailed in session 1.4 below.

In 2016, Project K commissioned a study to design indicators for RedLAC and CAFÉ. This study was based on interviews with several member Funds and a survey for the EFs to provide data on their activities. It defined a set of 25 standardized indicators, which, if applied, allow member Funds to aggregate and/or compare their results. These indicators are divided in 3 levels:

Indicators for the networks:

1. EFs use Practice Standards as a self-assessment tool
2. A variety of EFs interact within the network to develop innovative mechanisms
3. Articles are shared by Secretariat or EFs to the membership on innovative and relevant topics
4. The network, or sub-section of members, presents common positioning on key topics
5. A diversity of EF staff is involved in network activities
6. EFs are engaged in initiatives for economies of scale (resource pooling)
7. Network projects are designed based on collective knowledge and skills

Indicators for the performance of EFs:

8. EF’s financial capacity to manage resources
9. Essential management functions running via standardized software
10. Innovative financial products/services created jointly with government
11. Partnerships in place with private companies
12. Innovative ideas for financial mechanisms under discussion within the EF
13. Knowledge services are part of EF strategy
14. Projects on the ground reaching expected results each year

15. Usage of impact on the ground monitoring tool
16. EFs have a diversified portfolio of donors
17. EF annual financial reports are shared on EF Website
18. EFs actively participate in country delegations and positions at relevant international fora
19. EF projects apply biodiversity monitoring tools

Indicator for the EFs’ impacts:

20. Environmental authorities apply PA biodiversity monitoring systems designed with the financial support of EFs
21. Environmental authorities apply management effectiveness evaluation tools for PAs designed with the financial support of EFs
22. Best practices in conservation management are adopted by national authorities
23. EFs promote the creation of community-based eco-businesses
24. EF contribute to maintain a stable flow of financial resources to cover their country PA system
25. CO₂e emissions mitigated are calculated in EF forest conservation projects

All 25 indicators have protocols clearly established and an online system was developed for the use of the networks in a way a dashboard can be generated for the respondent EFs and for the networks. The baseline built using the indicators was not complete, given the low level of responses received from the member Funds, but can be used as a base for the final evaluation of Project K, when a second study will be carried out measuring all indicators again.

1.3 Tools for Programme Monitoring and Evaluation

Every organization that decides to build a M&E system struggles with the diversity of approaches, framework and terminologies, with the balance between cost, quality and outreach, and with the requirements on organizational structure and processes and on financial resources. A simple internet search overwhelms anyone with multitude of documents from ONGs, donors and scientific community portraying tools, examples, comparisons, etc. Besides each donor requires specific approaches and even when they similar, there might be different terminologies that leads to confusion.

A golden rule for those starting off is that there is no better or righteous M&E process. What determines which M&E approach is suitable to your organization is the answer to the following question: **What are my EF monitoring needs?** There is a spectrum of answers to this simple question, which ranges from operational

demands, such as donor reporting requirements, to strategic guidance, such as capturing the impact on the ground. As mentioned above, this publication focuses on programme-level M&E, which requires methods for measuring the effectiveness of the Fund's portfolio. This means evaluating how successful the Fund's strategy has been, focusing on causal linkages between its action and results.

This session landscapes the wide range of M&E resources for measuring effectiveness, exploring its key features, and pros and cons. It does not seek to be exhaustive but rather to present the most important approaches in the context of Environmental Funds. It also presents readers with a set of examples and other documents to help you further investigate. The five approaches (or tools, or frameworks) for measuring effectiveness detailed in this session are:

1. Logical Framework Analysis (Logframe)
2. Theory of Change
3. Results chain
4. Management Effectiveness Tracking Tool (METT)
5. Outcome mapping

For Environmental Funds, the use of these tools is important for the design of new programmes and projects. All of them, to a greater or lesser extent, allow to engage the stakeholders in the design of the new intervention, to align the different visions about the proposed action and to clearly communicate what is being aimed with a particular programme or project. In this way, these tools can be used by the Environmental Funds to:

- **Programme design:** as most of these tools are used by the main international cooperation agencies, they may be used to build a new programme engaging the EF Board, staff, donors and partners, in a way to align visions on the new strategy.
- **Project design:** these tools are also applicable to grantees when designing their projects to submit to the EF's Call for Proposals. The EF can require the use of one of these tools in their project proposal form, and it can be used for the grantees to align visions with their stakeholders and also to present the project's logic in a summarized way.

It is important to highlight that the use of these tools contribute to the EFs to have **clear M&E Plans**, for itself at the programme-level and for its grantees at the project-level, as they make evident what indicators are expected to be measured and reported. They also allow for better **communication**, as key messages may derive from the goals and expected outcomes.

1.3.1 Logical Framework Analysis (Logframe)

1.3.1.1 What it is...

The logical framework (Logframe) is widely used by the development community since the early 1970s as an effective and analytical tool to plan, implement and monitor and evaluate projects, programmes, or policies. It can provide a structured, coherent approach to setting priorities, and determining the ultimate purpose and the expected results from any initiative.

The original Logframe proposed by USAID has evolved over time and there are various types of Logframe in use nowadays, with slightly different terminology. The logic and structure remains quite unchanged. For this publication, we explore the original Logframe process and variant models can be further investigated through the links on the Reference session below.

A well-built Logframe start off by clearly stating the strategic vision for transformation, which is not expected to be achieved by a single project, but rather, to define objectively to what **GOAL** this project is contributing to. On programme level, the relationship with National and International Goals (for example National Conservation Policies, Aichi targets or the INDCs) brings value to the Logframe but it must be carefully constructed in casual and logical way. Reproductions and restatements of other's vision may weaken your programme design and disguise your organization strategy towards this broader goal. On Project level, the high-level goal might be set in relationship to an agreed goal between EF strategy and donor objectives.

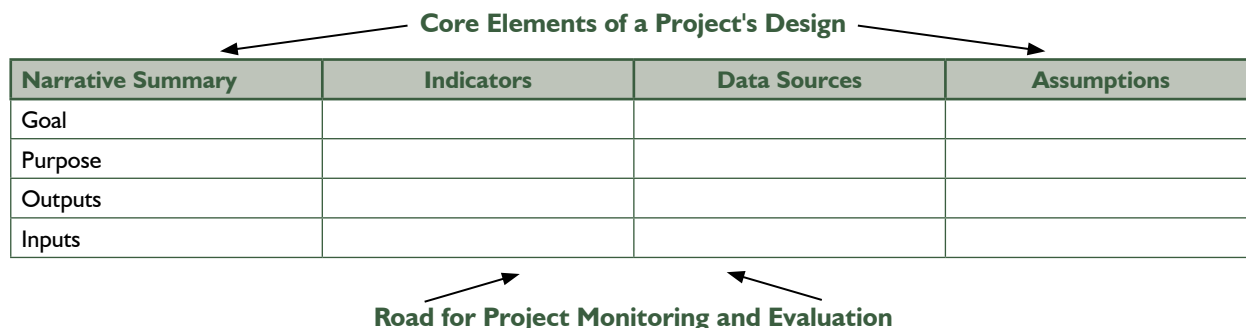
The next step is to establish the **PURPOSE** of the intervention by that expressing which outcomes it aims to achieve in terms of benefits and targets during the time frame. This is particularly powerful when designed jointly with stakeholders (from donor to communities), as it generates a common ground for understanding, committing and working together.

“The logical framework (...) can provide a structured, coherent approach to setting priorities, and determining the ultimate purpose and the expected results from any initiative”

Subsequently, the Logframe sets the **OUTPUTS** that define what the project will deliver and the **INPUTS** that are materials and resources need for project development.

As a cause & effect model, it brings clarity and facilitates communication about programme logic, working well for engaging partners in clarifying objectives and designing activities. The “product” of a Logical Framework Analysis process is a Logframe Matrix, which documents the results of the entire process in an organized, straightforward structure (see Example below).

Figure 4: Logical Framework USAID



Source: USAID website. Link: <http://usaidprojectstarter.org/content/logical-framework-lf>

Pros	Cons
Ensures that EFs ask the right questions and analyse assumptions and risks.	Assumes that change happens in linear and logical forms
Clear relationship between activities planned and indicators selected	Inflexible structure may undermine creativity and innovation in project design and monitoring
Encourages organization to clearly define objectives	Difficult to capture dynamic and complex systems
Works well with other M&E tools	Requires good information for planning and baseline
Frequently used for reporting and accountability as it is widely accepted by donor and agencies	
Provides information to be used in an ex-post evaluation of impact	
Open to stakeholder’s engagement from planning to monitoring	



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1.3.1.2 Examples

The Amazon Fund in Brazil – Logframe Analysis for Component I					
			Objectively verifiable indicators	Means of verification	Assumptions and risks
Impact	Goal	Reduction of deforestation with sustainable development in the Amazon region	Annual Deforestation in the Amazon Biome Share of GDP of the states with the presence of Amazon Biome in relationship to Brazil's GDP Level of schooling of people aging 7 to 14 years in the states within the Amazon Biome.	National Institute for Space Research (INPE/PRODES) Brazilian Institute for Geography and Statistics (IBGE) Brazilian Institute for Geography and Statistics (IBGE)	Abnormal migration inflow to the Amazon Region that could cause stress on the environment and the services supplied by the state. Changes to Brazil's environmental legislation which could reduce forest protection Climate changes that result in prolonged droughts and forest fires.
	Purpose	Activities that maintain the forest standing are economically attractive in the Amazon Biome	Production from Vegetal Extraction and Forestry in the states within the Amazon Biome	Brazilian Institute for Geography and Statistics (IBGE)	Deterioration of the economic framework harms the development of the economy that relies on the sustainable forest
Performance	Outputs	Identified and developed economic activities for sustainable use of the forest and the biodiversity Forest product sectors with higher added value Increased management and technical capacity for the implementation of agricultural and forest systems, forest management activities and agro-extractives production Deforested and degraded areas have been recovered and are used for economic and ecological conservation purposes	1. and 2. Revenue obtained from economically sustainable activities 3. number of skilled individuals to implement agro-forestry, forest management activities and agro-extraction production systems. 4. Reforested areas / Areas recovered and used for economic purposes	Supported projects Supported projects Supported projects	Phytosanitary and public health problems related to agricultural and forest products impair their market entry

Note: When the sources of evidence are the supported projects, the means for verification will be conducted via technical and monitoring reports. Source: Adapted from Amazon Fund (2010) Logical Framework of The Amazon Fund. Link: www.alnap.org/pool/files/logical-framework-september-2010.pdf

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TFCF Paraguay

The Tropical Forests Conservation Fund of Paraguay (or FCBT in Spanish) was created in 2006 through a debt swap between the governments of Paraguay and the United States of America, through the Tropical Forests Conservation Act – TFCA. The Fund operation began in 2008 working in 5 different thematic lines of support:

- Forest conservation in the Atlantic Forest Region of Paraguay
- Strengthening of wildlife protected areas
- Restoration of native forest
- Increasing of land surface under conservation
- Improving forest and protected areas connectivity through biological corridors

The M&E framework used by TFCF is mainly focused on project monitoring and not on program monitoring and evaluation. They started the monitoring of projects in 2009 and have adapted their formats and procedures over time, as needed. A current challenge for them is to have the M&E procedures formalized, as they have been evolving in practice but not formally registered. The main tool for project design and monitoring is the Logframe. The Logical framework sets the objectives, results and activities with their respective indicators for each project. The grantees prepare a Plan of Activities based on the logical framework and the technical and financial reports are analysed to monitor project progress. Additionally, the staff perform field visits and prepare monitoring reports their own, which are used to contrast and verify information provided by grantees.

Although, project evaluation is not a common practice, project monitoring gives the opportunity to learn from the experience and incorporate the lessons in the design and implementation of new projects. Specifically, they have been useful to modify or adjust the terms of reference to request applications, modify grants agreements conditions, improve proposals evaluation criteria.

Since 2009, the Paraguay Fund has learnt that: project monitoring requires full time staff involved; the use of technology to register activities in the field is a tool to improve monitoring activities; project monitoring requires grantees involvement; in situ verification of activities including interviews with direct beneficiaries and stakeholders are good practices that help to gain a better understanding of the reality and context in which projects are implemented; and that monitoring is not only verifying reports and documents or giving advice; it is also working closely with grantees to learn from each other.

Information provided by Edmilce Ugarte, Executive Director of the TFCF Paraguay

1.3.2 Theory of Change (ToC)

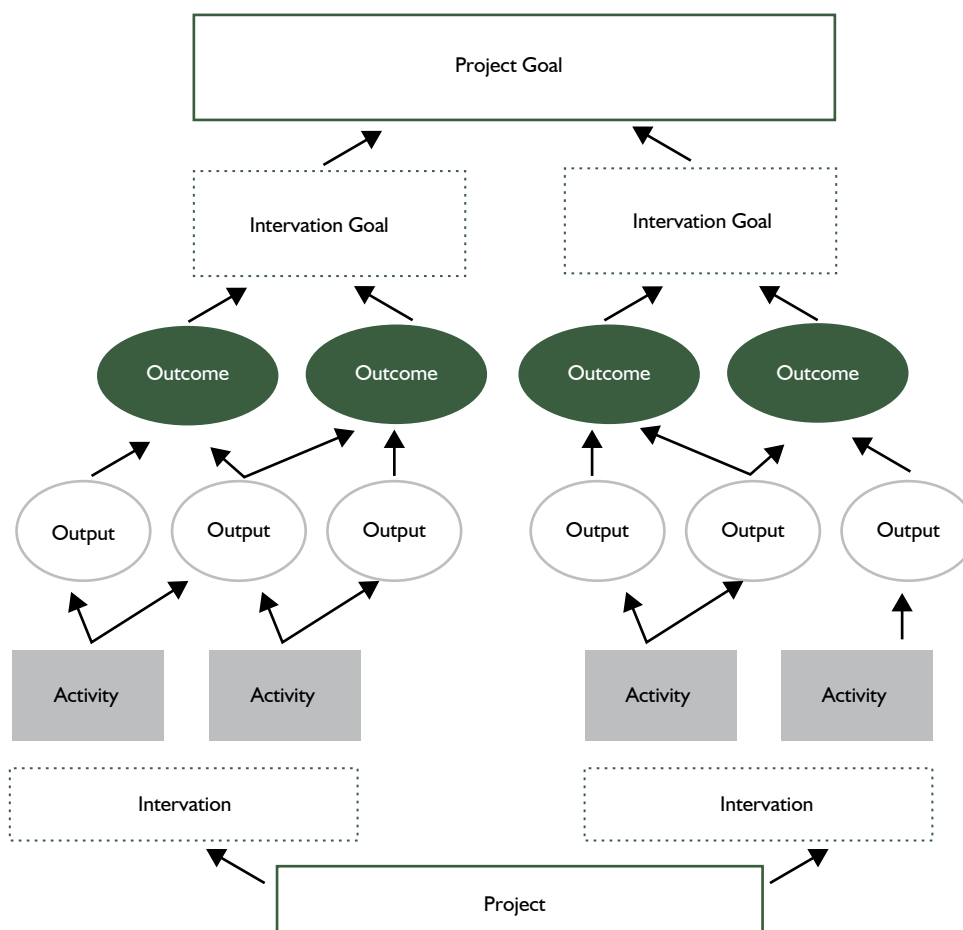
1.3.2.1 What it is...

Theory of Change was first linked to Evaluation processes in the early 1990s to understand how impact is achieved by mapping out how and why a change is expected to happen in a determined context. As a conceptual model, it helps organizations to established clear, non-linear relationships between causes, processes, results and choices of intervention to achieve this goal, thus producing a comprehensive material to best define what exactly should be monitored and what connections between action and results should be explored in an evaluation process.

The ToC builds jointly with groups and stakeholders a logical sequence of means-ends relations that makes explicit both the expected impacts of a programme and the outputs and outcomes. It does this by first mapping the desired long-term goals and then works backwards to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur¹. This capacity to articulate the so called “missing middle” and arranged it graphically in a causal framework that simply show what a programme does (its activities or interventions) and how these lead to the expected goals being achieved is one of the main advantages of adopting Theory of Change.

¹ Adapted from Center for Theory of Change website. Link: <http://www.theoryofchange.org/what-is-theory-of-change/>

Figure 5: Theory of Change Framework



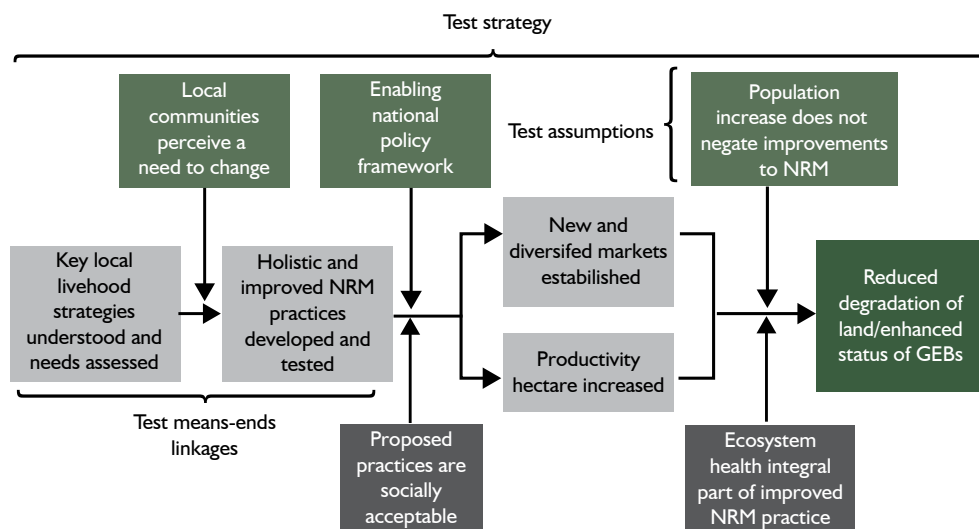
Source: Conservation International, 2017

Another key aspect of ToC is its capacity to clarify the underlining assumptions that are part of the Change model. In so doing it allows monitoring process to explore these assumptions and revisit and updated the ToC model during the programme lifetime. This adaptive management process in particularly interesting to consider lessons learned and opportunities for improvement of the ToC as well as to generate more reliable impact analysis at the end of programme cycle.

Pros	Cons
Build strong casual connections between impact, outcomes and outputs	May require other M&E tool for reporting to donors
Help planners and stakeholder to work on a timeline with early, intermediate, and long-term outcomes	Changing environments may require constant review on ToC structure with operational implications to M&E
Clarify the underlining assumptions regarding a specific programme	Requires skilled team and stakeholders for complex subjects such as ecosystems and climate change
Enables participation at all stages	Hard to represent their theory effectively, finding that the diagram over-simplifies or loses key elements of their analysis
Established good connections between strategy and project intervention.	Organizations may not find the time for reviewing it organically
	Focus on the conceptual part not on the means for monitoring and verification
	Difficult to reconcile with Logframe models usually applied to projects

The ToC is commonly used for conservation projects, Ecosystem-based Adaptation projects, projects related to the Sustainable Development Goals (SDGs) and projects that involve community level outcomes. It is also used to map changes in organizations and policies, as well as in public or private donor investment strategies.

GEF Theory of Change Model applied to Community Natural Resources Management Strategy

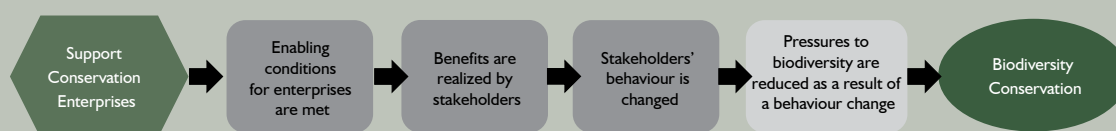


Source: Global Environment Facility Impact Evaluation, 2007

USAID: Conservation Enterprises

In 2015 USAID employed a theory of change approach to assess projects focusing on conservation enterprises and to improve the effectiveness of biodiversity programme for future investments. For that, USAID developed a general theory of change model to test assumptions about the relationships between the actions implemented and the expected outcomes. As an ex-post model, the basic assumption is that all projects by the Biodiversity programme were selected with the ultimate goal of Biodiversity Conservation.

General Theory of Change used by USAID for Conservation Enterprises



One of the main conclusions from this study was that there are numerous advantages in developing a general theory of change for all projects under the Conservation Enterprises programme, as each project tests the model and the underlining assumption and help inform what works, what doesn't, and under what conditions. One of the shortcomings was the lack of organized information on the site to feed up the system as well as to insure appropriate adaptive management during project timeline.

For a detailed analysis, go to: http://pdf.usaid.gov/pdf_docs/PA00KMWR.pdf

Source: USAID, 2015.

1.3.2.3 References

- CONSERVATION INTERNATIONAL (2017) Constructing theories of Change for Ecosystem-Based Adaptation projects: a guidance document. Conservation International. Link: http://www.conservation.org/publications/Documents/CI_IKI-ToC-Guidance-Documents.pdf
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- Anderson, A.A. 2004. Theory of change as a tool for strategic planning: A report on early experiences. The Aspen Institute: New York, NY. Link: <http://www.wallacefoundation.org/knowledge-center/Documents/Theory-of-Change-Tool-for-Strategic-Planning-Report-on-Early-Experiences.pdf>
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- Centre for Theory of Change. Website: <http://www.theoryofchange.org>

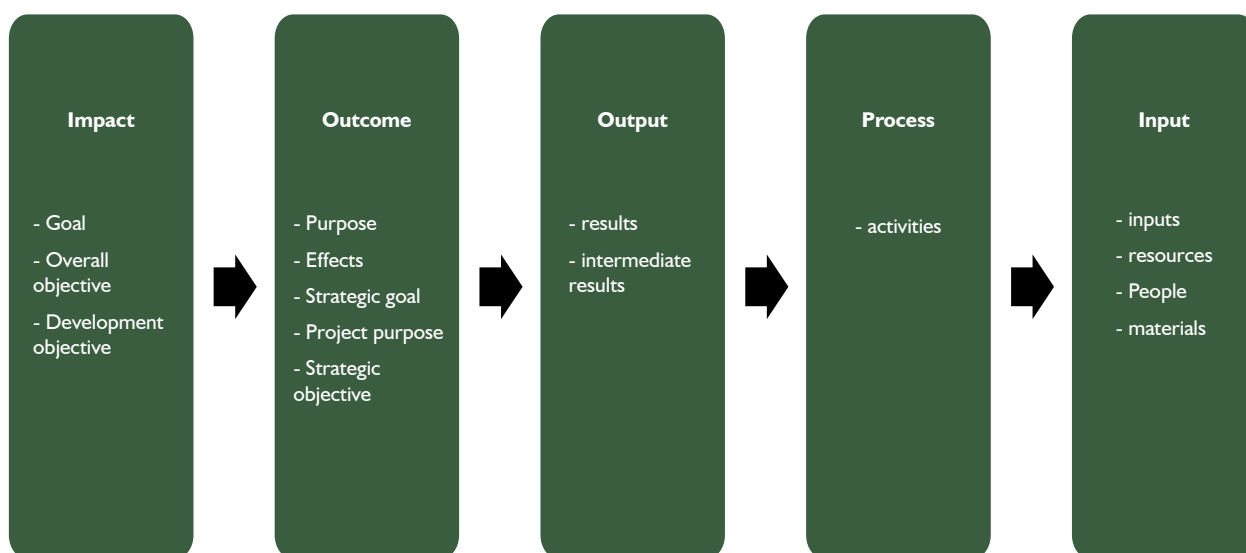
1.3.3 Results Chain

1.3.3.1 What it is...

A Results Chain is a M&E tool to work out cause and effect more analytically. It helps understand the relationship among programme components, clarifying long-term goals and objectives, and mapping out how assumptions that underline the programme will effectively contribute to reducing important threats, leading to the conservation of priority targets. It represents a step further the traditional logic models as it shows the direct relationship between one result and another at the same time it explores how intermediate levels (processes or activities) contribute to or prevent from a programme reaching a specific outcome.

These relationships are shown in diagrams (result frameworks) that help visualize the linkages and pose “if” questions for evaluation. As shown in the Figure below, different terminologies are employed but the its main contribution is to bring the Process dimension to the forefront. In so doing a good M&E system with adaptive management practices can operate in a more responsive manner within the project timeframe.

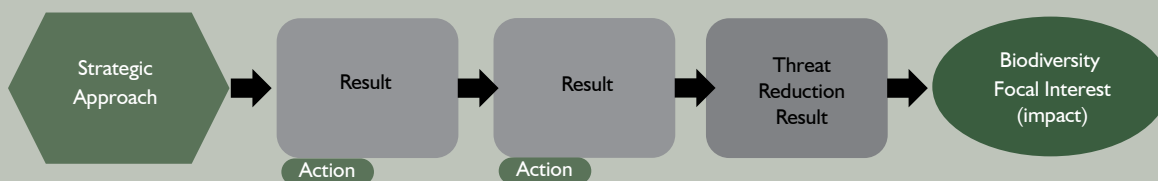
Figure 6: The basic five elements of a Results Chain and different terminologies



Results chains works well with conceptual models such as Theory of Change, adding a dynamic perspective to review and enrich it alongside the project monitoring and evaluation. Once a theory of change is designed, results chain can define their project objectives and indicators needed to measure effectiveness at each session of the chain, as well as the identification risks associated, providing objective basis for budgeting, planning, scheduling, and monitoring and evaluation. Monitoring throughout the implementation leads to continued progress review and timely course correction; besides, it set the basis for mid- and final evaluations.

At conservation projects, there is an adapted results-based framework for the Results Chain, which is commonly used by organizations such USAID, WWF, TNC, among others.

USAID: Results Chain for Biodiversity programme



1. Biodiversity focal interest (Impact) – The desired state of the biodiversity focal interest that a programme seeks to achieve.
2. Threat reduction result – The desired reduction in a specific threat that a programme seeks to achieve.
3. Results – Preliminary or short-term results needed to achieve a threat reduction result and ultimately the biodiversity focal interest impact.
4. Strategic approach – A set of actions with a common focus that work together to achieve a series of results in a results chain.
5. Selected actions – Specific interventions or sets of tasks undertaken to reach one or more results. An action must be linked to a result.

Source: STEM & FLORES, 2016, USAID

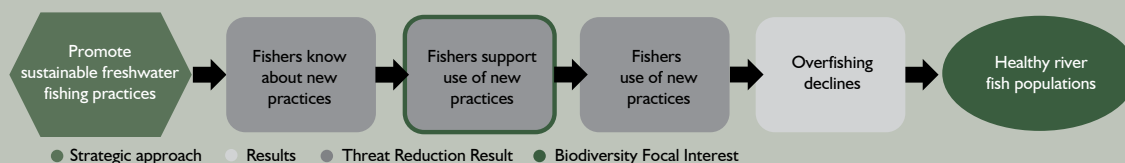
Pros	Cons
Fosters adaptive management	Requires other M&E for reporting purposes
Adapts to dynamic contexts and environments	Not helpful for strategic intervention planning
Works well with different M&E frameworks	
Differentiate short-, mid- and long-term results	
Refines theories of change	



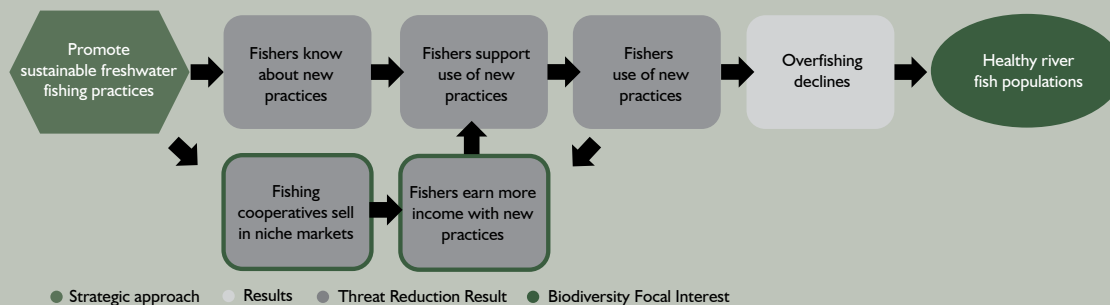
1.3.3.2 Examples

USAID: Grand River Project Example – Preliminary Results Chain with Key Missing Result Added²

The Grand River Project is case presented by USAID on how to use results chain during project planning. It starts from a conceptual model for an intervention strategy that aims at the *Ecological integrity of priority terrestrial and freshwater ecosystems in the Grand River watershed restored for current and future generations*. The diagram below shows the Result Chain from one specific strategy, which is to promote sustainable freshwater fishing practices.



By asking “if questions”, the team raise concern about one part of the chain (marked in Red in the figure above). They came to realize that only support the use of new practices would not be enough to get fishers to adopt it. There had to be an incentive, a new approach, that address this subject directly. Planners then decided to modify the scope of their strategic approach to include an emphasis on marketing and sales and added two new results: fishing cooperatives sell in niche markets and fishers earn more income with new practices. The diagram below shows the resulting Results Chain, where a new result directly connected to the fragile link, thus incrementing the project intervention strategy.



Source: STEM & FLORES, 2016.

1.3.3.3 References

- STEM, C. & FLORES, M. (2016) Using results chain to depict Theories of Change in the USAID Biodiversity Programming. USAID. Link: http://pdf.usaid.gov/pdf_docs/PA00M8MW.pdf
- FOS – FOUNDATION OF SUCCESS (2007) Use Results Chain to Improve Effectiveness of Foundation of Success. Link: http://www.fosonline.org/wordpress/wp-content/uploads/2010/08/FOS_Results_Chain_Guide_2007-05.pdf

1.3.4 Management Effectiveness Tracking Tool (METT)

1.3.4.1 What it is...

The METT is widely used as a M&E tool to assess Protected Area (PA) management effectiveness, especially important to report progress towards the Convention on Biological Diversity. It was firstly developed as part of the WWF-World Bank Forest Alliance programme and field tested in 2001. Since then it has been used in over 2,500 PAs covering over 4.2 million km² in at least 127 countries (STOLTON & DUDLEY, 2016). It has been adopted and adapted by the Global Environment Facility (GEF), the World Bank and in numerous organizations and donors. More recently, protected areas linked to World Heritage Convention and Ramsar Convention are also being asked to undertake convention specific reporting.

²This example is a summary from a case study presented by USAID in the publication “Using results chain to depict Theories of Change in the USAID Biodiversity Programming”. See Reference session for more details.

The methodology is a rapid assessment based on a scorecard questionnaire. The scorecard includes all six elements of management defined by the IUCN Protected Area Management Effectiveness (PAME) Framework (see figure below) but emphasizes context, planning, inputs and process.

Figure 7: IUCN PAME framework & METT

Elements of evaluation	Explanation	Criteria that are assessed	Focus of evaluation
Context	Where are we now? Assessment of importance, threats and policy environment	Significance Threats Vulnerability National context Partners	Status
Planning	Where do we want to be? Assessment of resources needed to carry out management	Protected area Legislation and policy Protected area system design Management planning	Appropriateness
Inputs	What do we need?	Resourcing of agency Resourcing of site	Resources
Processes	How do we go about it? Assessment of the way in which management is conducted	Suitability of management processes	Efficiency and appropriateness
Outputs	What were the results? Assessment of the implementation of management programmes and actions; delivery of products and services	Results of management actions Services and products	Effectiveness
Outcomes	What did we achieve? Assessment of the outcomes and the extent to which they achieved objectives	Impacts: effects of management in relation to objectives	Effectiveness and appropriateness

Source: WWF (2007).

WWF experience suggests that a good METT process takes up to two or three days and is way better if the assessment is evidence-based and a diverse group of stakeholders have a chance to input into the results. It is basic and simple to use, and provides a mechanism for monitoring progress towards more effective management over time. It is used to enable park managers and donors to identify needs, constraints and priority actions to improve the effectiveness of protected area management. METT can be used as a donor / treasury evaluation, to improve management (adaptive management), and for accountability / audit (STONTOL & DUDLEY, 2016/WWF, 2007).

Pros	Cons
Easy to demonstrate how well management is being carried out (output level)	Mostly a qualitative assessment that relies to a large extent on the judgement and honesty of the assessors
Designed to engage stakeholders inside and outside the protected area, such as local communities, donors, PA managers, etc.	Not very instrumental to compare across different sites
Works as adaptive management during action plan implementation	Too limited to demonstrate assess outcome and impact
Enable communication and results sharing on local and global basis	Capacity building for protected area staff and other participants is required.
Simple and cheap to implement	Requires data quality control measurement
Suitable for replication	
Quick and easy to complete and be understood	
Applicable to terrestrial and wetland protected areas	

1.3.4.2 Examples

IUCN - How effective are Albanian Protected Areas?

Albania's protected areas help protect approximately 30% of all European flora species. Since February 2015, the newly established National Agency for Protected Areas is the responsible institution for the management of protected areas in Albania, which had recently increased protected area coverage from 5.2% to 16% of its territory leading a wider recognition of Albania's contribution to European and global biodiversity.

An initial assessment of 51 protected areas of Albania was conducted using the Management Effectiveness Tracking Tool (METT) for rapid qualitative assessment based on a scorecard questionnaire, within the IUCN PAME Framework, but emphasizing mostly the context, planning, inputs and process components. Assessments were carried out by protected area managers that are organized in 12 Regional Administrations of Protected Areas with support from the National Agency for Protected Areas (NAPA).

Main results from this assessment:

- The highest percentage of poor results is observed with respect to budget availability, security and management, availability and maintenance of equipment
- Excellent results were reported on the legal status of protected areas and condition of values
- Results by the IUCN PAME Framework indicate poor results prevail in all states except Context
- National parks average better results than other categories on all IUCN PAME Framework stages
- Wild fires were identified as the most common threat to protected areas in Albania
- Logging and wood harvesting ranked as the most serious threat that causes degradation of the natural values in protected areas
- Threats related to the use of biological resources affect most protected areas

Source: AVRAMOSKI, O. et al (2016) Initial assessment of protected areas in Albania using the management effectiveness tracking tool. IUCN. Link: https://www.iucn.org/sites/dev/files/content/documents/2016/analysis_of_mett_results_final.pdf

1.3.4.3 References

- STOLTON, S. and DUDLEY, N. (2016) METT Handbook: A guide to using the Management Effectiveness Tracking Tool (METT), WWF-UK. Link: https://www.protectedplanet.net/system/comfy/cms/files/files/000/000/045/original/WWF_METT_Handbook_2016_FINAL.pdf
- WWF (2007) Management Effectiveness Tracking Tool: reporting progress at protected area site. Second edition. Link: https://www.google.com.br/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0ahUKEwi5lpPAn5jWAhVGkJAKHeByANMQFggnMAA&url=http%3A%2F%2Fassets.panda.org%2Fdownloads%2Fmett2_final_version_july_2007.pdf&usg=AFQjCNFWzFWc_zjGz2oX7TIPdDN-bsl8T9g

1.3.5 Outcome Mapping

1.3.5.1 What it is...

Outcome mapping was first developed by the International Development Research Centre (IDRC) as a M&E tool to help report on programme outcomes strictly related to changes in behaviour, relationships, actions and activities in the people, groups and organizations it works with directly. It works on the principle that development is essentially about people and how they relate to each other and their environment. At a practical level, Performance is assessed as the programme's contribution to prompting change through an iterative process to identify desired change and to work collaboratively to bring it about.

Outcome mapping is a complementary M&E tool, particularly useful in programmes where success depends on behavioural, social or cultural change. The emphasis is on monitoring and reporting on changes in the actions of

the actors involved instead of crediting only a set of specific objectives and impacts. This tool is also helpful to assess progress within the local context and to deepen understanding of local change processes.

Pros	Cons
Capable of reporting on usually hard-to-show results achieved by Programmes on changing people action and behaviour.	Not applicable for strictly technical Programme components and expected results
Helps demonstrate long-term change and guide further work.	Not adequate to be a main M&E method for EFs, thus requiring other tools to meet reporting requirements
Works well on Performance level by capturing processes and results	
Enables participation and multi-stakeholder engagement	

1.3.5.2 Examples

1.3.5.2.1 Community-Based Adaptation in Africa (CBAA)

This project carried out climate change adaptation pilot using participatory and learning-by-doing approaches applied to reduce vulnerability to climate change at the community level in eight African countries (Sudan, Tanzania, Uganda, Zambia, Malawi, Kenya, Zimbabwe, South Africa), from 2008 to 2011. It aimed at bridging communication to poor and vulnerable communities, and from communities to other stakeholders. As part of their M&E process, they used participatory video as an Outcome Mapping to enable the community to record their own views and voices on impacts of climate change and the local adaptation knowledge. This tool enabled more accountability, supported action research, strengthened NGOs and local governments understanding and communication to communities and recorded their local knowledge.

Source: <https://www.outcomemapping.ca/projects/community-based-adaptation-in-africa-cbaa>

Learn more: http://www.niccd.org/sites/default/files/NICCD_NewICT_Case_Study_ParticipVideo.pdf

1.3.5.2.2 Drought preparedness and climate change resilience in Brazil

Brazil has historically coped with drought, a phenomenon that especially impacts the semi-arid lands of the Northeast. To deal with the various impacts of a current multi-year drought (2010-ongoing), the Government of Brazil partnered with the World Bank (WB) on a non-lending technical assistance programme to foster proactive drought policy and management. The programme framework is based on three pillars of drought preparedness: 1) monitoring and early warning; 2) vulnerability and impact assessment; and 3) mitigation and response planning and management. To monitor and evaluate this pilot initiative, which results were highly depending on the 'buy-in' and active engagement and voluntary collaboration among stakeholders from different states, institutions and levels, the selected approach, developed by the World Bank Institute, integrates the Bank's Capacity Development Results Framework, with Outcome Mapping and Outcome Harvesting, methodologies that build on concepts of systems' and complexity theories.

Unlike traditional monitoring and evaluation methodologies, this qualitative and participatory approach (i) understands outcomes as sustainable changes influenced by the development agency, but promoted and implemented by the stakeholders (considered as the Bank's partners) and (ii) acknowledges that sustainable change is a result of complex collaboration processes that are – naturally – negatively and positively influenced by many factors (commonly considered as "externalities" in traditional approaches).

Source: <https://www.outcomemapping.ca/projects/drought-preparedness-and-climate-change-resilience-in-brazil>

Learn more: <https://www.outcomemapping.ca/download/emilia.pdf>

1.3.5.3 References

- SMUTYLO, Terry (2006) Outcome mapping: A method for tracking behavioural changes in development programmes. Link: https://www.outcomemapping.ca/download/csette_en_ILAC_Brief07_mapping.pdf
- IDRC 2005b. Facilitation manual and facilitator summary sheets. Link: http://www.idrc.ca/en/ev-62236-201-1-DO_TOPIC.html
- ROMA: A guide to policy engagement and influence. Overseas Development Institute (ODI). Link: <http://www.roma.odi.org/index.html>
- Outcome Mapping Learning Community. Website: <https://www.outcomemapping.ca>

1.4 An Overview of Donors' M&E and International Standards

After describing the most used tools for measuring programmes' effectiveness in the previous session, it is important for EFs to have an overview of how are their main donors' approaches to M&E. As grantees of these international cooperation institutions, it is critical for EFs to know their M&E approach, to understand what they are expecting from EFs reporting. Again, this session does not try to be exhaustive, but to summarize the M&E approaches of four of EFs' main donors, including the GEF, the World Bank, FFEM and KfW. References to external sources of more detailed information are provided for a deeper understanding.

Additionally, this session presents what the Practice Standards for EFs in the core area of "M&E and Reporting". It also highlights the opportunity that EFs, which meet the Practice Standards, have to become implementing agencies of Multilateral Funds.

1.4.1 Four Donors' Approaches to M&E

A. The Global Environment Facility (GEF)

According to its 2020 Strategy³, the GEF helps to ensure the sustainable use of ecosystems and resources on which all life depends. The GEF's 2020 vision is *to be a champion of the global environment building on its role as financial mechanism of several multilateral environmental conventions, supporting transformational change and achieving global environmental benefits on a larger scale*. To achieve this vision, the GEF has established five strategic priorities: (a) address the drivers of environmental degradation; (b) deliver integrated solutions; (c) enhance resilience and adaptation; (d) ensure complementarity and synergies, especially in climate finance; and (e) focus on choosing the right influencing model.

In general, the approach used by the GEF to measure its progress follows a Results-based Management (RBM) system that defines monitoring and reporting at three levels: institutional (organization), programmatic (focal areas⁴) and project level (implementation process)⁵. In this context, for the institutional and programmatic levels, the GEF has defined:

- Corporate level targets and indicators which help to measure contributions to the generation of global environment benefits.⁶
- Focal Area Results Framework, composed by:
 - Strategic Objectives: indicators for long term goals and expected impacts.
 - Strategic Programmes: indicators for expected outcomes by Project end.⁷

Monitoring and evaluation are organized following its own policy (GEF M&E Policy). Approved by the GEF Council, the GEF M&E Policy establishes principles, norms and standards to be applied by the Secretariat and the Independent Evaluation Office, as well as minimum requirements for the monitoring and evaluation of programmes and projects.⁸

The GEF Secretariat is responsible for monitoring activities related to Corporate level targets and Focal Area Result framework, while project level monitoring and evaluation activities are carried-out according to GEF Agen-

³ <https://www.thegef.org/publications/gef-2020-strategy-gef>

⁴ GEF Focal Areas are: Biodiversity, Climate Change, Chemicals and Waste, and International Waters, and are related to multilateral environmental conventions.

⁵ http://www.thegef.org/sites/default/files/council-meeting-documents/C.40.Inf._09_RBM_System_4.pdf

⁶ <https://www.thegef.org/sites/default/files/documents/scorecard%202016%20final.pdf>

⁷ https://www.thegef.org/sites/default/files/documents/GEF6_Results_Framework_for_GEFTF_and_LDCF.SCCF__0.pdf

⁸ <https://www.thegef.org/documents/monitoring-and-evaluation-policy>

cies' internal systems and GEF M&E policy.⁹ Therefore, GEF Secretariat relies on its Agencies' implementation expertise to track and report on progress at the project level.

Results from monitoring are used for reporting as follows:

- From GEF Secretariat to GEF Council:
 - Annual Monitoring Reports Part I (November) and Part II (June)¹⁰.
 - Ad-hoc reports.
- From GEF Secretariat to Convention Secretariats:
 - Focal Area Reports to the corresponding multilateral environmental conventions.
- From GEF to External Audience:
 - GEF Website and Data Mapping Portal.
 - GEF publications.
 - Social Media Outputs.

Evaluation at GEF is guided by the following principles: independence, credibility, utility, impartiality, transparency, disclosure, ethical, participation, and competencies & capacities. In addition, GEF project evaluations mainly explore the following criteria: relevance, effectiveness, efficiency, results and sustainability. The Independent Evaluation Office (IEO) reports directly to the GEF Council and produces Annual Performance Reports and Evaluation Reports.

Evaluation during project implementation is done by GEF Agencies and can be either:

- Mid-term reviews (for the GEF Secretariat).
- Terminal reviews (for IEO).¹¹

All GEF evaluations are public.

Example on the Biodiversity Focal Area Results Framework:

Goal: Maintain globally significant biodiversity and the ecosystem goods and services it provides to society.

Impacts:

(a) Biodiversity conserved and habitat maintained in national protected area systems.

(b) Conservation and sustainable use of biodiversity in production landscapes and seascapes.

Indicators:

(a) Intact vegetative cover and degree of fragmentation in national protected area systems measured in hectares as recorded by remote sensing.

(b) Intact vegetative cover and degree of fragmentation in production landscapes measured in hectares as recorded by remote sensing.

(c) Coastal zone habitat (coral reef, mangroves, etc.) intact in marine protected areas and productive seascapes measured in hectares as recorded by remote sensing and, where possible, supported by visual or other verification methods.

Corporate Level Outcome Targets:

(a) 300 million hectares of landscapes and seascapes under improved biodiversity management.

Gender Indicators:

Focal Area projects will use and incorporate GEF Gender Indicators, which will be monitored and aggregated at the Focal Area portfolio and Corporate levels.

⁹ GEF works with 18 different agencies:

¹⁰ https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.51.03_APMR_0.pdf

¹¹ <https://www.thegef.org/documents/project-and-program-cycle-policy>

“ (...)it is important for EFs to have an overview of how are their main donors’ approaches to M&E. As grantees of these international cooperation institutions, it is critical for EFs to know their M&E approach, to understand what they are expecting from EFs reporting ”

B. The World Bank Group (WBG)

The WBG mission statement is *to end extreme poverty within a generation and boost shared prosperity*. Its latest institutional Strategy¹² is built around two main goals, approved by its Council in 2013:

1. To end extreme poverty: reduce the percentage of people living on less than \$1.25 a day to 3 percent by 2030.
2. To promote shared prosperity: foster income growth for the bottom 40 percent of the population in every developing country.

To monitor its progress towards achieving these goals, the WBG uses a Corporate Scorecard¹³ that allows to measure:

- Country-level progress towards the two goals
- WBG contributions to achieve these goals
- Internal WBG effectiveness indicators tracking the Strategy implementation

The Corporate Scorecard is structured in three tiers as follows:

- Tier 1- Development Context: Reports the long-term development outcomes that countries are achieving.
- Tier 2- Client Results: Reflects the results reported by WBG clients implementing WBG-supported operations.
- Tier 3- Performance: Covers operational effectiveness.

Additionally, the WBG uses a country approach to focus its interventions. In that context, two tools are used:

- Systematic Country Diagnosis: identifies the most important challenges and opportunities a country faces in advancing towards the WBG’s two goals.¹⁴
- Country Partnership Framework: focuses on WBG’s two goals and guides its support to a country.¹⁵

The WBG produces and publishes in its Website¹⁶ to report on progress towards achieving its two goals: (1) project implementation status and progress reports¹⁷ and (2) updated scorecards (in April and October of every year¹⁸).

Additionally, the WBG prepares Annual Reports that focus on how the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA) are helping countries to reach its two 2030 goals.¹⁹

As part of the WBG, there is an Independent Evaluation Group (IEG)²⁰ that reports directly to the Executive Board and is responsible of evaluating the effectiveness of its activities. Its approach is harmonized with international norms and principles, such as:

- Quality standards for development evaluation of the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC).
- Good practice standards of the Evaluation Cooperation Group.
- Norms and standards of the United Nations Evaluation Group.

¹² <https://openknowledge.worldbank.org/handle/10986/16093>

¹³ <http://scorecard.worldbank.org>

¹⁴ <http://www.worldbank.org/en/projects-operations/country-strategies#3>

¹⁵ <http://www.worldbank.org/en/projects-operations/country-strategies#1>

¹⁶ <http://www.worldbank.org/en/results>

¹⁷ <http://documents.worldbank.org/curated/en/docsearch/document-type/791001>

¹⁸ <http://pubdocs.worldbank.org/en/331941477328080420/World-Bank-Corporate-Scorecard-2016-full-version.pdf#zoom=100>

¹⁹ <http://www.worldbank.org/en/about/annual-report>

²⁰ <http://ieg.worldbankgroup.org>

Within this framework, IEG produces a variety of reports²¹, all are public and available at the WBG Website.

Corporate Scorecard Indicators - Examples:

Tier 1 - Development Context

CO₂ emissions (kg per 2011 PPP\$ of GDP): Carbon dioxide emissions stem from the burning of fossil fuels and the manufacture of cement. They include CO₂ produced during the consumption of solid, liquid, and gas fuels and gas flaring.

Average annual deforestation change (%): Permanent conversion of natural forest area to other uses, including agriculture, ranching, settlements, and infrastructure. Deforested areas do not include areas logged but intended for regeneration or areas degraded by fuel wood gathering, acid precipitation, or forest fires. Average, weighted by forest area.

Tier 2 – Client Results

People provided with access to an improved water source (millions): Number of people who benefited from improved water supply services provided by WBG-supported operations. World Bank contribution includes number of additional people who benefited from improved water sources (following the UNICEF-WHO Joint Monitoring programme definition) that have been provided under WB operations. IFC and MIGA contributions include number of people receiving water distribution services in a given year through IFC/MIGA clients.

Tier 3 - Performance

Gender-integrated country strategies (%): Percentage of Country Assistance Strategies (CAS) or Country Partnership Frameworks (CPFs) with gender considerations in the analysis, content, and the results framework that integrate gender into all of the following aspects: (a) analysis and/or consultation on gender related issues; (b) specific actions to address the distinct needs of women and girls, or men and boys, and/or positive impacts on gender gaps; and (c) mechanisms to monitor gender impact.

C. Fonds Français pour l'Environnement Mondial (FFEM)

FFEM is a mechanism to finance France's contribution to the major conventions on the global environment and takes into account the United Nations Sustainable Development Goals (SDG). Its mission statement is "to promote the protection of the global environment in developing countries". FFEM has built a Strategic Programming Framework (2015-2018)²² that defines strategic priorities that extend over the whole period of the FFEM replenishment. FFEM Priorities for the 2015-2018 period are:²³

- Innovative Financing of Biodiversity: to support the achievement of the three objectives of the Convention on Biological Diversity and to reach target 20 of the Aichi Objectives (for 2020), on the mobilization of financial resources.
- Integrated management and resilience of coastal and marine areas: that cover a continuum from the watershed to the high seas, through the territorial sea and the EEZ.
- Sustainable agriculture and forestry: adaptation to climate change, mitigation of greenhouse gas emissions, protection of biodiversity and sustainable management of water, soil and forests.
- Sustainable urban areas: sustainable urban growth, with opportunity and not exclusion, resilient to climate change and based on sustainable models.
- Energetic transition: to contribute the decarbonisation of energy production and improve energy efficiency with sustainable energy access for all.
- Cross-cutting objectives: intersect the 5 thematic priorities.
 - Sustainable consumption and production.
 - Innovative processes.

Project monitoring and follow-up depends on one of FFEM institutional partners²⁴ and Secretariat. Periodic project reports as well as completion reports are prepared by the project beneficiary (executing agency) and are submitted to the Secretariat.²⁵

Evaluations follow the principles of FFEM Guide to Evaluation and are consistent with:

- the orientations advocated by the OECD Development Assistance Committee.
- the principles of the Paris Declaration on Aid Effectiveness.

²² http://www.ffem.fr/accueil-FFEM/publications/publications-institutionnelles/publications-institutionnelles_CPS

²³ http://www.ffem.fr/accueil-FFEM/ffem/Orientations-strategiques/strategic_orientations_FFEM

²⁴ FFEM has six institutional partners who are represented in its Steering Committee

²⁵ http://www.ffem.fr/accueil-FFEM/projets/travailler-avec-FFEM-projets/cycle_projet_FFEM

²¹ <http://ieg.worldbankgroup.org/evaluations>

- the principles of the Charter of the French Evaluation Society.²⁶

At project level, evaluations could be done at mid-term. But each year FFEM will conduct *ex-post* project cluster evaluations for different types of processes: strategic and decision support methods and tools, multidisciplinary approaches, co-management, mechanisms of collective and individual learning, communication strategies, etc.

D. KfW Development Bank

KfW Group supports change and encourages forward-looking ideas in Germany, Europe and throughout the world²⁷. Its international financing branch, KfW Development Bank (KfW) helps to promote the economy, reduce poverty and provide people with health care, education and future.²⁸ Its goal is to help partner countries fight poverty, maintain peace, protect both the environment and the climate and shape globalisation in an appropriate way.²⁹

The priorities for KfW interventions are set in country strategies that are developed by the German Ministry for Economic Cooperation and Development (BMZ) and are based on partner countries' own development strategies. In that context, programmes and projects are proposed by the corresponding government during bilateral negotiations.³⁰

Monitoring is carried-out at programme or project level by the executing agency. KfW will receive and review periodic reports and will support and advise the executing agency, as well as monitor the proper use of funds. For its part, KfW has to send periodic reports to BMZ.³¹

Project evaluation is done during: i) implementation and ii) after project closure. During implementation, KfW examines the project to determine whether or not:

- productivity levels are being reached,
- specifications have been complied,
- funds have been used as planned.

These evaluations can be done: i) following completion as Final Reviews and ii) one year after project execution as final inspections.

After project closure, evaluations depend on KfW's independent Evaluation Unit (EU)³² that reports directly to the Executive Board and is responsible for:

- Ex-post evaluations: KfW selects a random sample (more than 50% of projects completed in a year) of KfW's project portfolio to assess the impact achieved throughout the entire project cycle. It is done 3-5 years after completion and gives a rating of the project based on a scale of 1 to 6 (1 to 3: successful).
- Bi-annual evaluation reports: which estimate the overall success rate and analyse results at portfolio level.

Ex-post evaluations are carried-out by the EU following the criteria from the OECD's DAC: i) relevance, ii) effectiveness, lii) efficiency, and iv) sustainability (rating score of 1 to 4).³³

1.4.2 International Standards on M&E

programme and project monitoring and evaluation (M&E) systems are required by nearly all multi and bilateral Environmental Funds (EFs) donors. Their planning and budgeting is essential when submitting a proposal, therefore EFs have the need to review the donor's position or requirements carefully.

It seems to be a general consensus that M&E considerations can differ in approach, terminology and sequence of steps, but the principles are the same (Stem et al. 2005). In 2010, the Global Environment Facility (GEF) M&E Policy³⁴ stated that: "No professional norms and standards have been formulated on monitoring in the bilateral, UN, or international financial institution communities. However, it is common to formulate minimum requirements for monitoring systems...". Nonetheless, in the case of evaluation "although there is a convergence toward internationally recognized norms and standards, there is also a divergence caused by specific goal and objectives of [GEF] Agencies". This session thus focuses on presenting general requirements for M&E based on Practice Standards for Conservation Trust Funds³⁵ and the fiduciary standards from multilateral funds.

²⁶ http://www.ffem.fr/accueil-FFEM/projets/travailler-avec-FFEM-projets/comment_presenter_rapport_evaluation_projet

²⁷ <https://www.kfw.de/KfW-Group/About-KfW/Auftrag/>

²⁸ <https://www.kfw.de/KfW-Group/About-KfW/Auftrag/Entwicklungsfinanzierung/>

²⁹ <https://www.kfw-entwicklungsbank.de/International-financing/KfW-Development-Bank/Tasks-and-goals/index-2.html>

³⁰ <https://www.kfw-entwicklungsbank.de/International-financing/KfW-Development-Bank/Tasks-and-goals/Unsere-Arbeitsweise/>

³¹ https://www.kfw-entwicklungsbank.de/PDF/Download-Center/PDF-Dokumente-Flyer/Verfahrensflyer_EN.pdf

³² <https://www.kfw-entwicklungsbank.de/International-financing/KfW-Development-Bank/Evaluations/Principles/>

³³ https://www.kfw-entwicklungsbank.de/PDF/Download-Center/Dokumente-Evaluierung/14_Englisch.pdf

³⁴ GEF Evaluation Office. 2010. GEF Monitoring and Evaluation Policy 2010. Evaluation Document N°4.

³⁵ In this Handbook we will refer to Environmental Funds instead of Conservation Trust Funds.

A. Practice Standards for Conservation Trust Funds

Published in 2014, the Practice Standards for Conservation Trust Funds (PS)³⁶ is a tool developed by the Conservation Finance Alliance (CFA)³⁷ for EFs that are “private independent legal entities”. Nevertheless, its Reporting, Monitoring and Evaluation Standards could be applied or adapted to be used by any other kind of conservation organization.

As described in section 1.3, there are different tools to operate a programme-based M&E system. The special characteristic of PS is that they have been built with the participation and contributions from the main EF donors and from EFs belonging to RedLAC and CAFE. For this reason, the PS are considered to reflect M&E requirements from donors while contemplating EFs’ nature and needs.

The list of organizations and institutions that were part of the PS design core group and that participated in its development is the following:

Type of organization	Organizations
Multilateral	World Bank and GEF
Bilateral	KfW and USAID
Investment Bank	UBS
International NGOs	Conservation International, WWF-US, WCS and TNC
International Foundations	Moore Foundation, Linden Trust for Conservation and <i>Fondation Internationale du Banc d’Arguin</i>
CAFE and RedLAC	<i>Fondation Tany Meva</i> (Madagascar), <i>Fondo Acción</i> (Colombia), <i>Fondo Mexicano para la Conservación de la Naturaleza</i> (Mexico), Mesoamerican Reef Fund (Belize, Honduras, Guatemala, Mexico), <i>Fundo Brasileiro para a Biodiversidade</i> (Brazil).

Additionally, other EFs sent their feedback through RedLAC and CAFE Secretariats. This work lasted for over a year and resulted in a set of standards for Governance (10), Operations (10), Administration (6), Reporting, Monitoring & Evaluation (10), Asset Management (9) and Resource Mobilization (7).

This publication focuses on tools and systems that meet the following standards:

Reporting, Monitoring & Evaluation Standards	
1	EFs are intentional about reporting to different audiences for different purposes.
2	Grant agreements between an EF and its donor clearly set out the specific formats, information requirements, procedures and timing for technical and financial reports.
3	EFs maintain a regularly updated checklist and schedules for all of the reports that they are required to submit to government agencies in the country where the EF is legally registered and the countries where the EF operates or has investments.
4	An EF monitors and evaluates its programs in relation to the EF’s purpose and its strategic plan, and in relation to national-level and international-level conservation indicators, targets and strategies.
5	An EF designs internal reporting, monitoring and evaluation, including financial management reporting, to support informed decision-making by its governing body, about the functioning of the EF as an institution.
6	EF staff, and often the grantee itself, monitor grants using indicators and measures agreed upon in the grant agreement, or its required monitoring plan.
7	EFs design monitoring and evaluation to support evidence-based reporting of conservation impacts.
8	EFs support their grantees by providing clear reporting templates, frameworks and information requirements for monitoring and evaluation of the grant performance in achieving planned outputs and outcomes.
9	EF staff (and/or independent evaluators) perform due diligence and monitor grantees’ progress towards achieving outputs and outcomes.
10	EFs prepare an Annual Report each year, which is distributed to donors and key stakeholders, and is made available to the general public.

These Standards will be repeated in the next chapters, where the practice of M&E in EFs will be discussed.

B. Multilateral Funds Direct Access Standards

One of the recent opportunities for EFs development is the possibility of getting accredited by a multilateral Fund as an implementing agency. Multilateral Funds have been donors to the EFs, who, as executing agencies, re-

³⁶ <http://www.conservationfinancealliance.org/practice-standards-for-ctfs/>

³⁷ www.conservationfinancealliance.org



ceive the financial resources through an implementing agency (commonly the World Bank, UNEP or UNDP in the case of EFs).

In 2010, the Adaptation Fund (AF) opened a Direct Access approach that allows regional or national institutions to operate as “Implementing Entities” and receive financial transfers from the Fund without intermediaries. In 2012, the GEF opened a window for a Direct Access pilot phase, allowing regional and national institutions to demonstrate their capacities and become “Partner Agencies”. Later, in 2014, the Green Climate Fund (GCF) opened its call for potential “Accredited Entities”, which includes Direct Access.

Due to their long and proven experience, as financial tools for the environmental agenda, EFs can comply with international recognized fiduciary standards. For this reason, they are suitable institutions to successfully apply to accreditation. This has been demonstrated by four EFs from RedLAC:

Multilateral Fund	Accredited Entity
GEF	Funbio
Adaptation Fund	Fundación Natura, PACT Belize, Profonanpe
Green Climate Fund	Profonanpe

Accreditation required that an institution demonstrate its compliance with the corresponding fund’s fiduciary standards. This means that the applicant’s policies, procedures and track record will be assessed, normally by an independent panel. The four RedLAC Funds accredited had to invest time and resources to develop and implement several institutional policies to fully comply with the requirements of the Multilateral Funds, including social and environmental safeguards, gender policies, additional internal controls for function separation, and a detailed grant cycle, including the monitoring and evaluation procedures. For project design and M&E the standards required by each Multilateral Fund are presented in tables A, B and C below.

An important characteristic of Direct Access is the availability of programs to help countries get ready to mobilize the fund’s financial resources. The GCF Readiness Programme exists since the beginning of the accreditation process in 2014 and aims “to enhance country ownership and access to the fund”. Support can have the form of a grant or technical assistance and includes “support for accreditation and accredited direct access entities” as one of the four prioritized activities. Meanwhile, in the same year, the Adaptation Fund created its Readiness Programme for Climate Finance which includes South-South Cooperation Grants that allow “a country without National Implementing Entity (NIE) to receive support from an accredited NIE in: i) identifying potential NIE candidates, ii) assisting NIE candidates in the preparation of applications to be submitted to the Fund, and iii) providing support and advice during the application process”.

This is a great opportunity for EFs to assess and finance the enhancement of their programme and project M&E capacities.

Natura Panama Foundation

The Natura Panama Foundation was created in 1991 and is a very structured Environmental Fund, with systematic strategic planning and all institutional policies and procedures developed and registered. Natura is one of the few EFs within RedLAC that has a ISO 9001 certification, which already gives them an important status of internal control excellence. However, when they decided to apply to become a national implementing agency of the Adaptation Fund, some new tools had to be developed.

A risk assessment tool was developed to manage the different types of risks. It is named “Overall Risk Analysis for the Proposed Program’s Activities and Mitigation Measures” and it includes several tables with different types of risks. For each type of risk there are several questions to be answered, the risk probability and impact, to calculate the risk weight, and proposed mitigation measures. It includes the following types of risks:

- Environmental risks
- Information risks
- Social risks
- Legal risks
- Economic risks
- Organizational risks

A final score is calculated after completing all questions for all risks types. Risk value is the result of: (the risk weight subtotal) / (number of risk variables x 6 [max possible risk weight in scale]). The closer to 1, the higher caution and increased efforts should be invested to prevent failure in achieving program objectives. The tool also has a template for a risk management plan, depending on the risk level of each initiative, determining the mitigation measures to be adopted and the responsible person for each measure. These measures will be part of the monitoring efforts to be carried out by the Foundation after the programme or project is supported.

The Natura Panama Foundation example was very interesting to show the type of M&E complexity EFs are reaching when they broaden their field of work to become implementing agencies of the multilateral funds. The risk assessment tool, as well as other M&E tools of the Natura Panama Foundation, was shared with the participants in the online folder created for the group to exchange documents.

Information provided by Rosa Montañez, Executive Director of Natura Foundation

Table A: Adaptation Fund

Accreditation Application Form2	
Section III: Requisite Institutional Capacity	
Required competency	Specific capability required
6. Project preparation and appraisal. This should include impact (environment, socio-economic, political, gender, etc.) assessment study with risk assessment and mitigation plans	a) Demonstration of capability and experience in identification and design of projects (preferably adaptation projects)
	b) Demonstration of availability of/access to resources and track record of conducting appraisal activities
	c) Demonstration of the ability to examine and incorporate the likely impact of technical, financial, economic, social, environmental, gender and legal aspects into the project at the appraisal stage itself
	d) Evidence procedures/framework in place to undertake risk assessment and integrate mitigation strategies/plans into the project document
7. Project implementation Planning and Quality-at-entry Review	a) Evidence of institutional system for planning implementation of projects with particular emphasis for quality-at-entry
	b) Evidence of preparation of project budgets for projects being handled by the entity or any sub-entity within it
8. Project Monitoring and Evaluation during implementation	a) Demonstration of existing capacities for monitoring and evaluation that are consistent with the requirements of the Adaptation Fund
	b) Evidence of a process or system, such as a project-at-risk system, that is in place to flag when a project has developed problems that may interfere with the achievement of its objectives, and to respond to redress the problem.
	c) Production of detailed project accounts which are externally audited.
9. Project closure and final evaluation	a) Demonstration of an understanding of and capacity to assess impact/implications of the technical, financial, economic, social, environmental, gender and legal aspects of projects at closure.
	b) Demonstration of competence to execute or oversee execution of projects/programmes.
	c) Demonstration of competence to conduct evaluations of completed projects.

Table B: Global Environment Facility

Minimum Fiduciary Standards³	
I. Project/Activity Processes and Oversight Criteria	
Criteria	Standard
I. Project Appraisal Standards	(a) A project and/or activity appraisal process is in place with the purpose of examining whether proposed projects and/or activities meet appropriate technical, economic, financial, environmental, social, institutional and/or other relevant criteria, including GEF-mandated criteria, and whether they are reasonably likely to meet stated objectives and outcomes.
	(b) The appraisal process ensures an appropriate degree of institutional checks and balances at the stage of project design.
	(c) Project and/or activity development objectives and outcomes are clearly stated and key performance indicators with baseline and targets are incorporated into the project/activity design.
	(d) Appropriate fiduciary oversight procedures are in place to guide the appraisal process and ensure its quality and monitoring of follow-up actions during implementation.
3. Monitoring and Project-at-Risk Systems.	(a) Monitoring functions, policies and procedures consistent with the requirements of the GEF monitoring and evaluation policy have been established.
	(b) The roles and responsibilities of the monitoring function are clearly articulated at both the project/activity and entity/portfolio levels. The monitoring function at the entity/portfolio level is separated from the project and/or activity origination and supervision functions.
	(c) Monitoring reports at the project/activity level are provided to a project/activity manager as well as to an appropriately higher level of managerial oversight within the organization so that mid-course corrections can be made, if necessary. Monitoring reports at the entity/portfolio level are provided to both project/activity managers and to an appropriately higher level of oversight within the organization so that broader portfolio trends are identified, and corresponding policy changes can be considered.
	(d) A process or system, such as a project-at-risk system, is in place to flag when a project has developed problems that may interfere with the achievement of its objectives, and to respond accordingly to redress the problems.
	(e) Adequate fiduciary oversight procedures are in place to guide the project risk assessment process and to ensure its quality and monitoring of follow-up actions during implementation. This process or system is subject to independent oversight.
4. Evaluation Function	(a) Independent evaluations are undertaken by an established body or function as part of a systematic program of assessing results, consistent with the requirements of the GEF monitoring and evaluation policy.
	(b) The evaluation function follows impartial, widely recognized, documented and professional standards and methods.
	(c) The evaluations body or function is structured to have the maximum independence possible from the organization's operations, consistent with the structure of the agency, ideally reporting directly to the governing board. If its structural independence is limited, the evaluations body or function has transparent reporting to management and/or the governing board.
	(d) An evaluation disclosure policy is in place. Evaluation reports are disseminated as widely as possible, and at a minimum to all parties directly or indirectly involved with the project. To enhance transparency, to the extent possible, reports are available to the public.

Table C: Green Climate Fund

Initial fiduciary principles and standards of the Fund4	
Section V: Specialized fiduciary criteria - Project management	
Area of competence	Specific capacity required
5.1.1. Project identification, preparation and appraisal	Track record of capability and experience in the identification and design of projects or programmes within the respective jurisdiction.
	Documented process for project appraisal to ensure quality and monitoring of follow-up actions during implementation.
5.1.2. Project oversight and control	Operational capacity and procedures to oversee the implementation of the approved funding proposal, monitor performance and assess project expenditure against project budget;
	Appropriate reporting capabilities.
5.1.3. Monitoring and evaluation	Capacities for monitoring and evaluation including a clearly defined and resourced monitoring function and an independent evaluation body or function that follows documented and recognized standards.
	An evaluation disclosure policy is in place.
5.1.4. Project-at-risk systems and related project risk management capabilities	A process or system in place to flag early on when a project has developed problems that may interfere with the achievements of its objectives, and to respond accordingly to redress the problems.

1.4.2.1 References

- MARGOLUIS, R., Stem, C., Salafsky, N., & Brown, M. (2009). Design alternatives for evaluating the impact of conservation projects. In M. Birnbaum & P. Mickwitz (Eds.), *Environmental program and policy evaluation: Addressing methodological challenges. New Directions for Evaluation*, 122, 85–96.
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2. How to Build a Programme M&E System?

The design of an effective M&E plan requires EFs to go through a sequence of steps to bring it about. Considering that most EFs are small- and mid-size organizations who are still gauging organizational structure and resources, this publication proposes a pragmatic and incremental approach to building an EF monitoring and evaluation system that is divided in two phases approach.

First, a **readiness assessment**, which should be done before diving into the building to guarantee that the following three things are in place:

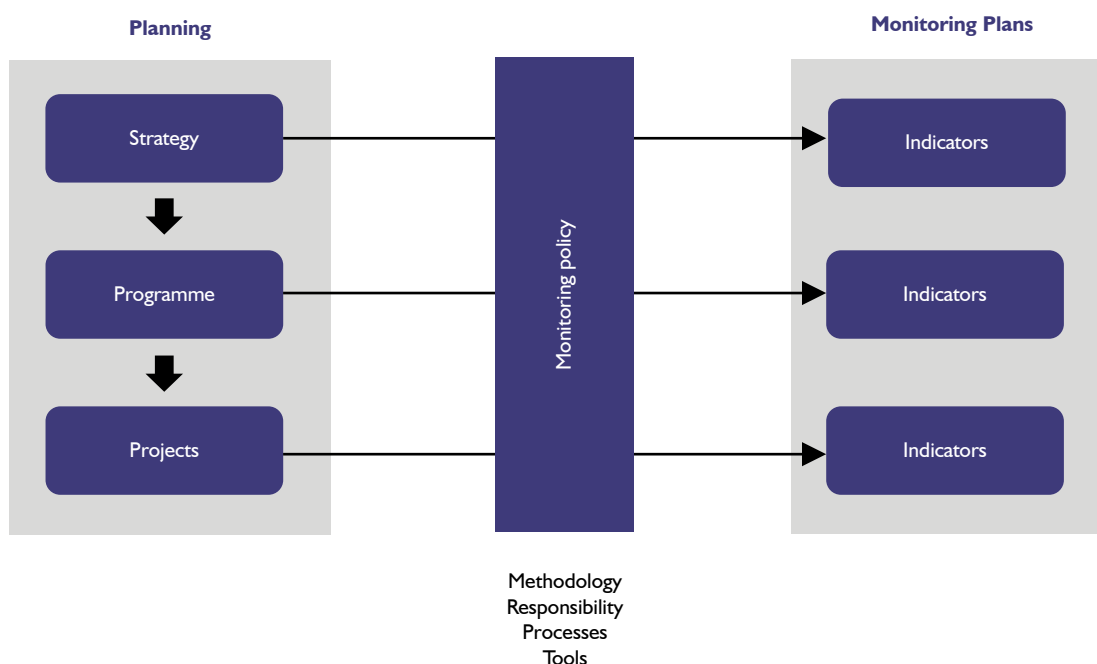
- A clear needs assessment
- A comprehensive narrative on expected impact
- Objective roles for stakeholder engagement

Having all these things ready will support the design of an articulated and fit-for-purpose M&E framework.

The second step is the actual **building the monitoring and evaluation framework** that includes indicator building, evaluation outlining, selection of M&E tools, and resources need assessment.

A M&E system for EFs will be defined in their M&E policy, a document that defines the guidelines for monitoring and evaluation in the Fund, guiding the definition of indicators for the different levels (institutional, programmatic and for the projects), depending on the different situations. The image below shows how the M&E policy permeates all the levels:

Figure 8: M&E policy linking planning to monitoring and evaluation



The 11 steps described below will help EFs to build their monitoring and evaluation policy, which will then guide the development of the required monitoring plans.

2.1 Readiness Assessment

Step 1 – Conduct a Needs Assessment

EFs endeavouring a M&E system should first start by asking the question: “What does our organization need from a M&E system?” Answering this question will require EFs to think about its own context, challenges, short- and mid-term objectives.

Try to avoid considering the various benefits and functionalities that a M&E may have and be true and right to the point in terms of real needs of your organization. A simple way to do it is to conduct a brainstorming session with technical and administrative EF team to produce a long list of needs and prioritize them. Consultation to key stakeholders is also recommended at this early stage.

The prioritized needs should be translated into a clear statement about the aim of the M&E process. This statement is a phrase that summarizes the EF aspiration to develop a M&E system. Then, it is possible to identify specific requirements for the M&E plan.

Figure 9: Generic example



Requirements are the prioritized needs and are important to define the basic functionalities that should be part of designing the M&E plan. They might be important for the EF or stakeholders engaged in the M&E such as donors or national authorities. For example, if an EF must include community level evaluation or incorporate a list of pre-existent indicators, this information should be made explicit at the outset to support appropriate choices during M&E designing.

The choice of requirements is discretionary to one's organizations capacity to intricate the system into the organization's processes and daily life, and the availability of human, technological and financial resources.

Step 2: Develop an EF Narrative about Impact and Outcomes

A well-thought narrative to showcase the expected change will provide the 'backbone' of the programme M&E framework, as it requires explanation about what is projected to happen and puts light on the assumptions underlying the pathway of change from the implementation of selected program interventions and activities to intended outcomes. Again, here the M&E systems refers to the strategy defined for the Fund, as it is recommended by Reporting, M&E Practice Standard 4:

Reporting, Monitoring & Evaluation Standards	
4	An EF monitors and evaluates its programs in relation to the EF's purpose and its strategic plan, and in relation to national-level and international-level conservation indicators, targets and strategies.

There is a diversity of tools and methods to help develop a narrative about impacts and outcomes. Several donor and NGOs have been using the Theory of Change (TOC) approach described in Chapter 1 to articulate strategic narratives and it is a good approach for EFs who are at initial development stages and need support to express the relationships between the general strategy, expected outcomes and programme portfolio. Besides, it can serve the project management cycle in various ways, including:

- Strategic planning, goal setting and selection of interventions;
- Validation of existing programme plans by cross-checking stated goals with proposed project activities;
- Selection of key targets to monitor;
- Selection of projects for grant making;
- Choice of key evaluation questions, which are expected to address critical points in the programme implementation
- Communication tool to explain project priorities and management decisions;
- Learning and reviewing processes

If your EF needs assistance to develop a theory of change, the following list offers a practical step-by-step approach to assist the EF in building it:

1. Define the long-term goal that the EF expects to achieve within a given timeframe – usually 5 to 10 years.
2. Map the conditions needed to achieve that goal
3. Identify the specific programme interventions that the initiative will perform to create these preconditions (outcomes).
4. Write a narrative that can be used to summarize the various moving parts in the TOC.

After you develop the theory of change, it is important to conduct a quality check. A well-thought narrative should:

- Be **logical**: does it provides a big, logical picture of what the organization intends to do? Does it clearly describe the links about how and why you think change happens?
- Be **exhaustive**: does it shows all the different pathways that might lead to change, even those that are not related to your programme?
- Be **consistent**: does it clarifies its assumptions and premises?
- Inform **context appropriately**: does it include issues related to the environment or context that you can't control?
- Cover the **right scope**: does it present a direct connection to the EF strategic goals or other relevant agendas?

One common limitation found in programme M&E systems is the narrow scope definition. Many organizations devise M&E systems as they secure funding for specific programme implementation, and instead of capturing the

broad picture linked to EF major goals, they end up focusing on the specific results, losing track of the overall organization results delivery. By feeding the M&E system with the theory of change of the EF, it will be easier and clearer for the EF and for every stakeholder to comprehend the strategy and impact, as well as how other activities fit into the need for new programmes, or programme review, new funding.

Fondo de la Iniciativa para las Américas de El Salvador – FIAES

The FIAES is one of the oldest EFs in the LAC region, created in 1993 through a debt swap with the government of the United States. FIAES delivers grants in 7 different thematic lines, including: conservation and sustainable use of natural resources; conservation and sustainable use of coastal and marine resources; sustainable agriculture and cattle ranching; degraded lands restoration; watershed management; local productive initiatives; and sustainable tourism.

They have adopted a very interesting territorial approach, dividing the country in different regions for intervention. All the planning and the capacity building delivered to grantees follow this territorial approach, in a way M&E is also carried out in a territorial basis, by their territorial coordinators.

In terms of M&E, they have recently hired one person to be exclusively in charge of the whole monitoring and evaluation system and their plans include the development of an IT system to store data.

FIAES has adopted systematic strategic planning and their current Strategic Plan has 6 objectives, one of them focusing the territorial approach. They were able to develop common financial indicators for all projects, but the technical indicators are developed by territory, according to the local development plans.

They do have program evaluations, carried out by the staff, by external consultants and by the donors. These have been used to report to the Board and to help take decisions in terms of program improvement. FIAES believe that with the new staff person and the IT system for monitoring data collection and processing, they will be able to enhance their M&E system, going beyond financial and execution monitoring to start evaluating impact.

Information provided by Willian Hernández, Project manager of FIAES

Step 3: Define Stakeholder Engagement

Stakeholders are anyone who will use the information generated from the M&E system. This may include several levels of stakeholders from:

- **international:** donors, multilateral organizations, convention reps, investors...
- **national levels:** National Authorities, Ministries, Environmental NGOs...
- **sub-national:** Province and district authorities, PA managers, local NGOs...
- **program levels:** program managers, local NGOs, service providers, communities' representatives...

EF programme M&E systems will be more valuable and effective when stakeholders share interests, needs and participate. Common reasons to engage stakeholders are:

Advocate the need: the process of developing a M&E system may begin by advocating for the need for M&E. This is especially true if the programme has a connection with a public policy or a national commitment. Consistently promoting the message that an M&E plan is designed to demonstrate the extent to which a programme is achieving its objectives and ultimately improve it, may help keep people on track, and donor and public authorities to value the EF programme.

Build logical framework: participation in the programme design leads to clear understanding of the goals and objectives of the programme and how these will be measured. By participating in the design of the framework, stakeholders can help select appropriate and useful M&E indicators.

Improve project design: this is especially important for grantmaking programmes to ensure that applicants understand the concepts and the logic on monitoring, and can build adequate projects. Participation can take place in many ways – from meetings, workshop or trainings.

User needs: those identified as end users must be kept in mind and involved to ensure utilization of the

M&E system. It is important that they be consulted from the outset to ensure a clear understanding of the programme's goals and objectives, to ensure that their perspective and user needs will be met. It is therefore vital to maintain effective relationships with the intended users.

Data availability: to learn about existing data collection possibilities and their quality, to understand if there are indicators currently in use and to determine the capacity for data collection and use.

Consensus building: in some cases, stakeholder participation might involve building consensus and commitment. In so doing, a sense of ownership and responsibility among those engaged is established, ensuring that the information and results gathered are consistent with their expectations.

Progress review: requires coordination and trustful relationships among stakeholders to review periodically the M&E framework, identify good results, recognize difficulties and bad results, and plan agree on timely course change. In the grant-making programmes that require strong engagement with stakeholders or end users, it is important to consider where and how this involvement happens, how it feeds into the monitoring and evaluation practices and what are the critical assumptions and safeguards to their participation.

As engaging multiple stakeholders might be unpractical, time consuming and difficult to manage, we prepare a simple list of questions to help EF assessing stakeholder's involvement:

- Who are the stakeholders?
- When will they be involved?
- How will they be involved?
- What challenges might arise?
- How will you address those challenges?

Exploring the possible challenges to engage stakeholders helps define limits to participation (i.e. lack of grantees capacity in the field, issues about trust and conflict of interests, financial resources availability, low capacity to collect data at remote areas, etc.) and design mitigation strategies such as develop grantee training, or deploying mobile technology to collect data.

2.2 Building the M&E System

Once the first three steps are concluded, EFs are ready to pursue the actual building of the programme M&E plan.

Step 4: Build a M&E Framework

The M&E framework derives from the outcomes identified before. Logical framework or results chain are the most used tools to create the monitoring framework. Even through there are technical differences

among them, both serve appropriately this objective. Another possible tool is the outcomes mapping, in case you are searching for monitoring policy change and organizational behaviour.

Example: Results chain components

- **Inputs:** resources at the disposal of the initiative, including team, materials, infrastructure and budget.
- **Process:** activities that convert inputs into outputs.
- **Outputs:** the concrete goods and services that the project activities generate.
- **Outcomes:** results likely to be achieved in the programme timeframe.
- **Goal/impact:** it refers to the final results achieved indicating whether the initiative's goals were met. Final outcomes can be influenced by multiple factors and are achieved over a longer period.

The programme timeframe influences directly the outcomes definition. For multi-year programmes, it might be helpful to set short-, mid- and long-term outcomes, so that monitor targets can provide timely information on results progress.

Step 5: Build a Long List of Indicators

Developing indicators is a core activity in building an M&E system and drives all subsequent efforts on data collection, analysis, and reporting. For that it is important that you explore different possibilities of indicators so you can prioritize and choose later the ones that are more adequate.

Example: Building indicators using Results chain

Intervention strategy: Improve reforestation coverage at surrounding area of two protected areas

Input	Quality training material developed
Process	Extension officers trained on the strategies for reforestation
Output	Smallholders receiving appropriate assistance on reforestation techniques
Outcome	Additional land experiencing regeneration process
Goal / Impact	Reforested area

Organizing internal workshops or meetings might be interesting to blend creativity and points-of-view, thus enriching the quality of indicators building. It is also important to enlist pre-existent indicators and evaluate its fitness to the M&E.

There are advantages of using existent indicators such as deforestation rates or carbon emissions: they are already well defined, have the tools available to measure them, and results comparison to other programmes or

national statistics is an interesting opportunity especially to evaluation processes. The disadvantages are usually related to the adequacy, scope or level of association of the indicator into the logical framework.

Step 6: Detail the Structure of the Indicator

With a long list of indicators in hand, detail the structure of each indicator so it can function properly in the monitoring process. Indicators should consider what is feasible and realistic to collect, this includes considering data availability and identifying data sources. This is a time-consuming and intense work activity that ends up reviewing, replacing and creating new indicators, so be sure to keep focus on the logical framework to avoid losing track of what are the targets for monitoring. Below there is an example of indicator structure that works as a general guideline.

Example of performance indicator structure:

Name of the indicator	Extension officers trained on the strategies for reforestation
Definition	Indicator = $(A/B) * 100\%$, where: A= number of extension officers who completed the training B= estimated number of extension officers who are likely to be involved in the implementation of reforestation strategies
Purpose	To assess whether officers' knowledge is improving over time. This would provide evidence on whether the training component of the program is effective.
Baseline	15% (54 extension officers were trained in a previous project, against an estimated target of 360)
Target	year 3: 50%; year 5 (end of programme): 75%
Data collection	The trainer will organize presence list at each training session. The number of total officers will be informed by National Authority every year, according to their registries.
Sources	For elementary indicator A: activity reports of the programme. For elementary indicator B: needs assessment performed in the design phase of the programme.
Frequency Sources	Every year
Responsible	Trainer

Source: Adapted from FAO, 20161.

Step 7: Define the portfolio of indicators

Deciding on which indicators to select is not an easy task. So, begin by evaluating some issues related to the forming of a portfolio of indicators:

- Try to keep the total number of indicators manageable. In the end, they are just that: indicators of what you want to achieve.
- Not everything can, or should, be measured.
- Indicators should be useful for decision making to improve the programme. There is no point in measuring an indicator if the results won't make any difference for EF decisions
- it is better to work with a small group of key indicators that can be collected systematically than trying to measure everything possible.
- There can be more than one indicator for each level – inputs, process, outputs, outcomes and goals.
- Trade-offs between scope and quality of M&E, and between coverage and depth will continue to exist.
- Evaluate which stakeholder would be concerned with that indicator, and its possibilities and implications.

The type of programme intervention influences that portfolio of indicators. For instance, in the case of programmes directly implemented by the EF there might make sense to focus on output and outcome indicators, whereas grantmaking programmes usually require establishing inputs and processes indicators to monitor project performance at the grantee level.

¹ <http://www.fao.org/3/a-be995e.pdf>

“ (...)in the case of programmes directly implemented by the EF there might make sense to focus on output and outcome indicators, whereas grantmaking programmes usually require establishing inputs and processes indicators to monitor project performance at the grantee level ”

It is also worth noting that in the case of grantmaking programmes, projects selected can respond to a specific group of indicators (most likely not all indicators) and this analysis should be incorporated in the project selection process.

When the portfolio of indicators is finally defined and each indicator has its own structure, it is recommended to check for quality through the SMART criteria:

- **S**pecific: you can decide based on it;
- **M**easurable: it is possible to retrieve the data needed to calculate them;
- **A**chievable: they have a target value and this target may be attained;
- **R**elevant: they answer the information needs;
- **T**ime: the target value evolves in time depending on the period needed to achieve the expected results.

Step 8: Test the Indicators

The testing phase is very important for evaluating the feasibility and efficiency of the M&E plan. Piloting indicators and data collection diminishes the risk to implementation before careful testing of the data sources and collection, indicator analysis and interpretation, and formats for storing and reporting².

Piloting the M&E system requires some financial investment and time for conducting the test, especially when field data collection is required. It also requires the definition of pilot projects, that might be selected within the current project portfolio as EFs can draw on their knowledge and experience to facilitate learning and reviewing the M&E plan.

Learning from pilots

The use of pilots during building M&E systems may bring practical contribution to refine and improve quality of monitoring:

- Inform managers about non-existent data, time consuming or complex to obtain.
- Check real costs and evaluate cost-benefit for data collection processes.
- Indicate if a given indicator should use existing secondary data that already exist or find primary sources.
- Indicate the need to step back and look at any proposed indicators as they relate to data collection strategies.

Source: Kuzel & Rist, 2004.

Step 9: Design the Evaluation Outline

During the M&E building EFs should identify the key questions they expect the evaluation to answer and define the expected timeframe for evaluation to take place. It is important to make questions explicit early on and avoid too many questions. It is far better to prioritise and focus a couple of core evaluation questions than have a long list that creates confusion.

² Adapted from Kuzek & Rist (2004) Ten Steps to a results-based monitoring and evaluation system. World Bank. Link: https://www.oecd.org/dac/peer-reviews/World%20bank%202004%2010_Steps_to_a_Results_Based_ME_System.pdf

In the case of programmes that have multiple partners with significantly diverse roles, consider setting up common key M&E questions but having (partly) different supporting M&E questions for each partner or block of partners³. The same logic applies to multi-year programme where the goals and activities vary considerably, so evaluation questions should be defined for each of those stages.

Questions for determining the evaluation framework

- What is the object of the evaluation? What is the scope of the evaluation in terms of observed period, regions, activities, etc.?
- What are the objectives of the evaluation and which criteria will it use to assess the object of the evaluation?
- Who are the recipients and who are the stakeholders of the evaluation?
- What is the time frame of the evaluation? When are the evaluation findings needed by?
- Which human, financial and organisational resources are available for the evaluation?
- Who will implement the evaluation? What qualifications and experience do the responsible persons have?
- How will the evaluation be implemented? What is the intended evaluation design? Is it feasible with the available resources?
- Which data collection instruments and analysis methods will be applied? Are the people in charge of data collection and analysis familiar with these instruments and methods?
- What tasks need to be performed during the evaluation and who will be in charge?

Source: Silvestrini,S., Bellino,I. e Vãth,S. (2015) Impact Evaluation Guidebook for Climate Change Adaptation Projects. GIZ. Link: http://www.adaptationcommunity.net/?wpfb_dl=260

After the key evaluation questions are set, the evaluation tools must be assessed in order to identify which one is more adequate. There are several methods for conducting evaluations: rapid assessments, case studies, impact evaluation, performance logic chain assessment, among others.⁴

One common issue regarding evaluations is the practice of developing the instrument ex post, what required a lot of work and engineering to reconstruct the initial scenario, with natural limitations and bias. By making this effort during M&E design you can already build a baseline to be used later on.

Step 10: Build the Baseline

After the pilot is complete and indicators structures are reviewed, the EF might turn to establishing the baseline for indicators. The baseline serves two objectives:

1. measuring performance against the initial status
2. provides the information to establish the target for improvement in each indicator in a given timeline

There are different strategies to build a baseline for EF programme M&E. Considering that most EFs run grant-making programmes, the baseline can be either built as a diagnosis stage before programme implementation, or as an initial product to be implemented by each grantee with a project within the programme.

Once the baseline is set, project cycle management and periodical progress reviews will provide important insights or trend data to help EFs and stakeholders determine whether they are on track in achieving the desired outcomes over time. A learning process for the EF and selected stakeholders must be put in place to ensure that data collected are actually used to improve performance and results of EF programme.

Step 11: Write the M&E Protocol

At the end of M&E building, the EF should write the corresponding protocol to consolidate all relevant information that defines the system. It should tell the story of building the system, who participated, methods used, and learning. Objectively, the M&E protocol should describe:

³ Source: Adapted from <http://www.betterevaluation.org/sites/default/files/ML%20%20How%20to%20Design%20and%20M%26E%20Framework.pdf>

⁴ For information on different methods, read: https://www.oecd.org/dac/peerreviews/World%20bank%202004%2010_Steps_to_a_Results_Based_ME_System.pdf

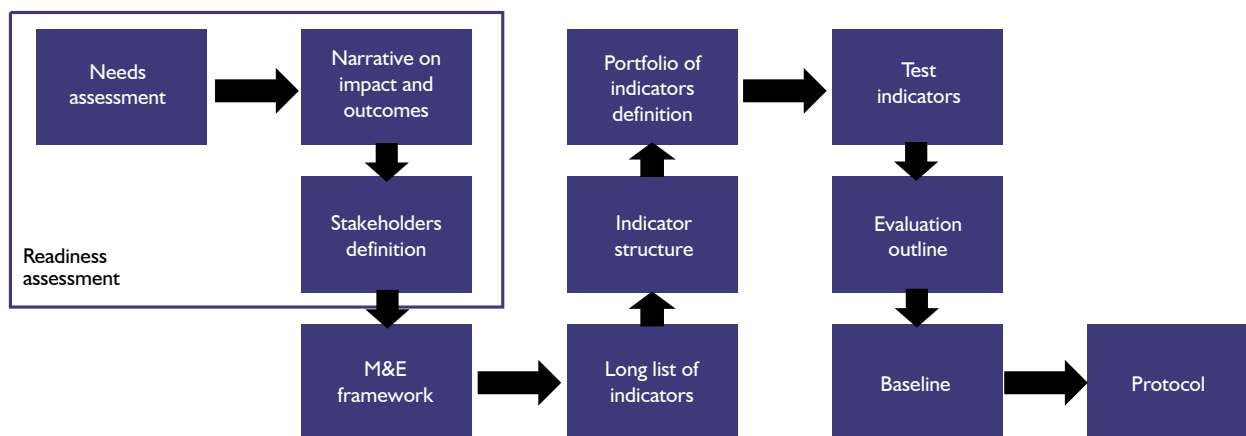
- the objective /aim of programme M&E
- the narrative on impact and goals
- the logical framework
- the set of indicators
- the structure of each indicator

This document can also incorporate more information about how the organization intends to put the M&E system into an operational stage. For that, it is useful to think about the following topics:

- **Data collection systems:** the data sources identified in the indicator structure must provide a list of information needed to measure indicators. There are different types of data sources, including sources that already exist and new data sources or collection mechanisms need to be developed – i.e. questionnaires, survey, interviews, among others.
- **Data storage:** all the data from the indicators must be stored (on a computer, in hard copy files, in a database, etc.), and managed regularly. It should also consider the use of software to analyse and store data, and keep privacy and data security.
- **Roles and Responsibilities:** establishing who is responsible for each step in the process: collect the data, enter the data into the computer, analyse, review programme, create reports, and communicate.
- **General guidelines** need to be established to instruct reporting, transparency and dissemination of the information and analysis.
- **Training and capacity building** that are required to guarantee the implementation internally and for stakeholders such as grantees, communities

In summary, the process to design an M&E policy or system, follows the steps summarized in the figure below:

Figure 10: Step-by-step approach to build a M&E system or policy



And should answer to the following questions:

- What do I need from M&E? **NEED**
- Do I have a Program Strategy? **NARRATIVE**
- Who needs to be involved? **STAKEHOLDERS**
- How will I structure my M&E? **FRAMEWORK**
- Which indicators am I going to use? **M&E PROTOCOLS**
- What processes do I need in place?..... **OPERATIONS MANUAL**
- How do I incorporate M&E into projects? **GRANTS MANUAL/ AGREEMENT**
- How do I pay for M&E? **BUDGET and FINANCING**
- Who will implement it? **PERSONEL and TRAINING**

The Annex 3 provides a template for a Development Plan for the M&E system, which aims to help the Fund to get organized to elaborate the M&E system, plan or policy. This template is not the structure of the M&E system, policy or plan, but a roadmap on how to build it. The outline of a Programme M&E plan or policy is provided below. It was inspired by a template provided by the website www.tools4dev.org - Practical Tools for International development⁵.

⁵ <http://www.tools4dev.org/wp-content/uploads/Monitoring-and-Evaluation-ME-Plan-Template-multiple-projects.docx>

Monitoring & Evaluation Plan – basic template for a Programme M&E

- **Introduction**

Complete this section with background details.

- **Purpose of this plan**

Describe what the purpose of the M&E plan is, such as for which audience and why

- **Organisation background**

Briefly describe the organization, its vision and mission, as well as strategic objectives.

- **Programme**

Provide information on the programme and how it contributes to the organization objectives – Make the narrative explicit. Include important information, as in the table below:

Starting Date	<i>Insert</i>
Duration	<i>Insert</i>
Partners	<i>Insert</i>
Target Area	<i>Insert</i>
Beneficiaries	<i>Insert</i>
Cost	<i>Insert</i>
Funding Sources	<i>Insert</i>
Main Goal	<i>Insert</i>

Logical Framework

Complete the logical framework table for your programme. It will be the base for the projects that are implemented under this programme.

	Project Summary	Indicators	Means of Verification	Risks/Assumptions
Goal	<i>Insert</i>	<i>Insert</i>	<i>Insert</i>	<i>Insert</i>
Outcomes	<i>Insert</i>	<i>Insert</i>	<i>Insert</i>	<i>Insert</i>
Outputs	<i>Insert</i>	<i>Insert</i>	<i>Insert</i>	<i>Insert</i>
Activities	<i>Insert</i>	<i>Insert</i>	<i>Insert</i>	<i>Insert</i>

- **Indicators**

For each indicator listed in the previous table, describe precisely its structure (see Step 6 above). Copy and paste the table as many times as required for completing all the indicators.

- **Roles & Responsibilities**

List each role in the organisation and their specific responsibilities for monitoring and evaluation. This may include collecting data, checking data, conducting analysis, reviewing reports, making decisions based on the data, etc.

- **Data Flow**

Insert a flow chart and description showing how the monitoring data will flow from the place where it is collected up to the management team and then to other stakeholders.

- **Data Management**

Storage

Describe how the data collected will be stored. For example, will it be stored in a spread sheet, database, hard copies, etc. How will it be backed up? How long will it be stored for? Data for different indicators may be stored in different ways

Analysis

Describe which software / tools will be used to analyse the data, such as SPSS, Stata, Excel, Tableau Public, etc

Privacy

Discuss any privacy issues with the data and how they will be addressed. For example, if you are collecting confidential data, who will have access to them, when will they be destroyed, etc.

- **Appendices**

Add any necessary appendices. As a minimum, this should include the questionnaires, interview guides, procedures, that will be used to measure each indicator.



3. Programme Monitoring and Evaluation in Practice

3.1 Budgeting M&E

When addressing the issue of M&E the recurrent question is “who pays for it?” Depending on whether we are talking about a programme M&E system or an EF M&E system, the following aspects can be considered.

Project M&E system

- Its design must be covered with the resources of the project design.
- The budget to cover the implementation costs needs to be defined in the project design. This will ensure the resources to carry out an adequate, continuous and timely collection of information, as well as analysis and sharing of results.
- Donors usually allow to include the implementation of an *ad hoc* M&E system in a project budget.
- It is acceptable that around 5% of this budget be used for this item.

EF and Programme M&E system

- Its design must be covered by the EF or could be covered by a donor interested in strengthening its capacities.
- The challenge will be to ensure that the results obtained while implementing a programme M&E system feed the EF system in such a way that its implementation costs can be reduced.
- The system implementation costs must be covered by EF’s own resources and will be focused on results analysis, learning and communicating.

A budget for the implementation of a M&E system will require at least the following items:

Monitoring

Baseline: collect information on the initial values of the selected indicators. Depending on the complexity of these, the collection of information can be done with secondary sources or be collected during field visits. Its cost can be covered by project design (ideally) or implementation resources.

Data collection: it is necessary to estimate needed resources to produce information and reports with a periodicity that should be defined in the programme design¹. If contemplated in the system, the costs of participatory monitoring should be considered, including stakeholder training.

Data analysis: usually produced by the programme management team, it is required to estimate man-hours of dedication. It is important to emphasize that this item will feed the EF M&E system. In this sense, EFs should ensure that sufficient number of qualified staff compile, analyse and add the information generated by their programmes.

Evaluation

Baseline: collect information for evaluation that are not captured by the set of indicators. Depending on the complexity of these, the collection of information can be done with secondary sources or be collected during field and stakeholder visits. Its cost can be covered by project design (ideally) or implementation resources.

Mid-term evaluation: according to international standards evaluations must be independent (see section 1.4). This means that, depending on the complexity of the programme/project, an evaluator or a team of evaluators must be financed in order to review all the information generated under the programme/project. Likewise, a field visit is expected in order to verify the results reported with a maximum degree of objectivity.

Final evaluation: the budget should include a final evaluation of the programme/project with the same characteristics as the mid-term evaluation.

Impact evaluation: many donors have an independent evaluation office that performs *ex-post* evaluations aimed at verifying the continuity of the results of the interventions financed and, therefore, their impact. The selection of programmes/projects to be evaluated is random and, if not selected, their impact may not be assessed. The complication arises because these evaluations are carried-out after the programme/project's closure. Therefore, it cannot benefit from its financial resources. For this reason, it would be worthwhile for EFs to consider impact assessments within their annual institutional budget. Unfortunately, it is not easy to raise funds for this kind of activities. As explained in section 1.2, RedLAC EFs are addressing the issue of impact assessments and their funding since 2005. An alternative would be to negotiate an agreement between an EF (or a network of EFs), academic institutions and donors, in order to implement a small programme for independent evaluations.

Learning

An important aspect that needs to be taken into account is that a main function of a M&E system is to provide information for practice-based learning. For this reason, a budget for M&E would not be complete without considering the costs of managing the information of the corresponding programme. For this purpose, a plan and budget for socialization of information as well as the production of communication material aimed at the different audiences with which the results will be shared, must be included.

3.2 Institutional Instruments

3.2.1 Operational or Grant Manual

To put in practice a M&E system, the EF needs to incorporate its M&E policies and guidelines in its main institutional instruments. One of the most important of these instruments is the Operational or Grant Manual. In this manual, the EF details all protocols and procedures of its grant cycle and the monitoring and evaluation aspects should be explicit in all phases of the cycle. Practice Standard 4 in Administration core area refers to the grant manual:

Administrative Standards	
I	One or more operations manuals with up-to-date policies, procedures and practices guide the day-to-day management of a CTF or Fund.

¹ Donors often require semi-annual and annual reports, but the EF may require quarterly reports to provide information that, if necessary, allows for adjustments to programme/project management.

As explained in Chapter 1, the base for the M&E system is the EF's Strategic Plan, which defines its mission, vision and what are the strategies the EF will implement to achieve them, with expected goals. A good Grant Manual starts with a summary of what is the EF's strategy, which can be presented as a Logframe, a Theory of Change or a results chain diagrams, and how the grants should contribute to this strategy. In this sense, some of the Practice Standard under the Operations area are relevant to the EF's programme M&E, especially Standards 1 and 2:

Operations Standards	
1	A CTF prepares a strategic and financial plan that translates its broad vision and mission statements into specific goals, objectives and activities.
2	As public benefit organizations, CTFs actively pursue opportunities to collaborate with all relevant levels of national government(s) on achieving conservation priorities.

Based on Standard 1 under Operations, the Strategic Plan will give the needed definitions for the EF to establish its institutional or programmatic indicators, which will allow to better select the projects that contribute the most to these. Projects that are aligned with the strategic objectives of the EF will present results, measured by indicators that may be aggregated in a way it allows for the Fund to evaluate its impacts in the long-term.

As already mentioned in Chapter 1, the impact evaluation level of the EF may be easier defined if the fund adopts national commitments or plans as the base for its strategy. The second Practice Standard under Operations (above) highlights this approach, which allows the EF to adopt indicators that are already measured by the country (such as number of PAs, hectares under protection, deforestation rates, etc.).

Based on these institutional indicators, the Grant Manual should present what are the types of indicators the programmes and the projects need to monitor, their targets as well as all the guidelines for the projects to collect information and report on their results. These may include a set of standardized indicators (a toolkit from which the applicants can pick the indicators that apply to their interventions), reporting templates, periodicity of the reports and protocols for field visits.

3.2.2 Grant Agreement or Contract

The grant award agreement or contract is also a key instrument for the M&E system, as it establishes with the grantees what are the obligations during the whole period of project implementation, including requirements for monitoring and reporting. The sixth Practice Standard under Operations talks directly to the importance of the grant award contract. It says:

Operations Standards	
6	The grant award cycle concludes with the signature of a contract between the CTF and the grantee; the contract sets out all important understandings and obligations related to the financing the CTF will provide.

This Standard is accompanied by a list of items that should be considered in the grant contract. Among these items, there are three that refer to M&E:

- *Agreed set of indicators, normally in the form of a Logframe, for programme and projects monitoring and indicator protocols (usually an annex).*
- *Confirmation that the CTF has the right (i) to visit the project site for the purposes of monitoring and evaluating; (ii) to request information on the project; and (iii) to inspect the actual financial books and records of the grantee.*
- *Reporting requirements (progress and completion), as established in the Operational or Grant Manual.*

Another Practice Standard that states the importance of M&E guidelines to be included in the grant agreement, is the Reporting, M&E Standard 6. The Practice Standard 8 in this same area adds the importance of the clear templates and frameworks for M&E. These templates may be annexes of the grant agreement or of the Grant Manual:

Reporting, Monitoring & Evaluation Standards	
6	EF staff, and often the grantee itself, monitor grants using indicators and measures agreed upon in the grant agreement, or its required monitoring plan.
8	EFs support their grantees by providing clear reporting templates, frameworks and information requirements for monitoring and evaluation of the grant performance in achieving planned outputs and outcomes.

Other best practices for the grant agreement involve making sure that the grantee is clear about the content of the agreement to be signed. Providing the grant award agreement template beforehand (e.g. with the Call for Pro-

posals) allows grantees adequate time to review and understand it. Orientation sessions with the awarded grantees collectively or orientation on a one-on-one basis are also recommended, especially if the grantees are small NGOs or community-based organizations, that commonly have low capacity in terms of financial management and monitoring & reporting. The delivery of this type of capacity building to grantees is part of the next session on training stakeholders on M&E procedures and tools.

3.3 Training on M&E Procedures and Tools

3.3.1 Training EF team

EFs have a very important presence in the countries where they operate. They are institutions closely linked to their governments, donors and civil society organizations. This versatility puts them in an ideal position to foster a learning and adaptive culture based on the adoption of the Adaptive Management Cycle (see section 3.5) and, therefore, programmes M&E that also do so. For this purpose, an EF requires a well-trained and up-to-date staff regarding the different approaches and tools available, as well as a learning and adaptive culture.

As has been highlighted above, there is a great deal of literature, manuals and even online courses that can contribute to the generation of these capacities. This Handbook is a practical document that will allow EFs to have a better idea of how to address M&E challenges. However, for in-depth knowledge, more research will be required from M&E responsible staff. The learning time can be significantly reduced if the experience of the members of CAFÉ and RedLAC is taken advantage of, encouraging collaboration, consultation and exchanges as learning networks. Beyond that, all the programme team staff must receive an adequate training that allows them to know in detail:

- Objective of the programme.
- Indicators.
- Methodology selected to collect the information.
- Actors involved in the implementation of the programme.
- Actors who may be interested in knowing the results of M&E.
- Frequency of reporting to the different actors involved in the implementation of the programme.
- Report formats differentiated by type of audience.
- Procedure to make adjustments to the intervention of the programme.

3.3.2 Training Stakeholders

It is also necessary to consider that for the proper appropriation of programme/project results by the beneficiaries, it is necessary that they become involved in their M&E activities. The advantages of this approach are summarized in the following points:

- Involvement and ownership of the programme/project.
- Understanding the results achieved with the promoted actions.
- Incorporation of the local knowledge and experience in the analysis of the results
- Proposal of modifications to the programme/project.
- Promoting a culture of learning.

The eighth Practice Standards under Operations reinforces the need for the EF to invest in the capacity building of its grantees as a core activity. It says:

Operations Standards	
8	Measures to strengthen grantee capacity are carried out which enable grantees to prepare responsive proposals and implement grant-funded activities.

This is clearly not exclusively related to M&E procedures, as the Standard talks about the need for strengthening capacities in the whole grant cycle, including before the projects selection.

Nevertheless, the participation of stakeholders in the design and monitoring of programmes/projects will allow that actions will be built based on existing processes or practices, and to reinforce them ensuring their sustainability over time.

It is also during the design of the programme/project that, according to its characteristics, the level of participa-

tion in the M&E system will be decided. If stakeholders are included, it is suggested to contemplate the following aspects for a proper training:

- Identify key audiences that may be interested in monitoring results and progress in meeting the programme/project objectives.
- Identify stakeholders who could lead the different actions of information gathering.
- Design a user-friendly stakeholder training plan and include programme/project start-up workshops as well as periodic meetings to socialize results.
- Carry out a start-up workshop on the programme/project where its objectives, M&E system and the roles of each stakeholder are presented.
- Implementation of the M&E system.
- Stakeholder participation in programme/project evaluations.

3.4 Adaptive management: a learning organization through M&E

The adaptive management concept applied to conservation practice was developed in the late 60's. It is not considered a tool but a broad approach to management-decision making.

As stated by Margoulis and Salafsky in 1998, "Adaptive management involves integrating project design, management, and monitoring to provide a framework for testing assumptions, adaptation, and learning"². In other words, it is using a scientific approach to project management or "learning by doing - albeit in a systematic and purposeful way" (Stem et al 2005)³. To do so, in 2001 Salafsky et al proposed the Adaptive Management Cycle which involves the following steps:

START: establish a clear and common purpose.

STEP A: design an explicit model of your system.

STEP B: develop a management plan that maximizes results and learning.

STEP C: develop a monitoring plan to test your assumption.

STEP D: implement your management and monitoring plans.

STEP E: analyse data and communicate results.

ITERATE: use results to adapt and learn.⁴

In the previous sections, several aspects of the cycle have been presented, ranging from the importance of the planning process of a programme/project to the design and implementation of its corresponding M&E system. Several tools of M&E (logical framework, results-based management and project-cycle management) are compatible with the adaptive management approach. In order to complete the cycle, it is essential to prioritize spaces for analysis of results that will feed a learning process, allowing to modify the programme/project during its implementation. For this purpose, the organizational culture must be guided towards the inclusion of learning and adaptation. O'Donnell proposed in 2016 four key aspects of what he calls an adapting organization:

- Accepting and embracing uncertainty and an appropriate amount of risk.
- Valuing and prioritizing reflection and learning.
- Open communication.
- Facilitating flexibility.⁵

An organization that behaves accordingly will be ready to adopt the adaptive management principles proposed by Salafsky et al (2001):

- Principle 1: do adaptive management yourself.
- Principle 2: promote institutional curiosity and innovation.
- Principle 3: value failures.
- Principle 4: expect surprise and capitalize on crisis.
- Principle 5: encourage personal growth.

² Margoulis, R.m and N. Salafsky. 1998. Measure of success: designing, managing, and monitoring conservation and development projects. Island Press, Washington, D.C.

³ Stem et al. 2005. Monitoring and Evaluation in Conservation: a Review of Trend and Approaches. Conservation Biology. 19. 295-309

⁴ Salafsky, N., R. Margolis, and K. Redford. 2001. Adaptive management: A tool for conservation practitioners. Washington, D.C.: Biodiversity Support Program.

⁵ O'Donnell. 2016. Adaptive management: what it means for civil society organizations. Bond. London.

- Principle 6: create learning organizations and partnerships.
- Principle 7: contribute to global learning.
- Principle 8: practice the art of adaptive management.

The importance of the creation of spaces for analysis and learning processes is not always considered because it consumes time and resources. However, in the medium and long term these processes have the potential to save time and resources because they allow to adjust interventions to reality. Thus, with the information produced it is necessary to review the programme/project assumptions and contrast them with the results obtained. If our assumptions are not confirmed, changes in the actions we have adopted must be made. As Salafsky says, “it means staying flexible, examining your past actions, and looking for key opportunities to leverage change.” For that reason, a programme/project must have a clear decision-making framework that allows changes in its design.

The Practice Standard 5 in the Reporting, M&E area refers to this capacity of the EF taking informed decisions using its M&E system:

Reporting, Monitoring & Evaluation Standards	
5	An EF designs internal reporting, monitoring and evaluation, including financial management reporting, to support informed decision-making by its governing body, about the functioning of the EF as an institution.

In addition, in order to move towards global benefits, the importance of documenting the learning processes of each programme/project must be recognized. In this way, this experience will contribute to the possibility that interventions in conservation by other organizations could built on assumptions not yet tested.

It is necessary to emphasize that the Adaptive Management Cycle is an iterative process and, therefore, will be repeated again and again, with a frequency that must be taken into account by the programme/project team when planning their actions.

3.5 Communication and Results Sharing with Stakeholders

Communication is a cross-cutting theme that needs to be considered during the whole programme cycle, but it is even more important when the focus is M&E. In this session, the communication with results sharing objective will be the focus.

The first Reporting, Monitoring & Evaluation Standard talks directly to the need EFs have of reporting to the different audiences. It says:

Reporting, Monitoring & Evaluation Standards	
1	EFs are intentional about reporting to different audiences for different purposes.

In this context, three levels of communication will be considered:

EF – grantee

As said above, the communication efforts from the EF towards its grantees starts since the moment of signing the grant agreement, when the EF must be sure that all monitoring and reporting requirements are clear to the grantee. Reviewing indicators of all levels with the grantees is a good practice and may be included in specific trainings (as mentioned in section 3.3.2). It is also in the grant agreement (or in the grant manual that the grantee will also receive when signing an agreement) that the EF should give the grantees its communication guidelines, clearly explaining how to use its logo in the project material, how to present the EF support in text, how to proceed to ask for the EF’s approval in the project’s communication products. It is very important that the EF communicate its support through the funded projects, as it is the only way that stakeholders in the field recognize its brand and acknowledge its participation.

After the project starts to be implemented, the EF will supervise its performance, by requiring formal reports (preferably following a template provided to the grantee) and by project site monitoring and evaluation visits. Practice Standard 9 in Reporting, M&E area refers to this role:

Reporting, Monitoring & Evaluation Standards	
9	EF staff (and/or independent evaluators) perform due diligence and monitor grantees’ progress towards achieving outputs and outcomes.

After receiving a report or after a field visit, the EF should make sure that the grantee receives written communication with feedback from the EF technical and financial staff, approving the report or highlighting aspects to be adjusted with clear orientation on how to do so. This is what will allow that grantees also practice adaptive management.

Besides the communication with the grantees, results received in the monitoring of projects process should be communicated internally, keeping all relevant staff members informed of the progress of the projects and promoting internal learning.

EF – funding sources

Another key level of communication of results is from the EF to its donors or funding sources. The EF should follow the reporting requirements of the donors, delivering accurate information on the implementation of the programmes, aggregating projects' results and referring to the programme or to the institutional strategy as a way to show that the EF have fulfilled the objectives and goals established when received the donation. In case it has not fulfilled the objectives, the indicators may be used to show where and why issues happened, and what implications these may have for the programmes in the future. This is also important for EFs to help donors to learn with the M&E process.

Increasingly, EFs are diversifying its funding sources, not focusing on donations only but also managing financial resources from market-based or compliance mechanisms, such as Payment for Ecosystem Services schemes or obligatory compensations. In these cases, the communication of results is increasingly seen as a key instrument for accountability and transparency and the EF should adopt all measures to ensure it is compliant.

All efforts must be made to ensure that requisite reports meet the needs and requirements of the funding sources (whether donor, sponsor, etc.). Standards 2 and 3 of the Reporting, Monitoring & Evaluation area refer to the reporting from EFs to its donors:

Reporting, Monitoring & Evaluation Standards	
2	Grant agreements between an EF and its donor clearly set out the specific formats, information requirements, procedures and timing for technical and financial reports.
3	EFs maintain a regularly updated checklist and schedules for all of the reports that they are required to submit to government agencies in the country where the EF is legally registered and the countries where the EF operates or has investments.

EF's institutional communication

Institutional communication is deeply related to reporting the EF's results. This must be budgeted and must consider all types of information the EF want to communicate to different audiences. A communication strategy is a fundamental piece, as it will ensure that the EF demonstrates its results, attract new funders and partners and increase its credibility. The Practice Standard 7 in the Reporting, M&E area refers to this capacity of showing evidence-based results:

Reporting, Monitoring & Evaluation Standards	
7	EFs design monitoring and evaluation to support evidence-based reporting of conservation impacts.

This capacity is what will support future fundraising, a core function for an EF. The Practice Standard 7 of the Resource Mobilization area, refers exactly to this, linking communication, reporting and fundraising:

Resource Mobilization Standards	
7	EFs are able to show potential donors the role that the CTF plays in providing long- term financial support for the national system of protected areas and/or for national environmental action plans and programs.

Annual reports are the most common product in this sense, written and designed to showcase the activities carried out, highlighting the success stories and lessons learned and the financial results, which normally is accompanied of the financial audit report. The annual report may be summarized and should have a clear language, accessible to all different stakeholders. It doesn't need to be expensive, as the use of online resources may allow for cheap reporting. Good practices are to include visual materials, especially pictures from the projects sites, infographics, and testimonials from grantees, board members and governmental agents (especially when the projects are dedicated to PAs) that may be involved in the projects. The Annual Report should be widely distributed and this will require that the EF maintains an updated contacts database.

The institutional communication may also organize annual events with the main stakeholders to present the EF's results and issue Press Releases to increase its visibility.

The last Practice Standard in the Reporting, M&E area refers to this good practice:

Reporting, Monitoring & Evaluation Standards	
10	EFs prepare an Annual Report each year, which is distributed to donors and key stakeholders, and is made available to the general public.

Peruvian Trust Fund for National Parks and Protected Areas (Profonanpe)

Profonanpe was created in 1992 and it is dedicated to support the National Protected Areas system in Peru. It works very closely to the parks authority and has consolidated several financial mechanisms during its 25 years of operation. As mentioned above, Profonanpe was the first national implementing agency to be accredited by the Green Climate Fund and it is also an agency of the Adaptation Fund. These accreditations show the level of institutional maturity that Profonanpe already has.

In terms of M&E, what is interesting to highlight in the case of Profonanpe is their current strategic plan, which defines clear objectives and strategies to put in evidence what is their narrative of success. The plan is very focused on innovation in financial mechanisms, which makes it a plan oriented to the internal capacity for developing new tools and mobilizing additional resources.

They have 4 strategic objectives, including one for growing capital, one for financial innovations, one for provision of enhanced services for conservation and one exclusively aiming climate change solutions, which is interesting to show how the thematic agenda of the Fund has been evolving. Each of these 4 strategic objectives has very concrete targets and this makes M&E in the institutional level possible. By having institutional targets, the Fund can monitor the project data that will feed into these targets, to be able to report on their progress. Although the strategic plan provides this clear base for the M&E system, it is not including conservation or biodiversity targets.

In terms of future development for their M&E system, the main challenges are to institutionalize knowledge management, to make use of all information collected and evaluations carried out, and to implement procedures that allow the Fund staff to work with adaptive management in their day-to-day supervision of projects.

Information provided by Claudia Godfrey, Development and Supervision Director of Profonanpe

4. EFs Experiences in M&E at Programme Level

4.1 Case Study 1: Mexican Fund for Nature Conservation (FMCN)

4.1.1 EF General Information

FMCN is an environmental fund created in 1994 as a non-for-profit private institution. Its projects and corresponding sub-projects (around 221 sub-projects in 2016 and a total of 1723 sub-projects financed in 23 years) are part of one of its four institutional programmes: i) Conservation of Protected Areas, ii) Conservation of Forests and Watersheds, iii) Conservation of Oceans and Coasts, and iv) Inter-program projects. Its annual general budget is around USD 10 million, which covers direct project and operational expenses.

Every five years, through a participatory process, FMCN defines its strategic plan. The last process for the 2018-2023 period redefined its Mission and Vision and established 2023's external and internal Objectives and



Goals, aligned with the Convention of Biological Diversity's Aichi Targets and United Nations' Sustainable Development Goals.

Mission

To converge with other actors and sectors in strategic technical and financial support, in order to conserve Mexico's natural heritage.

Vision

Our ecosystems recover their health and provide their services to the population in perpetuity.

FMCN's 2023 External Objectives and Goals

Objectives	Goals
Conservation: to favour the integrity of ecosystems and ecological processes	a. 13 thousand custodians of natural resources are supported by mechanisms of compensation.
	b. 1.7 million hectares are assisted in their restoration.
	c. 12.1 million hectares that favour connectivity are protected.
Sustainable use: to boost the long-term use of natural resources.	a. 130 thousand people adopt best practices of sustainability supported with new technologies.
	b. 39 thousand work days per year are generated in sustainable activities.
	c. 550 thousand hectares are under sustainable use.
	d. 15.7 million hectares have some territorial planning or zoning instrument.
Environmental responsibility: to promote voluntary schemes of compensation in development projects.	a. 10 companies (investing more than US\$ 10 million each) reduce their impact beyond national environmental regulations.
	b. 3 companies have the conceptual framework and the enabling conditions to align their operations and resources to the regenerative capital mode.
Capacity building: to consolidate professional competence and personal leadership, as well as competitiveness and institutional capacity for sustainable development.	a. 50 thousand people participate and benefit directly and indirectly from training processes.
	b. 100 leaders acquire skills and specific abilities to advance in their conservation achievements.
	c. 50 organizations improve their rate of institutional and management effectiveness.
	d. 60 community businesses maintain or increase their profitability.
	e. 416 fora for analysis, discussion and citizen participation are effective.
	f. 62 strategic alliances are operating.

To follow-up its progress in reaching these external objectives, FMCN requests that every project or sub-project includes at least one of the 15 key indicators above in addition to specific indicators.

4.1.2 M&E system

FMCN began to work on its M&E system in 1997 with their first GEF project aimed at supporting 10 protected areas (PA). It was based on the goal-oriented ZOPP methodology (*Ziel Orientierte Projekt Planung* in German), used to define four general impact indicators: i) rate of natural habitat transformation; ii) frequency of observation of indicator species; iii) number of people involved in sustainable projects; and iv) hectares being managed sustainably; as well as indicators for each PA designed with the Mexican National Commission for Protected Areas (CONANP). Until 2010, FMCN was bound to report on those impact indicators to the World Bank.

FMCN's first strategic plan was prepared in 1993. The third strategic plan (2007-2012) included a new framework with new impact indicators. Since then all supported sub-projects have had to select at least one of said indicators to feed the system. All strategic plans are a result of the participation of staff, committees, key partners and the Board of Directors of the FMCN. In addition, they are based on the analysis of progress on projects included in previous strategic plans, which in turn were based on national policy documents. Since 1998 FMCN has had four 5-year period strategic plans.

In 2009 started its Project Monitoring System (SISEP for its Spanish acronym), which is an on-line database where FMCN's partners upload their sub-projects and report advances.

a. Goal

FMCN searches for change through interventions of innovative programmes in coordination with a great diversity of partners. Their ideas and perspectives are translated into FMCN strategic plans to guide its work and adapt to

constant change. Within this framework, the M&E system aims at measuring FMCN's progress towards reaching its objectives and goals for projects and programmes. Advances within the institution are tracked through internal objectives with its corresponding goals. Report aimed at different audiences allow to learn from experience.

b. Approach

In order to keep track of its programmes and projects, FMCN has adopted the ZOPP methodology to be used in both multi-annual and annual project planning processes. Each program or project has unified planning, monitoring and reporting processes. Sub-projects use Logical Frameworks derived from the corresponding project annual work plan. These annual work plans (reviewed and approved by their respective committee) and their respective budgets, are uploaded to SISEP in order to facilitate regular follow-up of each project and sub-project progress through standard formats and contents. SISEP allows the monitoring of FMCN's key indicators, as well as for projects and sub-projects. It helps to produce annual technical and administrative reports and serves as an alert system regarding the conditions established in grant agreements. In addition, FMCN carries out field supervision visits that allow direct evaluation of the project and sub-project performance. This information and specific products of sub-projects are systematized in SISEP.

Additionally, each of FMCN's institutional Programme Directors meet with their teams every two weeks. In these sessions, managers of the different projects share their progress and opportunities, as well as report on risk management (in particular social and environmental risks). Each Programme Director shares these issues with the Director of the Conservation Area twice a month to identify the most appropriate strategy for addressing project opportunities, problems and risks. The Conservation Area staff meets every two months in order to ensure synergies between programs and projects.

FMCN finances independent evaluations of all projects to ensure an effective and efficient implementation, as well as to identify areas for improvement to allow for maximum impact. The evaluations are carried out by ex-

ternal experts in relevant fields as a good practice and opportunity for improvement.

c. Use of information

FMCN uses the information generated in the progress reports in different ways: i) to adapt and redirect efforts in projects and sub-projects, ii) to inform donors about the impact of their investments, iii) to communicate with other stakeholders about the impact of FMCN projects and sub-projects and thus be able to attract more financial resources that contribute to the innovative mechanisms implemented by FMCN.

Information from sub-project final evaluations is systematized and made available for decision-making and for a better planning of where to direct the efforts in future collections. This systematization allows FMCN to retrieve valuable information for the planning and operation of future projects. Additionally, it provides information on the grantee's performance and allows to address areas of opportunity.

d. Estimated cost

FMCN programs assign 15% of their annual operating budget to cover staff, travels to visit the funded projects, publications, external evaluators and capacity building activities.

4.1.3 Lessons learned

a. Best practices

- Technical and administrative procedures are constantly reviewed to allow a high quality performance.
- Technical committees are created as the top governing bodies of FMCN programmes.
- FMCN staff provides oversight and advice to grantees on subproject planning and implementation.
- Few and constant indicators are measured to allow to track progress.
- Prepare technical and administrative reports on a regular basis.

“FMCN finances independent evaluations of all projects to ensure an effective and efficient implementation, as well as to identify areas for improvement to allow for maximum impact.”

- Collaboration with partners (grantees included) is essential to monitor indicators.
- Regular field supervision visits are essential for proper oversight and adaptation to changing conditions.
- External evaluations of projects and sub-projects provide input to adapt and correct projects.
- Systematization of information in a virtual platform allows access to historical data and detection of trends in a simple way.

b. Challenges

- Design of impact indicators for financial investment in capacity building.
- Conservation indicators are easier to track through time than social and economic ones.
- Social indicators have to be carefully designed to avoid dependence of communities on outside support.
- Multiple sources affecting a project have to be considered when evaluating a project or sub-project, since co-variables affecting change are essential to determine contribution to impact.

4.2 Case Study 2: Tany Meva Foundation

4.2.1 EF General Information

Madagascar's Tany Meva Foundation is a sustainable finance institution for environmental projects from local organizations and communities. It was created in 1996 to support a variable number of grantees, depending on the guidance from their five-year period strategic plans and annual work plans. In 2016, they managed around USD 5 million to cover project activities and operations.

Mission

Mobilize and provide funding for the economic, social and environmental development of communities for the sustainable management of natural resources.

Vision

The Tany Meva Foundation is a recognized institution for financing and promoting sustainable development.

Tany Meva's Strategic Priorities

- Increase the average annual funding capacity.
- Funding themes are aligned with sustainable development objectives.
- The Tany Meva Foundation is recognized because of its good governance.

Tany Meva's funding themes

- Adaptation to climate change.
 - Afforestation-reforestation.
 - Renewable energy.
 - REDD.
- Community Sustainable Natural Resource Management.
- Applied environmental education.
- Environmental innovations and creativity.

4.2.2 M&E system

Tany Meva's M&E mechanism has been in place since its establishment and has evolved in a process that followed requirements from programme and projects managers and donor's. Currently, M&E is carried-out by its internal departments:

Funding Program Department: ensures follow-up and company at each stage of the project's cycle through its programme and project managers.

Monitoring and Evaluation team: measures the progress on achieving the final objectives of the programmes and projects.

Administration and Finance Department: monitors the allocated funds.

In particular, the M&E team ensures the timely provision of analytical and synthetic data, as well as information of funding activities; knowledge management to capitalize on lessons learned; and the communication of successful experiences through the Communication Department support.

e. Goals

- To ensure the timely provision of analytical and synthetic data as well as information, results, effects and impacts of funding activities.
- To capitalize on lessons learned, approaches and other aspects of funding activities.
- To communicate achievements and best practices;
- Promote Tany Meva Foundation's accountability.

f. Approach

Tany Meva's M&E system is based on its programmes and projects logical framework and key indicators. These indicators are aimed at measuring programme or project success:

- Reduction rate of offenses/pressures on natural resources (forest and marine areas).
- Proportion of PA/sustainable management sites.
- Sequestered/avoided CO₂eq rates.

- Rate of access to ecological services.
- Percentage of students/population who adopt a positive reaction to environmental issues.
- Reducing the effects of soil erosion.
- Percentage of households adopting renewable energy kits.
- Increase in annual revenues for target population.

Some other indicators are included in grantees projects to allow aggregation at an EF or programme level:

- Positive or negative change with regard to the environment.
- Change in the social and economic conditions of the population (target and others).
- Change in the population's behaviour (target and others) before and after projects.
- Possible modification on the environment in and outside the area of action.

During project design, Tany Meva's staff offers guidance for framing key indicators. Later, during project implementation, the project officer helps to strengthen the grantee's capacities to fulfil the goals established in the corresponding logical framework as well as monitor indicators. This task is more difficult to carry out with local communities that are not familiar with the logical framework tool, which might need to be adapted.

Regarding project evaluation, Tany Meva uses the following:

- Previous evaluation: to approve project funding, the focus is on project pertinence and grantee capacities.
- Mid-term evaluation: to assess if the project can continue with or without a reorientation of its objectives and expected results, as well as its activities.
- Final evaluation: to give elements to initiate or not the continuation of the project or similar projects with or without major modifications of the project design.

g. Use of information

Tany Meva M&E system's reports give information of the progress of a project over time and allow decision-making on project orientation. They provide elements to assess project continuation or to replicate projects with or without major modifications to the original design.

Final evaluations are used to provide strategic orientations on the choice of themes and activities to be financed, as well as corrective measures on Tany Meva's financial mechanism and internal operation.

In addition, programme and project results are used to communicate their corresponding progress and fundraising.

h. Estimated cost

Tany Meva uses USD 662,000 (around 13% of its total 2016 budget) to cover project officers, travel, external evaluations, publications, capacity building and to develop a project follow-up system.

4.2.3 Lessons learned

Best practices

- To own a functional Information System, flexible enough to be adapted by Tany Meva staff according to their needs.
- To have availability of organized data since its creation.
- To be a member of the technical partner's networks.

Challenges

- Lack of reliability of the existing IT/network system (e.g. local network, internet).
- Implementation of an integrated information system.
- To reduce the information circuit without losing information during the process.
- To improve the choice of key indicators.
- To improve some management tools.
- To improve the reporting process at all levels for good decision-making.

MONITORING AND EVALUATION FRAME

PROCESS

SUPPORT FOR PROJECT OF:

- Custody;
- Restoration and reforestation;
- Improvement of forest management, ZC, ZH;
- Sustainable land management;
- Environmental education;
- Improved access to water resources and renewable energy

OUTPUT

- Area in Ha of PA supported
- Area in Ha of reforested / restored land
- Area in Ha of RN / ZC / ZH sustainably managed
- Number of people having access to water / renewable energy
- Number of media / tools of environmental education disseminated
- Number of central pico intallées
- Number of biomass households adopted

EFFECTS

- Rate of reduction of crime and pressure / marine pollution ...;
- Proportion of sustainably managed PA / ZM / ZC;
- % of pupils / citizens who have developed positive reflexes favorable to the preservation of the environment;
- Reduction of the effects of soil erosion;
- Households adopting KEER

IMPACTS

- Specific wealth maintained in the intervention area
- Rate of access to ecological services
- CO₂ emission rate avoided
- Increasing annual income of the cycle;
- Reduction of the rate of diseases prevalence related to fumes;

PRELIMINARY EVALUATION

FOLLOW UP

MID-TERM EVALUATION

FINAL EVALUATION



Annex 1. Workshop Summary – discussion highlights

Environmental Funds are financial mechanisms focused on mobilizing financial resources to be channelled towards actions aligned with national, regional and international environmental agendas. They are usually independent institutions with a mixed Board of Directors (members both from public and private sectors) that operate in a single country and have a broad knowledge of their national reality.

While EFs are considered a particular type of institutions with equivalent goals, they can take diverse forms due to their national contexts, focus of interventions, types of beneficiaries, donor mechanisms, management styles, among other possible variables. In this diversity of scenarios, EFs have found and prioritized different solutions for common problems, according to their reality.

CAFE and RedLAC are both EF networks that together group around 40 institutions from 34 countries. These networks were created as learning communities to encourage the exchange of experiences among peers

in order to improve their institutional operations. The senior EFs of both networks have more than 20 years of creation and they have already identified most of the best practices for more efficient, effective and transparent operations. This experience is very useful for younger EFs looking to benefit from the lessons learned in more than 20 years of experience of managing EFs. In turn, rethinking practices and adopting new procedures as the conditions of market change, can help any EFs to improve and update, if needed, their own processes.

In particular, EF discussions about M&E for programmes and projects dates back to 1998 when the GEF carried out an evaluation of the “Conservation Trust Funds” they financially supported. This independent evaluation requested by the GEF recommended the following: “GEF and its implementing agencies should provide increased support to help trust funds define their intended impacts on biodiversity conservation and sustainable use and to develop performance indicators and simple, measure prog-

ress toward these objectives and feed back into program improvements and management decisions.”¹ This concern was also highlighted by the diagnosis of RedLAC’s EF carried-out in 2003² and has regularly been a topic of discussion (see section 1.2 of the Handbook). Thus, after several years of reflection and individual, institutional or network learning, it is necessary to recognize that both networks have an important collective knowledge about M&E within an EF context.

The consulting team has several years of experience working with EFs, as well as with RedLAC and CAFE, and is convinced that no one is better placed than EFs’ members to explore their needs, analyse common problems and identify best practices or solutions that are implemented by their peers. For this reason, the workshop was designed to function primarily as a dynamic space for the exchange of experiences, using few theoretical presentations and a Handbook developed especially for the workshop as a reference document. With a random formation of working groups the workshop brought together participants from different continents, countries and languages. This sought to take advantage of the diversity of the group in order to encourage the exchange of first-hand experiences and strengthen personal contact between colleagues. In addition, a shared folder has been created³ so the participants can upload all the M&E institutional information they consider pertinent and thus to encourage that this exchange is maintained through time.

Summary of results

Day 1- October 10

Session 1: “Getting to know each other”

The workshop was attended by 42 participants, from 24 EFs from CAFE and RedLAC and 19 countries (see Annex 2 for the List of Participants).

The room was organized to hold six different mixed groups. Within each group, members presented themselves and shared with the rest the answer to the following question: *What is the result of your Fund that you are most proud of?*

Each group had to find what they have in common and share it for the plenary.

Results: What do we have in common?

The increase of endowment for financial stability
 All EFs issue grants, and
 Have increased endowments to overcome financial crisis
 Have a committee of board of trustees
 All have strategic plans, that focus on increasing funds / resources
 All EFs bring together different stakeholders in their countries, and
 Have observed change in discussion over conservation in the countries
 Have faced difficulties on measuring impact
 All EFs work with protected areas and communities and develop capacity building activities
 All EFs consider themselves independent institutions
 All EFs consider fundraising as a way to get results

The same groups were given the opportunity to exchange and then share with the plenary about their expectations.

What are your main expectations about this workshop?

Understand how to measure and document
 Learn how other funds do M&E and document
 Get to know M&E tools
 Understand Budgeting/cost – effectiveness
 Learn how to develop indicators for programmes and impact
 Learn how to set up a M&E system
 Use results to discuss with Board
 Identify standard indicators
 Discuss exit strategies for projects
 Discuss what are the impact indicators
 Learn how to communicate to stakeholders
 Learn how to achieve programme efficiency
 Learn about evaluation by stakeholders
 Get to know smart tools for evaluation
 See examples of other EFs
 Have a short summary of what is discussed

¹ <https://www.cbd.int/financial/trustfunds/g-geevaluation.pdf>

² http://www.katoombagroup.org/documents/cds/redlac_2010/resources/8337.pdf

³ <https://drive.google.com/drive/folders/OB-3hSSCMaoP0cG53cE00Zi1GQzg?usp=sharing>

Session 2: Context presentation

The consultants presented the workshop objectives and methodology and what have been done by RedLAC and CAFÉ EF on M&E. The workshop objectives were defined as:

- Develop a common understanding of what a EF Programme M&E system
- Acquire knowledge on concepts and tools
- Help Funds to build their development plans on M&E systems through a step-by-step approach
- Share references and stimulate exchange and learning among Funds

They also presented the workshop expected results, which were to elaborate draft individual M&E development plans and to establish contacts between EFs with potential synergies for continuous exchanges.

It was reinforced that the workshop methodology would focus on the collective learning by exchange and on practical experiences sharing. Also, as requested by the Terms of Reference, the M&E practices would refer to the Practice Standards for EFs. Finally, it was highlighted that the handbook has extra references for further information, to be consulted after the meeting.

The consultant team refreshed participants about the historical work EF from RedLAC and CAFÉ have been doing on M&E (section 1.2 above).

Session 3: Key concepts

The first day was also key to review key concepts and make sure the whole group was clear about them. A plenary exercise was carried out to review the concept of Monitoring and the concept of Evaluation. The main results are summarized in the boxes below:

Monitoring is...

Keep track of activities (outputs and outcomes)
Measure achievements for decision making
Performance
Controlling progress
Oversee how things happen
Method procedure: what is happening and where are we?
To control granted funds execution
Tracking activities based on objectives
How to systematize/organize tracking of activities

Definition proposed by the consultant team to the plenary:

Monitoring is systematic observation and collection of data on the progress or quality of something.

Evaluation is...

Measuring quantitatively and qualitatively
Assessment of impact
Compare planned outcomes and achievements
Measuring results
Build conclusions from data monitoring
Learning and decision making from results of monitoring
Results vs. budget
Judge if a result/standard was accomplished or not
Assessment if project achieved planned objectives
Periodic action (not ongoing)
Assessment based on use of resources

Definition proposed by the consultant team to the plenary:

Evaluation is the objective assessment of an on-going or completed set of activities, such as a project or programme, according to its design (initial plans), implementation (execution, outputs) and results (outcomes, impacts).

Session 4: How to build an M&E system?

The consultants reviewed the 10 Practice Standards of the core area of Reporting, Monitoring and Evaluation. The main points that came out of this review were:

1. EFs are intentional about reporting to different audiences
2. EFs incorporate internal processes and institutional instruments to do this
3. EFs have staff and structure to perform M&E function
4. EFs communicate results to stakeholders
5. EFs need to find a way to measure impact on conservation results

The consultant team explained the link between the Practice Standards and the approach to build an M&E system. They also presented the publication and how each step leads to achieving both a monitoring system and the Practice Standards.

This started the second block of the workshop, and probably the main one, which was dedicated to a step-by-step approach on how to build an M&E system or policy. This approach is described in Chapter 2 of the handbook.

After the general framework was presented, the consulting team invited Amantina Lavalle, from the Mexican Fund for Nature Conservation (FMCN) to present their M&E system (see session 4.1). After the presentation, a conversation took place in plenary.

After the experience sharing moment by the Mexican Fund, the consultant team presented the first step to build the M&E system or policy, which is to ask what for the Fund needs the M&E system or policy, to answer to what needs (Needs Assessment). The main question in this phase is: *What does our organization need from a M&E system?*

Participants wrote their needs and offers on post-its and fixed on a wall board. This information was used by consultants to design a Marketplace on day 3.

This was the first moment for the participants to work in their individual **M&E Draft Development Plan** and to complete the needs assessment question (see Annex 3 for the M&E Draft Development Plan template).

Session 5: Tools for M&E

Following the step-by-step approach, the next session was dedicated to review the main tools used to develop the M&E policy or system. Most of the tools are planning tools and the concept that M&E derives from planning was reinforced.

The consultant team review the pros and cons of each tool that have been included in the Handbook (section 1.3).

Before session started, each EF indicated on a flip chart the M&E tools they use, as shown in the table below.

Most of the participants were familiar with the Logframe, the Tracking Tool and the results chain, but very few had experience in using the Theory of Change or the Outcomes Mapping, which helps to report on programme outcomes strictly related to changes in behaviour.

EF Name	Logframe	Theory of change	Results chain	METT	Outcomes mapping	Other (which)
Bacomab	X					
Natura	X					
FCB			X			
FSOA	X		X	X		
Fonafifo				X	X	GIS
FPRCI	X			X		
Profonanpe	X		X	X		
TaFF	X		X			
FIAES			X	X		
EAMCEF	X					
FCBT Py	X					
MEET	X					
FTNS			X	X		
SRBEFP		X				
FAPBM	X					
FUNBIO	X		X	X		EAP*

EF Name	Logframe	Theory of change	Results chain	METT	Outcomes mapping	Other (which)
Tany Meva	X				X	GIS
BIOFUND	X			X		PHC**, Organ.Dev & Benefic.Cap. Tools
Bioguinea	X			X		
VBTF	X		X			
FMCN	X			X	X	
BMCT	X		X			
Arannayk	X			X		
MMCT	X			X		Ecological monitoring program

* EAP – Analytical Structure of the Projects (EAP for its name in Portuguese)

** accounting software used by the Fund - <http://www.phcsoftware.com/>

The consulting team then made a presentation about the each of these tools, presenting the basic structure, uses and a pros and cons of applying them. The content is available at the handbook, chapter I. After that, the team invited TaFF for a presentation about their M&E system.

Experience sharing: Tanzania Forest Fund (TaFF)

TaFF was created by law, as a public fund, in 2002, but only became operational in 2011. They have a Strategic Plan in place, which defines 4 main objectives for the Fund: Financial mobilization and management strengthened; Forest protection, conservation and management improved; Applied and adaptive research on forestry supported; and Institutional capacity to deliver services improved. They operate small, medium and large grants, to a varied range of grantees including parks, NGOs, CBOs and public agencies, in the whole country.

M&E started in 2012 soon after having the first Strategic Plan and having in place the guidelines for preparation of project proposals and procedures for making grants. TaFF currently supports 100 projects per year, mostly executed by individuals and CBOs, with grants varying from USD 2,000 to 9,000. As mentioned above, projects are in the whole national territory, which makes the M&E very challenging. TaFF M&E was prepared by TaFF staff and is linked to IT platform called Management Information System (PMIS). How does TaFF M&E framework work: First after receiving project proposals, project evaluation is done by TaFF staff (pre-evaluation) and external review (done by consultants). The second stage is verification which is done before grants award. After grants award, monitoring is done every after disbursement of each instalment (TaFF offer grants in two to three instalments depending on type of grants), while evaluation is done after completion of each funded project. Monitoring is also done by internal audit section, while evaluation is also done external auditors. Performance assessment (part of evaluation), is done by consultants every after two years. All this makes their operational costs very high (about 50%) and also it is very challenging to have presence in so many different places.

Their case shows the instruments and tools needed for an organization to operate with small grants in the whole Tanzania mainland. The IT platform PMIS has encountered several challenges to be used, especially because the information is not fed into the system. They are now migrating to a APP based platform to improve quality and timely data collection, as this is the main challenge for the system to be functional.

Information provided by Teddy Paulo Mbaruku, Programme Officer of TaFF

Session 6: Narrative construction

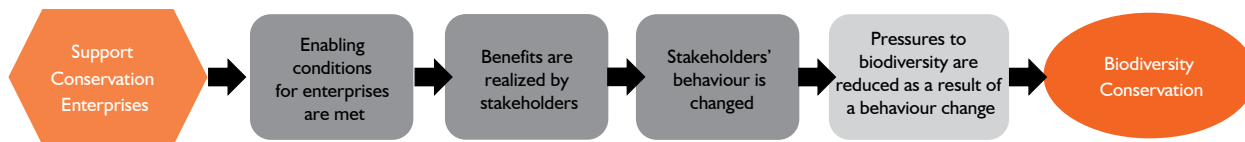
Emphasis was given to the narrative construction, as an important base for the M&E system to be developed in a way it may answer to a purpose. The consultant team proposed to use the Theory of Change tool, to construct a narrative.

Inspired by the TaFF example, a group exercise was carried out.

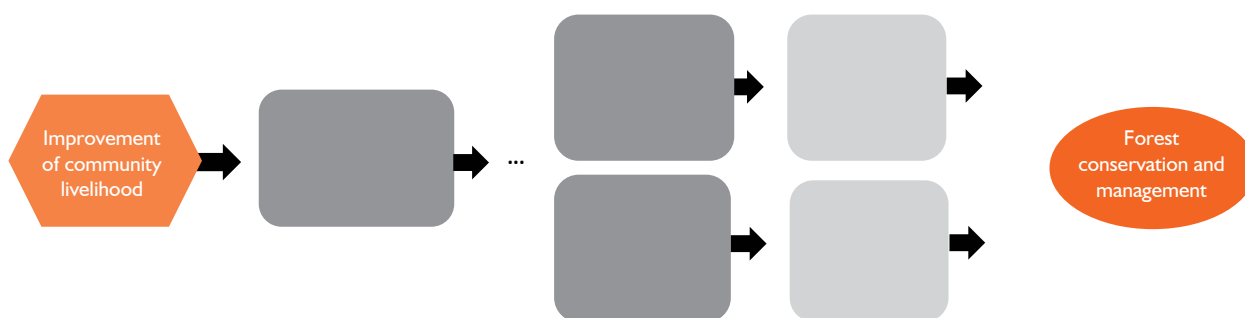
Working group: *Building a narrative exercise.*

- a You are writing a proposal on behalf of TaFF to a donor
- b The donor requires the use of the Theory of Change tool (ToC)
- c Using the previous presentation and the handbook, each group will design a narrative using the ToC

Example of Conservation Enterprises used in the handbook to illustrate the ToC:

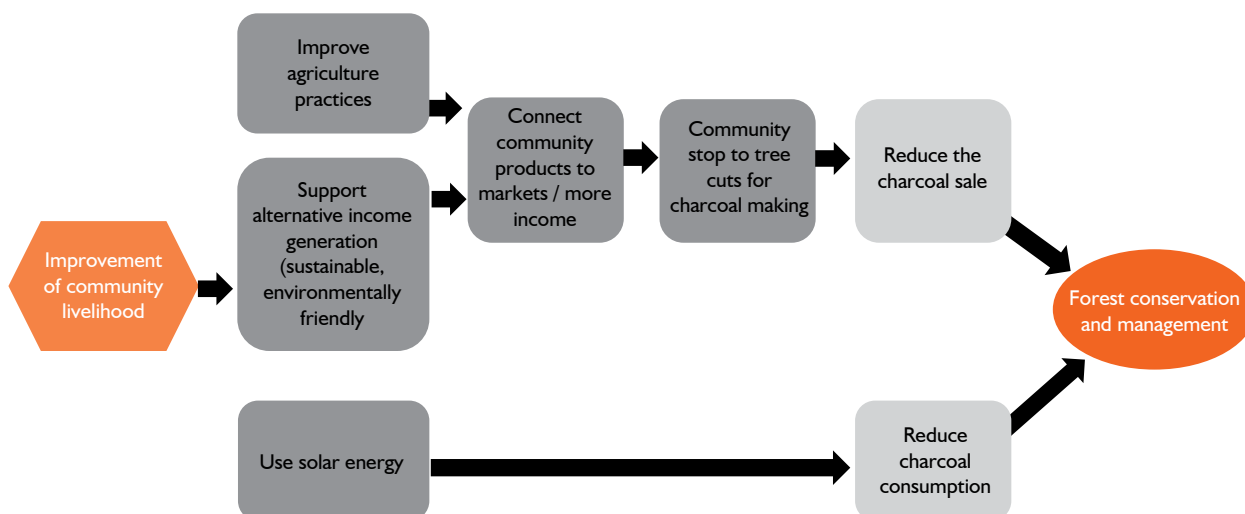


Exercise proposed to the working groups, inspired by TaFF example:

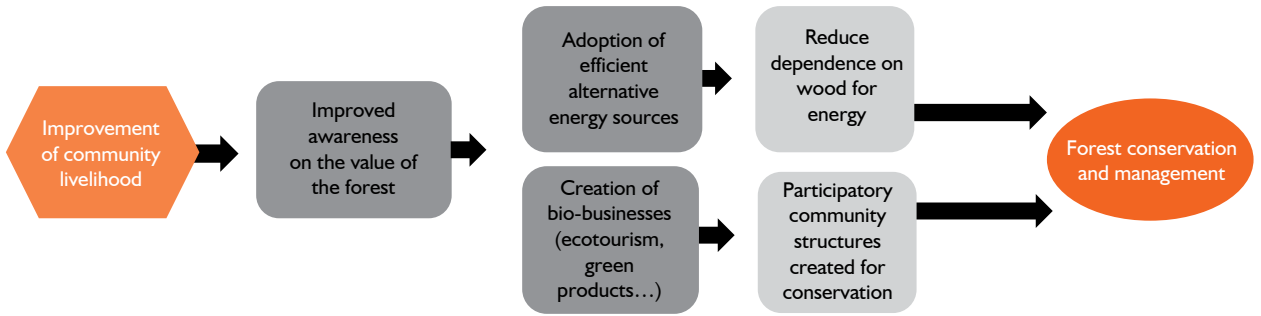


The results from the working groups where shared in plenary.

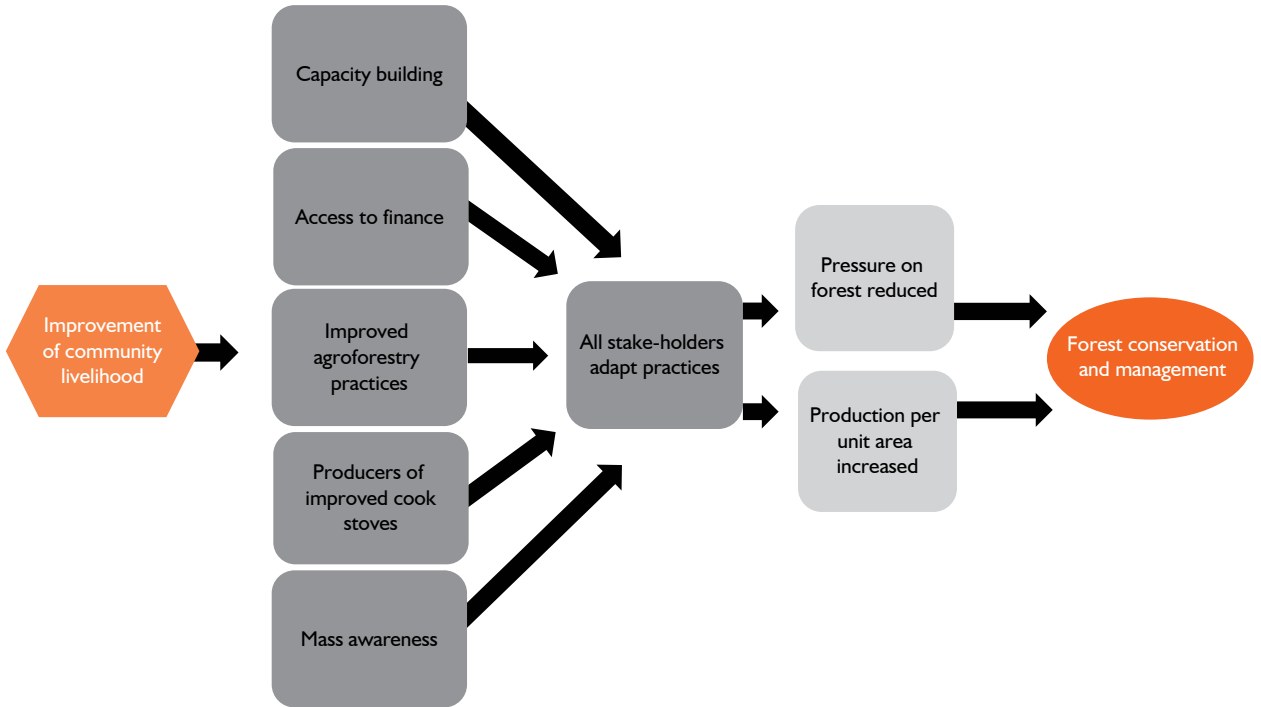
Group I



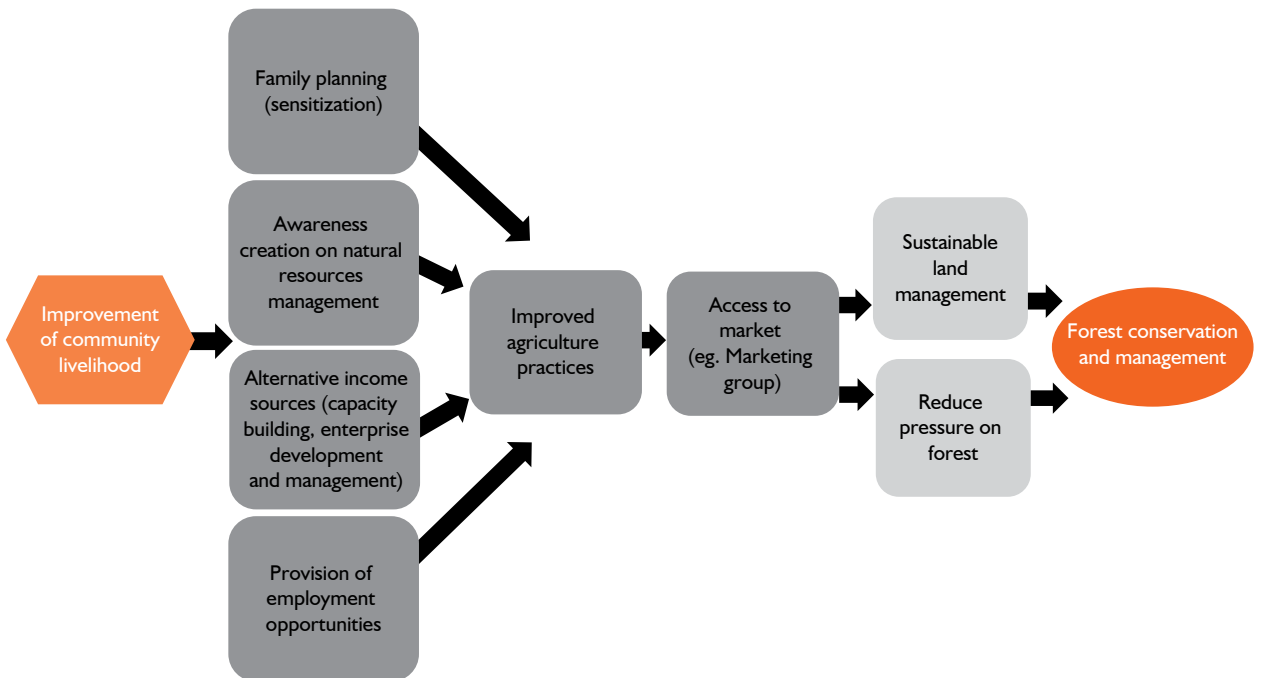
Group 2



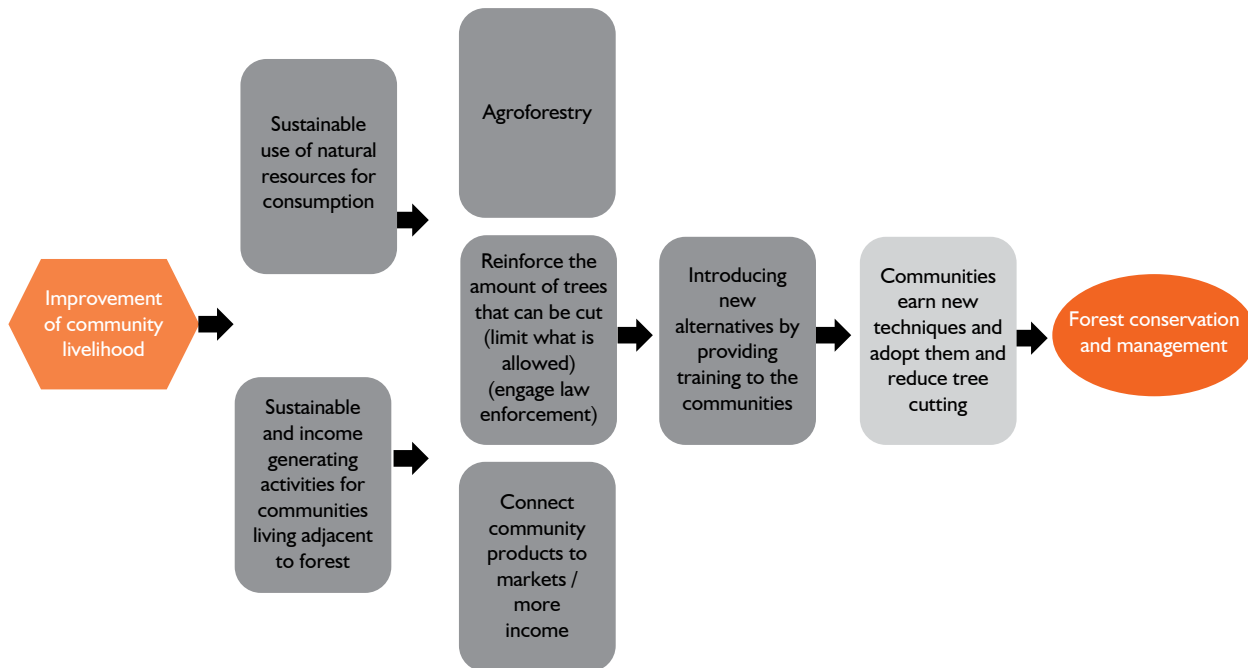
Group 3



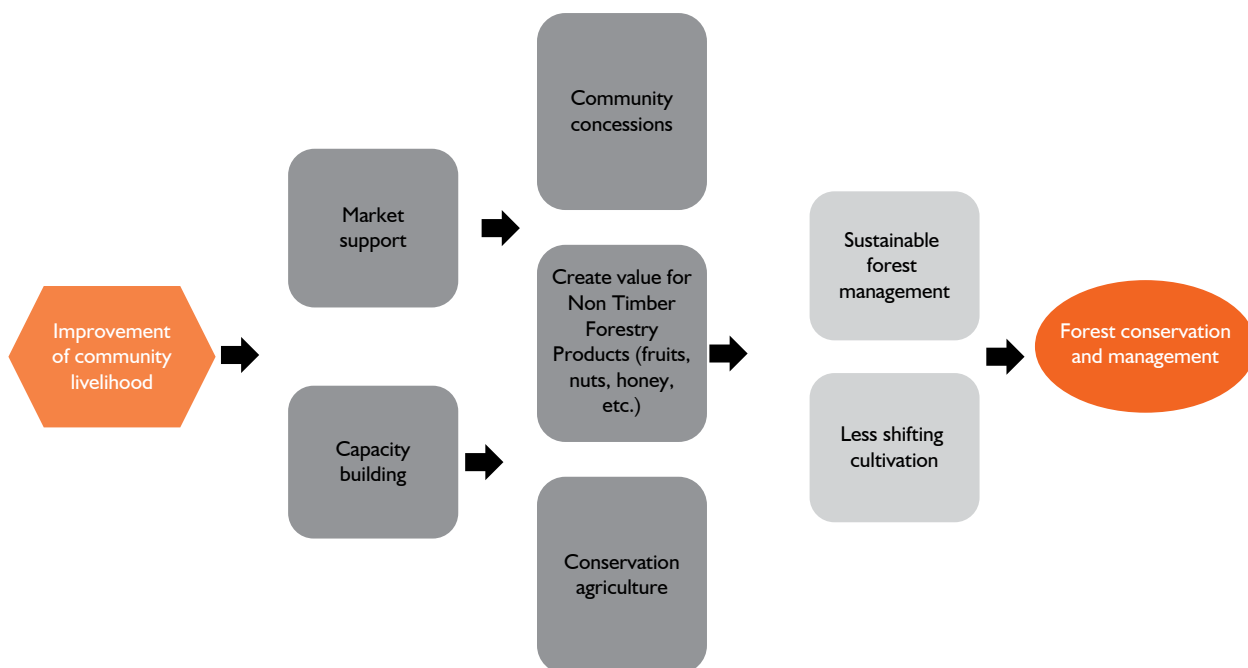
Group 4



Group 5



Group 6



The group discussed some of the examples, calling the attention to missing links between one strategy and its expected result. The message reinforced with the exercise is that it is important to put in evidence the cause-effect relation between the different links in the chain. Having the clear cause-effect relation between the links is the base for building the narrative for the program or for the strategic plan of the Fund. It is then, based on the narrative, that the M&E system will be structured.

The exercise was followed by continuing the construction of the **M&E Draft Development Plan**, filling in two questions:

- Which tools are interesting for my EF?
- Insights for my EF's narrative about impact and outcomes.

END OF DAY 1

Day 2 - October 11

The consultant team carried-out a rapid review of Day 1, the agenda, and the step-by-step approach to situate all participants. A new group distribution was carried out to organize participants again in six different working groups, in a way to promote more exchanges among the Funds.

Session 7: Stakeholders engagement

This session had the objective to show how to review and decide which stakeholder may be part of the design of the EF M&E system or policy. The consultant team proposed a definition:

Stakeholders are...
Anyone who will use the information generated from the M&E system. This may include several levels of stakeholders from: international: donors, multilateral organizations, convention reps, investors... national levels: National Authorities, Ministries, Environmental NGOs... sub-national: Province and district authorities, PA managers, local NGOs... program levels: program managers, local NGOs, service providers, communities' representatives...

A discussion in working groups was suggested to highlight the pros and cons of engaging the main stakeholders' groups that normally an EF has. The discussion proposal was:

- List up to three advantages of engaging a specific group of stakeholders in the design of M&E processes
- List up to three risks or challenges of doing this
- The groups of stakeholders where:
 1. Donors
 2. Grantees
 3. Population/communities
 4. Other environmental institutions (NGOs or Funds)
 5. PA staff and managers
 6. National authorities

The results from the groups' work were shared in plenary:

Group 1

Donors	
Advantages	Risks/Challenges
Align M&E of Fund with Donors so as to compare oranges with oranges Allows the donor to have confidence and trust on the fund The donor may be sympathetic and provide additional resources for M&E specifically	Fund may not have the resources to align their M&E with that of donor Difficult when there are multiple donors each with different M&E systems It might be difficult to implement a M&E system agreed with the donor, on the ground

Group 2

Grantees	
Advantages	Risks/Challenges
They know what data is available and what they have the ability to collect Have local knowledge to choose relevant indicators Helps build ownership of information Develops understanding of roles and responsibilities in the M&E system Increase understanding of importance of M&E	May choose data because is easy to get May have limited M&E knowledge and capacity May not have defined grantees yet May create expectations

Group 3

Population/communities	
Advantages	Risks/Challenges
Empowerment Engagement Ensure continuity Primary sources of base information/relevant indicators	Creating big expectations May miss the big picture More expensive (time and money) Complexity of the process for them

Group 4

Other environmental institutions (EFs, NGOs)	
Advantages	Risks/Challenges
Synergies Experience sharing Transparency Knowledge of local condition	Time consuming Need more resources Biased/particular interest Conflict of interest

Group 5

PA staff and managers	
Advantages	Risks/Challenges
Legal custodian Motivation to carry out work Logistic and funds	Restricted information sharing Lack of willingness in community engagement Conflict in access to rights

Group 6

National authorities	
Advantages	Risks/Challenges
Assist to align your programme to national priorities Harmonization of tools for national conservation A buy-in Assists in fundraising	They can divert your interest Politicization of issues Issues of big allowances Bureaucracy (slow decision making) Loss of independency Technical expertise

EFs where encourage to work individually on their **M&E Draft Development Plan** answering the following question: *Who should be engaged in the M&E system of your EF?*

Session 8: Building a Logframe

This session was dedicated to review the steps needed to prepare a programme or project Logframe. The consultant team proposed the following steps:

- a. Identify the problem you are trying to solve
 - Discuss the different aspects of a problem and they choose the one that is more important to be change
- b. What is the programme overall goal?
 - Write down the overall aim. This should be on an impact level.
- c. What is the programme going to achieve?
 - Set the purpose/outcome of your programme by describing what will be achieved, who will benefit, and by when
- d. What activities will be carried out?
 - Identify what has to happen on the ground
- e. How activities lead to outputs?
 - Check how activities lead to output by laying down the assumption
 - IF we do this, AND that happens, THEN will lead to this output
- f. What are potential problems or risks?
 - Check for potential risks on this logic and write down addition
- g. And how will the progress and ultimate success of the project be measured?
 - Build the indicators that will be monitored and the means of verification

An exercise in working groups was carried out to practice how to build a Logframe. As the time was limited, the consultants proposed an example for the participants to define only the columns “summary” and assumptions, to have clarity about the intervention logic, a different way of constructing the narrative. The exercise suggested:

Part one

- a. Select one Fund from your group that work (or wish to work) with a deforestation reduction program
- b. Define the Goal: reduce deforestation by x% by 2020
- c. Complete the columns “summary” and “assumptions” in the Logframe describing the program logic of intervention

Part two

- a. Two groups get together
- b. One group present its Logframe to the other (10 min)
- c. The group that listened gives inputs (10 min)
- d. Now the other group presents and receives inputs (20 min)
- e. Each group goes back to its table and adjust its Logframe (10 min)

Results were shared by the working groups in plenary:

Group 1

Definitions	Summary	Indic.	Data source	Assumptions
Goal/Impact	Reduce deforestation by 20% by 2020			Project funds area available on time
Purpose/outcomes	Restore/regenerate forest Tree planting for fast growing wood fuel species Alternative livelihood Awareness creation			Political will/support Availability of private land for tree planting Markets will be sustained Buy-in from local leaders/authorities
Outputs	Establish/restore 20,000 ha of forest by 2020 10,000 ha of fast growing wood species are established 50,000 farmers around PAs establish alternative ICA Awareness among communities on the value of forest is increased			Cooperation from NFA Presence of economically active communities
Activities/inputs	FMPs Funds for boundary demarcation Seeding trees Training planting skills Training in entrepreneur skills Market linkages Sensitization activities (e.g. school concerts, films, drama, opinion/religious leaders)			Communities buy-in

Group 2

Definitions	Summary	Indic.	Data source	Assumptions
Goal/ Impact	Reduce deforestation rate by 10% by 2020 in the BAAPA region			Political support Stakeholder commitment
Purpose/outcomes	Strengthening community participation in forest conservation & management Increase forest cover			Community willingness
Outputs	Increased community capacity for sustainable activities (IGA) Reduced illegal activities			Market access (sustainability) Community participation Legal support from authorities
Activities/inputs	Training communities Awareness creation Tree planting			Behaviour change Inputs available Legal support Availability of technical capacity

Group 3

Definitions	Summary	Indic.	Data source	Assumptions
Goal/ Impact	Reduce deforestation by 10% in 2020 in Nahuaterique			Population is stabilized
Purpose/outcomes	Increase land productivity for food income security			Farmers have access to market
Outputs	Farmers adopt agroforestry techniques (500 farmers) Farmers adopts intensive agriculture			Farmer regard to adopt technics and technology works well

Activities/ inputs	Capacity building in: Irrigation Soil conservation Short mature varieties Access to market			Improved technics are environmental sustainable Continuous technical support
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Group 4

Definitions	Summary	Indic.	Data source	Assumptions
Goal/ Impact	Reduce deforestation by 30%			65% shifting agriculture Charcoal production
Purpose/ outcomes	Alternative agricultural or sustainable agriculture is adopted by 50% of the rural population			Funds are available Climatic conditions are stable Existing market for products
Outputs	Maintain communities on the same land for as twice as long as currently (5-10 years) Increase the yields by hectare (productivity)			Farmers accept to change their production systems Farmers use good technics National authorities accept using the land-use plans
Activities/ inputs	Conservation agriculture Land use planning Producing natural fertilizer Technical extension services Biogas			Increased population Means are available to provide services Availability of biogas raw material Economic viability of biological products

Group 5

Definitions	Summary	Indic.	Data source	Assumptions
Goal/ Impact	Reduce riparian deforestation with 1% by 2020			No new drivers destroying the forest (e.g. logging companies)
Purpose/ outcomes	To restore Chobe river riparian forest			
Outputs	Lobby government to lift hunting ban Lobby international community to be sympathetic to elephant hunting 1000 ha of riparian forest rehabilitated			A new government that is pro-hunting is elected A communication campaign for international community is successful Exclusion plots are effective
Activities/ inputs	Develop indigenous tree nursery Create exclusions plots for plant regeneration Engage international media			Indigenous tree seed are available Permits for exclusions are granted Madonna agrees to champion the campaign

Group 6

Definitions	Summary	Indic.	Data source	Assumptions
Goal/ Impact	By 2020 deforestation rate of Tanzania would be reduced by 5%			Funds Political commitment Climate issue
Purpose/ outcomes	Enforcement-capacity developed Pressure on forest reduced Regeneration increased Positive public attitude			
Outputs	Livelihood improved Protection improved Capacity improved Reduced illegal forest harvesting			Economic stability
Activities/ inputs	Awareness Enforcement Alternative livelihoods Patrolling Fire control			Fund availability Willingness of communities

The Case Study of Tany Meva Foundation (see section 4.2) was then presented by Hanitriana Cécile Rakotoarison, Programme Officer. She showed how Tany Meva M&E is structured and how they used another tool, the results chain, to establish the Fund's indicators. One important message from her presentation was that they did not develop a specific IT system to keep register of the data collected, but they keep their M&E data using Microsoft Access. This shows that it is possible to implement a technological tool for the Fund's M&E system without having to invest a lot in IT development.

Session 9: Building indicators

This session was dedicated to review the importance of indicators as the core of an M&E system, as well as their structure and characteristics.

After revisiting the step-by step approach, the consultant team reviewed the main technical aspects needed to build indicators. Also reviewed the different type of indicators, differentiating performance and impact indicators, as shown in the figures below:

Performance

- ✓ In relation to the **strategic plan** of the institution
- ✓ In relation to the **goals** of a project, a projects portfolio and/or a programme
- ✓ Horizon of **short/medium term**



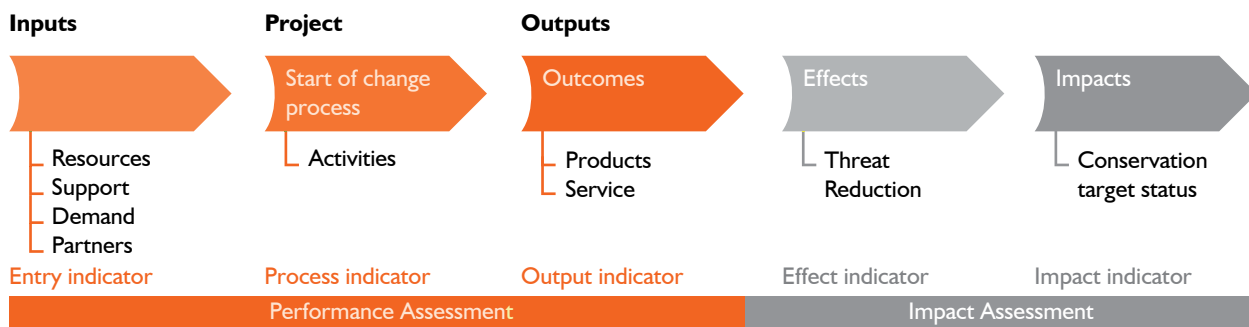
Verification of the correct use of available resources in activities/products/services

Impacts

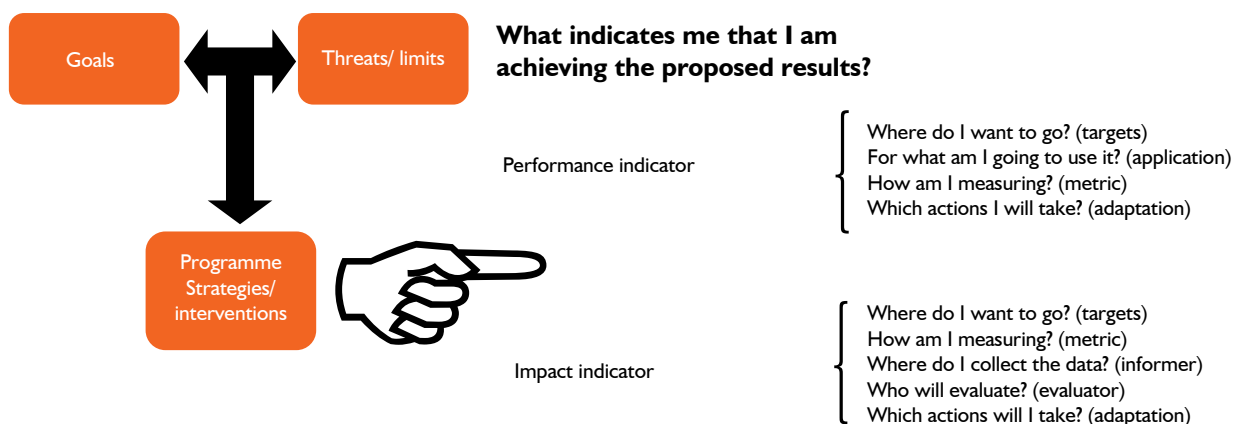
- ✓ In relation to results and effects of projects execution in the local level
- ✓ **Long term** horizon (sustainability)



Verification of changes generated in the territory



Adapted from RedLAC, 2008



The consultant team presented a typical indicator structure, by showing an example:

Name of the indicator	Extension officers trained the strategies for reforestation.
Definition	Indicator = $(A/B * 100\%)$, where: A = number of extension officers who completed the training B = estimated number of extension officers who are likely to be involved in the implementation of reforestation strategies.
Purpose	To assess whether officers' knowledge is improving over time. This would provide evidence on whether the training component of the program is effective.
Baseline	15% (54 extension officers were trained in a previous project, against an estimated target of 360).
Target	year 3: 50%; year 5 (end of programme): 75%.
Data collection	The trainer will organize presence list at each training session. the number of total officers will be informed by National Authority every year, according to their registries.
Sources	For elementary indicator A: activity reports of the programme. For elementary indicator B: needs assessment performed in the design phase of the programme
Frequency sources	Every year
Responsible	Trainer

The SMART characteristics were also reinforced, reminding participants how the indicators should be (**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imebound).

A working group exercise was carried out for the participants to think about possible indicators, and to develop the indicator structure to at least one of them. For this, two different programmes were given (one programme to three groups and the second programme to the other three groups). Both examples were related to deforestation reduction strategies, a common topic among the Funds. The exercise proposed:

1. Considering the example of the programme distributed to your group, build a long list of indicators considering the different levels
2. Select 2 indicators and fulfil the structure of the indicators and make a quality analysis (check if they are SMART)

Case I:

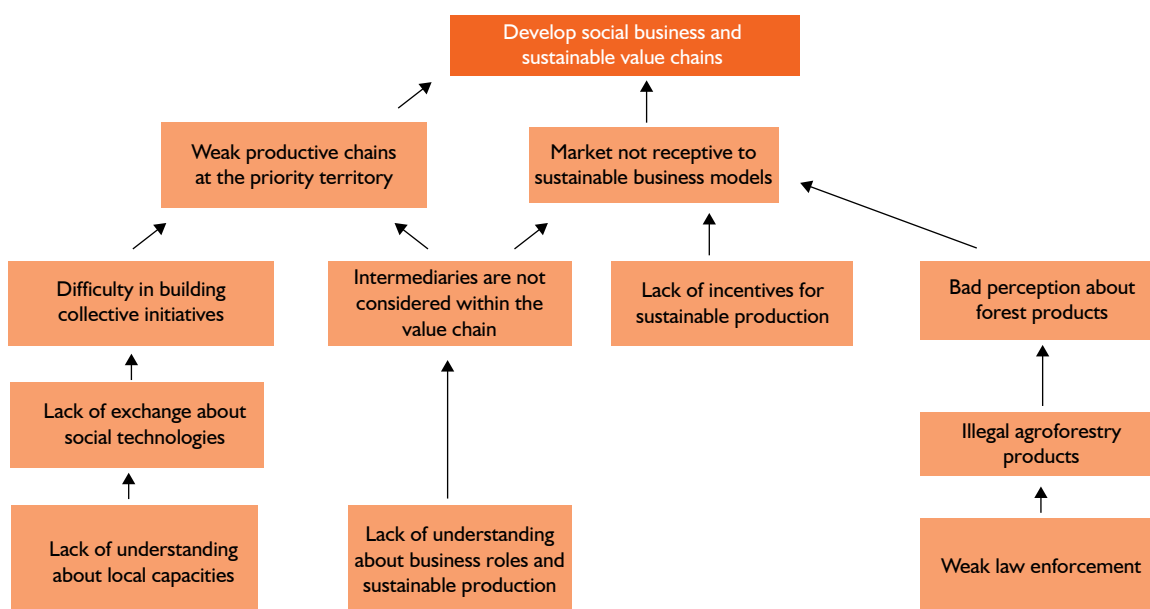
Goal: Reduce illegal deforestation

Purpose/outcome I: Develop eco-business and sustainable value chains

Strategies:

- Promote competitive eco-business models that consider the local vocation and promote conservation.
- Promote local producers' organizations to strengthen their place in the value chains.

Results chain:



Case 2:

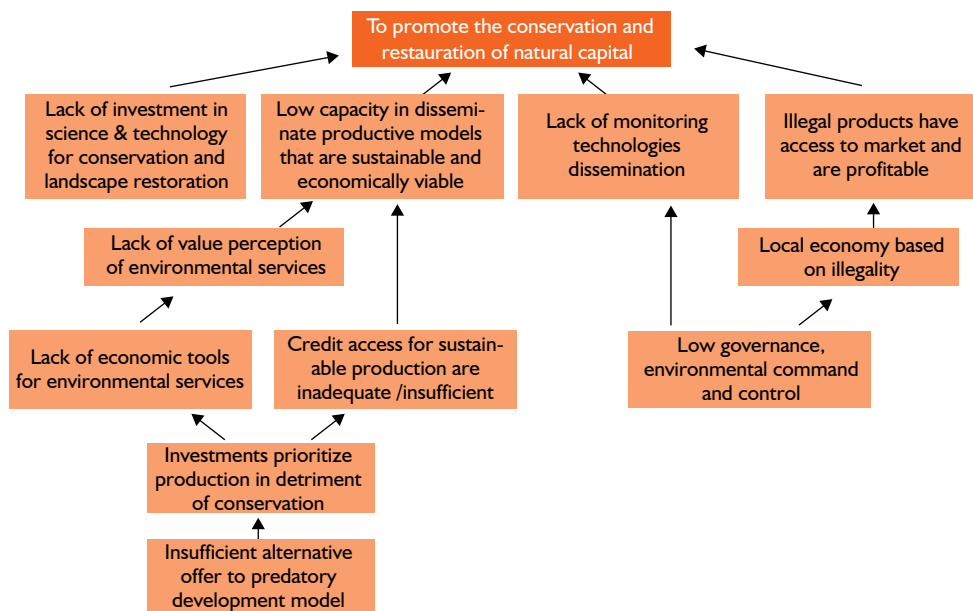
Goal: Reduce illegal deforestation

Purpose/outcome 2: To promote the conservation and restoration of natural capital

Strategies:

- To promote access to technology and knowledge: technical assistance, research institutions and exchange
- To promote access to funds for sustainable production and payment for environmental services

Results chain:



Results of working groups were share during plenary and helped to build a long list of indicators for each example:

Outcome 1	Develop social business and sustainable value chains
Long list of indicators	Change in people’s knowledge and attitude
	Number of eco-business operating (by CBOs)
	Percentage of eco-business profit re-invested in forest management
	Number of eco-business created

Outcome 2	To promote the conservation and restauration of natural capital
Long list of indicators	Area covered by monitoring system
	Amount of investments on conservation
	Number of people prosecuted
	Reduction of illegal products in the market
	Increase in number of certified producers

Following, each working group choose two indicators to design. Some examples are shared in the following tables.

Name of the Indicator	Number of producers’ associations
Definition	Groups of community members involved in eco-friendly certified products
Purpose	To measure the new businesses being organized in the community
Baseline	Zero organized business in the community
Target	10 associations in 5 years
Data collection	Survey

Sources	Community members
Frequency sources	Annually
Responsible	M&E officer

Name of the Indicator	Income from ecotourism
Definition	Percentage of change in income from ecotourism
Purpose	Community to earn income from activities that promote conservation
Baseline	Zero + current income
Target	20% changing income due to eco-tourism by the end of three years
Data collection	Household surveys; Eco-tourism business
Sources	Primary data collection
Frequency sources	Baseline/Midterm/End
Responsible	Trust fund

Name of the Indicator	Percentage of the eco-tourism profit reinvested in forestry management
Definition	Forest management verified and creation of a fund
Purpose	Commitment by the eco-business to reinvest profits back into the environ.
Baseline	Zero organized business in the community
Target	10 associations in 5 years
Data collection	Survey
Sources	Community members
Frequency sources	Annually
Responsible	M&E officer

Name of the Indicator	Number of eco-businesses created and making profit
Definition	Businesses legally existing equipped, having trained workers, producing selling and making profit
Purpose	It will show that the eco-business is contributing to the livelihoods and economy
Baseline	Zero eco-businesses
Target	10 eco-businesses in 5 years
Data collection	Visits and interviews
Sources	Eco-business operations/owners
Frequency sources	Quarterly; Monthly at least
Responsible	Project Coordinator/M&E officer Business owner

EFs were encouraged to work individually on their **M&E Draft Development Plan** answering the following questions:

Which indicators discussed in the workshop may be interesting for my EF?

How can I incorporate the use of the indicators structure in my EF's processes?

END OF DAY 2

Day 3- October 12

The consultant team carried-out a rapid review of Day 2, the agenda, and the step-by-step approach to situate all participants. The room was organized as a school class. For the last working groups, participants move to different corners of the room.

Session 10: Institutional instruments

This session reviewed the main instruments needed by an EF to implement a M&E system or policy and their association to the CTF Practice Standards, as presented in the Handbook, in Chapter 3.

About the operational or grant manuals, the points highlighted as important elements were:

- Summary of what is the EF's strategy – institutional indicators
- Types of indicators for programmes and projects
- Guidelines for the projects to collect information and report
 - standardized indicators (toolkit)
 - reporting templates
 - periodicity of the reports
 - protocols for field visits, etc.

The associated Practice Standards reinforced about the manual were:

Administration standard 4: One or more operations manuals with up-to-date policies, procedures and practices guide the day-to-day management of an EF or Fund

Operations standard 1: An EF prepares a strategic and financial plan that translates its broad vision and mission statements into specific goals, objectives and activities

Operations standard 2: As public benefit organizations, EFs actively pursue opportunities to collaborate with all relevant levels of national government(s) on achieving conservation priorities

Reporting, M&E standard 4: An EF monitors and evaluates its programs in relation to the EF's purpose and its strategic plan, and in relation to national-level and international-level conservation indicators, targets and strategies

On Grant agreement or contract, the main aspects presented were:

- The contract establishes what are the obligations during project implementation including requirements for M&E.
- Grantee is clear about the content of the agreement the delivery of this type of capacity building to grantees is part of the next session on training stakeholders on M&E procedures and tools.

The associated Practice Standards reinforced about the contracts were:

Operations standard 6: The grant award cycle concludes with the signature of a contract between the EF and the grantee; the contract sets out all important understandings and obligations related to the financing the EF will provide

Reporting, M&E standard 6: EF staff, and often the grantee itself, monitor grants using indicators and measures agreed upon in the grant agreement, or its required monitoring plan

Reporting, M&E standard 8: EFs support their grantees by providing clear reporting templates, frameworks and information requirements for monitoring and evaluation of the grant performance in achieving planned outputs and outcomes

In the institutional structure, the necessary training on M&E needs to be considered.

About training the EF staff, the aspects highlighted were:

- Objective of the programme
- M&E protocols
- Actors involved in the implementation of the programme
- Actors who may be interested in knowing the results of M&E
- Frequency of reporting to the different actors involved in the implementation of the programme
- Report formats differentiated by type of audience
- Procedure to make adjustments to the intervention of the programme

On training the stakeholders, the recommendations were:

- Identify key audiences
- Identify stakeholders who could lead the different actions of information gathering

- Design a user-friendly stakeholder training plan and include programme/project workshops, periodic meetings
- Carry out a start-up workshop to present programme objectives, M&E system and the roles of each stakeholder
- Stakeholder participation in programme/project evaluations

The only associated Practice Standard commented was:

Operations standard 8: Measures to strengthen grantee capacity are carried out which enable grantees to prepare responsive proposals and implement grant-funded activities

The consultants dedicated some time to present the concept of **adaptive management**, and remembered its need in a well-designed M&E system. They stated that “Adaptive management involves integrating project design, management, and monitoring to provide a framework for testing assumptions, adaptation, and learning”.

The associated Practice Standard mentioned was:

Reporting, M&E standard 5: An EF designs internal reporting, monitoring and evaluation, including financial management reporting, to support informed decision-making by its governing body, about the functioning of the EF as an institution

A presentation was carried out about the relation of **Communication** as an integrated part of a M&E system, crossing the whole process, not only about reporting results, as shown in the figure below:



The associated practice standard below was mentioned as a general aspect of the Fund’s communication:

Reporting, M&E Standard 1: EFs are intentional about reporting to different audiences for different purposes

About the communication EF-grantees, the following aspects were highlighted:

- Starts since the moment of signing the grant agreement
- EF communication guidelines – EF in the field
- Reporting
 - Written feedback – adaptive management
 - Internal sharing - learning

In this case, the associated Practice Standard was:

Reporting, M&E Standard 9: EF staff (and/or independent evaluators) perform due diligence and monitor grantees’ progress towards achieving outputs and outcomes

On the communication EF-funding sources, the consultants highlighted that Funds should:

- Deliver accurate information on the implementation of the programmes – relating to strategy
- Reinforce accountability and transparency

And mentioned the following associated Practice Standards:

Reporting, M&E Standard 2: Grant agreements between an EF and its donor clearly set out the specific formats, information requirements, procedures and timing for technical and financial reports

Reporting, M&E Standard 3: EFs maintain a regularly updated checklist and schedules for all of the reports that they are required to submit to government agencies in the country where the EF is legally registered and the countries where the EF operates or has investments

The institutional communication was also related to the M&E system, with the following points as highlights:

- Deeply related to reporting the EF’s results
- A communication strategy is a fundamental piece, as it will ensure that the EF demonstrates its results, attract new funders and partners and increase its credibility

In this aspect, the associated Practice Standards were:

Reporting, M&E Standard 7: EFs design monitoring and evaluation to support evidence-based reporting of conservation impacts
Resources mobilization standard 7: EFs are able to show potential donors the role that the EF plays in providing long-term financial support for the national system of protected areas and/or for national environmental action plans and programs.
Reporting, M&E Standard 10: EFs prepare an Annual Report each year, which is distributed to donors and key stakeholders, and is made available to the general public

A final presentation about institutional aspects was carried out about **Budgeting**, discussing who pays for an M&E system development, and what are the budget components, as detailed in Chapter 3.

This point led the group to discuss how to finance impact evaluations. The consultants reminded that a study on M&E for EFs and EFs' networks was carried out in 2016, commissioned by Project K (in which two of the consultants of this workshop were involved). Through this study, a M&E system was developed with standard indicators designed for the Fund individual level, as well as for the networks of EFs, RedLAC and CAFE.

One of the conclusions was that impact evaluations at EF level could be developed if a donor could be interested in financing a pilot, where academic institutions could carry-out impact evaluations at a programme level. About financing institutional revisions, including the design of a new M&E policy or system, the FTNS was asked to share its experience.

Fondation Tri-National Sangha (FTNS)

FTNS has the mission is to support financially the conservation of the Sangha Tri-national (TNS) landscape as a world heritage site, as to ensure the conservation and valorisation of the TNS rich biodiversity. They are currently building their M&E system as a result of a joint effort with their grantees.

A FTNS annual evaluation in 2016 raised out the necessity to support park managers to put in place a M&E system that improve the management of grants and provide accrual information to evaluate the performance of parks. An expert in monitoring and evaluation was recruited in 2017 to conduct a M&E mission, including an assessment of existing tools and methods to monitor and evaluate parks operations; the participative development of a M&E approach; training of stakeholders; and pilot phase to test and ameliorate the M&E approach.

Theophile presented the challenges of building it on a transnational perspective that ranges from different legislation in each country to finding common grounds for the M&E system. FTNS is using their own funds to build the monitoring process.

Information provided by Théophile Zognou, Executive Director of FTNS

Session 11: International standards on M&E

The consultants highlighted in this presentation that there is still no harmonization on M&E requirements, as stated by the GEF M&E policy:

"No professional norms and standards have been formulated on monitoring in the bilateral, UN, or international financial institution communities. However, it is common to formulate minimum requirements for monitoring systems..."

"although there is a convergence toward internationally recognized norms and standards, there is also a divergence caused by specific goal and objectives of [GEF] Agencies"

2010, GEF M&E Policy

The CTF Practice Standards were mentioned again as a tentative for standardization of what is expected by the main donors from the EFs. Consultants reminded that the EF main donors participated in the Practice Standards construction. For this reason, they could serve as a guideline of M&E requirements that EF main donors expect.

Another trend highlighted was the direct access by EFs to some multilateral funds and the main standards required for this. This is detailed in Chapter I. To illustrate how the EFs need to adapt their process to be compliant with these multilateral funds' requirements, Rosa Montañez, from Fundación Natura Panamá, was invited to share their experience in getting accredited to the Adaptation Fund (see section I.4).

Session 12: needs & offers marketplace

This session aimed at creating a space for peer discussion about important topics raised in the first day that were not specifically discussed during the Workshop session. The session started by showing an aggregated map of their NEEDs and OFFERs.

A final group exercise was developed to discuss the 4 main topics that came out from the *needs and offer* assessment made in day I. Participants were separated in four groups and each group discuss about one of the four following subjects, selected based on the participant "needs":

1. Capacity building on M&E
2. Operations and finances
3. IT system
4. Indicators definition

The table below shows the results of the NEEDs and OFFERs exercise, already organized by the 4 topics above:

Capacity building	
Needs	Offers
How to integrate grantees with different education background in the M&E system (Tuli – TAFF) How to confirm the information given by beneficiaries (Celeste – Biofund) How to establish a base of indicators with stakeholders? (Alfred – FSOA) Role of beneficiaries vs. role of fund in M&E system (BacoMab) How to help beneficiaries to provide uniform and relevant narrative reports? (Alexandra – Biofund) Indicators for beneficiaries in M&E (FABBM – Madagascar) Semi-evaluation of grantee (Honoré - Tany Meva)	Capacity building for M&E systems (FMCN) Monitoring with local communities (Hanitra-Tany Meva) Training the beneficiaries (Celeste – Biofund) Tool for territory planning (Willian – FIAES) Institutional self-assessment for tracking organizations (Sean – Biofund)
Operations and finance	
Needs	Offers
Frequency for updating M&E framework (Shire BEST) Which staff to involve in M&E System (BacoMab) Link technical administration monitoring (Claudia – Profonanpe) How to go about building M&E system internally? (BacoMab)	Financial management system (FCB) Knowledge about financial audit (Mable - Botswana FCB) Financial monitoring system (Farid - Arannayk Foundation) Operations Manual – procedures (Manti – FMCN) Strategic objectives – activities (Manti – FMCN) Engage Board in M&E (Chris – MEET) M&E for numerous projects (Tany Meva) Operational planning and reporting (Claudia – Profonanpe)
IT systems for M&E	
Needs	Offers
Frequency for updating M&E framework (Shire BEST) Which staff to involve in M&E System (BacoMab) Link technical administration monitoring (Claudia – Profonanpe) How to go about building M&E system internally? (BacoMab)	M&E Software for linking activity / result of each beneficiary (Alexandra Biofund) Online system to monitor project financial implementation (Emi - Tropical Forest Fund) Software development (MEET) IT related issues - use of soil (Hector – Fonafifo) M&E software system (Manti – FMCN) Beneficiary Evaluation System (Leo – Funbio)

Indicators definition	
Needs	Offers
Define key indicators (Hanitra – Tany Meva) Criteria to select indicators (Alfred – FSOA) How to systematize information from different beneficiaries? (Alexandra – Biofund) How to systematize and aggregate information (Emi-Tropical Forest Fund) Homogenize indicators for different project monitoring (Carmen – Profonanpe) How to go from project to program and impact M&E (BacoMab) How to determine the relevant indicators (Fanny – FPRCI) What could be the two most important indicators for the EF as an institution (Fensoa - Bioguinea Foundation) How to define relevant indicators (Fanny FPRCI) Construction and definition of impact indicators (Hector – Fonafifo) System for impact M&E (Chris – MEET) Design impact indicators for financial investment in capacity building	SMART Gender Indicators (Carl – MMCT) Indicator process selection (Rosa – Panama)

All participants discussed the 4 topics, as they had to change the subject after every 15 minutes. For each specific subject, a moderator stayed permanently in the specific subject to summarize the previous discussion to the next group and to take notes of all discussions on the topic.



The results on each subject were shared in plenary by the group moderator.

Capacity building on M&E

Conclusions:

Several Funds develop capacity building activities for the grantees, including the topic M&E. They adopt different practices for this, such as:

FCB's potential grantees are invited to a meeting (previously identified in a determined region)

Tany Meva built a network of resourced people in the locations to learn the EF tools and transfer the knowledge

UBF adopted the practice to have inception meeting with grantees focused on M&E (1 on 1)

In some cases, local consultants are hired to help grantees prepare better proposals

In the case of Biofund, where the number of grantees are limited (only supports the conservation areas of the country), a 4-day workshop is developed to all potential grantees, to get training and develop better proposals

The Mexican Fund developed an organizational effectiveness index, to assess their grantees institutional structure and identify strengthening needs. The grantees participate in the index voluntarily and get training and institutional strengthening support.

TaFF train grantees before transferring the resources

FIAES train the grantees together for territorial planning

FAPBM performed a due diligence (management and financial aspects) of the Parks' structure, in a way PAs to receive training are identified and standardized

Bacomab has adopted frequent trainings for the same grantees

By Arannyak experience, capacity building sometimes is not efficient because of the lack of practice. It is difficult to measure impact of capacity building if it is not specific

Recommendations:

To identify and select people inside the organizations that have the profile and skills for the specific training

To have technical staff / consultants on the field to support grantees in reporting

To develop targeted trainings defined by the field visits

To have more time to present proposals in a call for proposals and offer training on proposal writing to receive higher quality proposals

Operations and finances

Conclusions:

Investment policy

Base for EF financial follow-up

Proposed by Asset Manager to EF

Could have different strategies for endowment or sinking funds.

Sometimes it requires to be negotiated with donors (specially for endowments)

Proposed by EF financial staff to EF Investment Committee, that include Board members.

Requires approval by the Board of Directors. It is important to have Board members who know about investment portfolios.

Investment Committee

Composed by EF financial staff and at least 1 Board member

Created by the Board of Directors

Advisory role to the Board of Directors

Do not decide on investment portfolio movements

Can take care of reviewing asset manager reports

Asset manager

In general, is external. Could be national or international, but it depends on the EF national context.

Selection based on:

Investment Strategy proposal

Historical performance

Take investment decisions following EF Investment Policy

Provide weekly, monthly and ad hoc reports to EF staff or Investment Committee in previously agreed templates

Need follow-up from EF (Investment Committee, Executive Director or staff)

Benchmark

To be designed by EF, depending on their context

CTIS is a good benchmark and a good tool for communication, but is not fit for management.

There are cases where the asset manager is paid based on its performance against a previously agreed benchmark. This is not allowed in any country.

EF financial staff

The Executive Director should have a good knowledge of finances

Some funds have one of its staff to do a very close review of the asset manager reports to check:

Respect of the Investment Policy

Rationality of portfolio's movements.

Recommendations:

Share asset managers Terms of Reference

Discuss about and share benchmarks

IT system

Conclusions:

No EF in the group is currently using an IT system for M&E, except from Fondo Mexicano.
Most EF are struggling to find IT solutions that can offer financial monitoring for grant making.
Social media is a very important tool for EFs, providing immediate feedback on programmes. Requires good communication team that engage media specialists.
Use of technology to facilitate M&E data gathering, such as phones and apps.

List of IT Systems used by the participant EFs:

Sage Pastel
Quick Books
TOM 2 PRO (IFRPCI and Guinea) – training by service provider.
MIRADY – free for planning and results chain. Paid module for M&E.
Theoryofchange.org - free
Black Baud (US) –grant monitoring
Geotagging – GIS
PMYS – developed by TaFF (partnership with mobile Company for improving data collection)
PHC – Biofund
Tally – financial only
Smartconservation.org (GIS)
Own development – Funbio / Fondo Mexicano

Recommendations:

Use RedLAC and CAFE for references and learning before selecting and investing on a software.
The network has a potential to lead collaboration among EFs for jointly accessing IT providers for M&E systems, as well as other systems like finance and accounting.

Indicators definition

Conclusions:

EF Strategic Plan should propose different levels of indicators and their corresponding priority for the EF.
Indicators selection will depend on their ranking based on their priority and EF budget.
It is better to select few good indicators to monitor.

For example:

Species assessments (only some species)
Invasive species (only some species)
Water (stations)

There could be a gap between programme or project indicators and communities' own indicators

In general, they should be easy to monitor and evaluate and less expensive as possible.

Annual action plan reports have to aggregate indicators information from projects

GIS is an interesting tool because:

Is good for baselines

Allows to follow-up at real-time

Allows to visualize results with donors

Is not necessary expensive

There is some free software or information available to use.

Impact monitoring requires some special expertise in EF staff

Protected areas

Some have similar biodiversity indicators

They may need a different approach

There is still a potential problem with attribution of results

Recommendation:

There is a need to discuss and innovate on communities' indicators

Workshop Rapid Evaluation Results

Before leaving the workshop, participants were given post-it to express their opinion answering the following questions:

What did you like about this workshop?	What would you change in this workshop?
<ul style="list-style-type: none"> • Methodology and preparation level • Methodology and flow of the sessions • Presentations very useful • There were very relevant issues covered • I learned many new things • I shared many things too • The good of this workshop was the participative way that was conducted • I liked to share experiences and challenges that the funds have in the follow-up to the projects • Also know the different realities of the countries and funds, has been an enriching experience • A lot of exchange experiences • Very good the profile presentations of certain good practices in EF M&E • Animation techniques • Good participation of all participants • Effective exchange among funds • Very good document • Workshop was different everyday • Group works • Participatory training • Step by step preparation of the M&E system • Support, patience and flexibility of trainers • Theory of Change • Need of an internal and participative M&E planning • Facilitators very active/energetic • The rich experiences from the various EFs • Presentations of case studies: they gave us a vision of what other EFs are doing • Excellent guidance from facilitators • Dynamic team, professionalism and methods • Methodology of workshop, organization • Dealing with monitoring issue which is instrumental to fundraising and reporting • Working groups and dynamics • Facilitators managed very well difficult questions and reactions. Adaptive management and good mood were the key • I love the process of exchange experiences, very useful. One of the best workshops in my life! Congratulations • The exchanges were fruitful and enriching • I liked the participatory approach taken. It kept participants awake, following and expressing their thoughts • Kindness of the hosting fund (BaCoMab) • The specificities of M&E for EFs were well discussed • Variety of experience within both networks • Willingness to share experiences from participants • Excellent. You can keep the attention for three days, with different cultures and people • Group work was great • It was an experience and knowledge sharing workshop • Participation of everyone • Consultants familiar with EFs reality and functioning, with a lot of experience • Participative approach of the workshop • The workshop was very participatory and drew a lot from the experiences of the EFs 	<ul style="list-style-type: none"> • Good but too long • Should have tried to present different aspects in the presentations (e.g.: IT tools, development of M&E systems, financial M&E, etc.) • Presentations were too long • Should have used the same examples to practice the tools (Logframe, indicators) so we can see logically the way to construct a program of M&E system. For example, if we designed a result that we cannot achieve, sometimes we realize that when we work to define indicators • The way new M&E approaches were introduced (e.g. Theory of Change) • The introduction should attempt to the fact that the list is about possible approaches donors may demand from EFs • Start with a tangible goal • Some case studies would be useful to have the context to guide exercises and reduce time with assumptions • Utilize simpler cases for hands-on practice during the workshop • A bit confusing some parts of the workshop • Have a list of indicators already in use by others to adapt for us! Including the structure • The part about the donors does not seem to me good example • Give some time to have reflections by region in order to promote networks with similar realities • Have more examples and time to look at some in more detail • Example used as case study in the 2nd day (indicators) was not enough adapted to CTFs or to Protected Areas • Go more deeply in the theme • Provide in advance the documents • More precision of instructions for work in groups • I didn't like • The Theory of Change working group was really hard. It needs more explanation. For most of the participants it was a new tool. Little confusing. • The last dynamic of moving group to group didn't achieve its goal (initial). The rules were not clear. However, the results were useful. • Next time is important to take into account language for working groups • Too much work groups exercises for a technical topic. Teach more! • Workshop should have focused on the specific M&E situation of EFs. We lost much time on basic project design (day 1/2) that was unnecessary (project M&E can be learnt easily in all of our countries) • The workshop should have presented in more detail the biodiversity indicators study and the Project K Networks indicators study. It seems these would be an excellent base for discussion on common/standards indicators • Could be better presenting one best case addressing critical issues & success

END OF DAY 3 AND WORKSHOP

Annex 2. List of Participants

Name	Institution	
1.	Ahmed Lefghih	BaCoMaB
2.	Aicha Sidi Bouna	BaCoMaB
3.	Alfred Allogninouwa	Fondation des Savanes Ouest Africaines (FSOA)
4.	Aline Odje	Fondation des Savanes Ouest Africaines (FSOA)
5.	Amantina Lavalle Sanchez	Mexican Fund for Nature Conservation (FMCN)
6.	Ana Colorado McEvoy	BaCoMaB
7.	Carl Bruessow	Mulanje Mountain Conservation Trust (MMCT)
8.	Celeste Chitara	BIOFUND
9.	Charlotte Karibuhoye	MAVA Foundation
10.	Claudia Godfrey	Profonanpe
11.	Edina Bvalani	Shire River Basin Environmental Financing Project (Shire BEST)
12.	Edmilce Ugarte	Tropical Forest Conservation Fund (TFCF)
13.	Fanny N'Golo	Fondation pour les Parcs et Réserves de Côte d'Ivoire
14.	Farid Uddin Ahmed	Arannayk Foundation
15.	Fenosa Andriamahenina	FONDATION BIOGUINE
16.	Frédéric Hautcoeur	Fondation des Savanes Ouest Africaines (FSOA)
17.	Gérard Rambeloarisoa	Fondation pour les Aires Protégées et la Biodiversité de Madagascar (FAPBM)
18.	Hanitriniana Cécile Rakotoarison	Fondation Tany Meva
19.	Hector Benavides	FONAFIFO
20.	Honore	Fondation Tany Meva
21.	Innocent Magole	Forest Conservation Botswana (FCB)
22.	Joshua J. Moloi	Forest Conservation Botswana (FCB)
23.	Karen Price	Malawi Environmental Endowment Trust (MEET)
24.	Kempfo Tshoko	Forest Conservation Botswana (FCB)
25.	Leonardo Geluda	Brazilian Biodiversity Fund (FUNBIO)
26.	Mable Bolele	Forest Conservation Botswana (FCB)
27.	Maria Alexandra Jorge	BIOFUND
28.	Maria del Carmen Cerpa Sierralta	Profonanpe
29.	Mayor Christopher Mwambene	Malawi Environmental Endowment Trust (MEET)
30.	Moutha Elhadj	BACoMaB
31.	Namwebe Specioza Kiwanuka	Uganda Biodiversity Trust Fund (UBTF)
32.	Raymond Roman Killenga	Eastern Arc Mountains Conservation Endowment Fund (EAMCEF)
33.	Rosa Montañez	Natura Panama Foundation
34.	Sean Nazerali	BIOFUND
35.	Ted Chiyembekeza	Shire River Basin Environmental Financing Project (Shire BEST)
36.	Teddy Paulo Mbaruku	Tanzania Forest Fund (TaFF)
37.	Théophile Zognou	Fondation pour le Tri-National de la Sangha (FTNS)
38.	Tuli Salium Msuya	Tanzania Forest Fund (TaFF)
39.	Willian Hernández	The Initiative for the Americas Fund (FIAES)
40.	Wilson Bamwerinde Mwetonde	Bwindi Mgahinga Conservation Trust (BMCT)

Annex 3. M&E Draft Development Plan template

Fund: _____

Objective of this draft plan:

Needs assessment

Why does my Fund need a M&E system?

Needs	
Aim	
Requirements	

What tools might be interesting to be used by my EF M&E?

Insights for my EF's narrative about impact and outcomes

Define Stakeholder Engagement

Who should be engaged in the M&E system of my EF?

international: donors, multilateral organizations, convention reps, investors...	
national levels: National Authorities, Ministries, Environmental NGOs...	
sub-national: Province and district authorities, PA managers, local NGOs...	
program levels: program managers, local NGOs, service providers, communities' representatives...	

Which indicators discussed in the workshop may be interesting for my EF?

Standards	What is my situation regarding this standard and which action can I take to company?	
Reporting, monitoring & evaluation	4.1 CTFs are intentional about reporting to different audiences for different purposes	
	4.2 Grant agreements between a CTF and its donor clearly set out the specific formats, information requirements, procedures and timing for technical and financial reports.	
	4.3 CTFs maintain a regularly updated checklist and schedules for all of the reports that they are required to submit to government agencies in the country where the CTF is legally registered and the countries where the CTF operates or has investments.	
	4.4 A CTF monitors and evaluates its programs in relation to the CTF's purpose and its strategic plan, and in relation to national level and international-level conservation indicators, targets and strategies	
	4.5 A CTF designs internal reporting, monitoring and evaluation, including financial management reporting, to support informed decision-making by its governing body about the functioning of the CTF as an institution	
	4.6 CTF staff, and often the grantee itself, monitor grants using indicators and measures agreed upon in the grant agreement, or its required monitoring plan.	
	4.7 CTFs design monitoring and evaluation to support evidence-based reporting of conservation impacts.	
	4.8 CTFs support their grantees by providing clear reporting templates, frameworks and information requirements for monitoring and evaluation of the grant performance in achieving planned outputs and outcomes.	
	4.9 CTF staff (and/or independent evaluators) performs due diligence and monitor grantees' progress towards achieving outputs and outcomes.	
	4.10 CTFs prepare an Annual Report each year, which is distributed to donors and key stakeholders, and is made available to the general public	
Operations	2.1 A CTF prepares a strategic and financial plan that translates its broad vision and mission statements into specific goals, objectives and activities	
	2.2 As public benefit organizations, CTFs actively pursue opportunities to collaborate with all relevant levels of national government(s) on achieving conservation priorities.	
	2.6 The grant award cycle concludes with the signature of a contract between the CTF and the grantee; the contract sets out all important understandings and obligations related to the financing the CTF will provide	
	2.8 Measures to strengthen grantee capacity are carried out which enable grantees to prepare responsive proposals and implement grant-funded activities	
Administration	3.4 One or more operations manuals with up-to-date policies, procedures and practices guide the day-to-day management of a CTF or Fund.	
Resource Mobilization	6.7 CTFs are able to show potential donors the role that the CTF plays in providing long-term financial support for the national system of protected areas and/or for national environmental action plans and programs.	



Sponsors:

