MONITORING AND EVALUATION

Project Staff Dedicated to M&E

The Project Management Unit (PMU) is responsible for ensuring the monitoring and evaluation activities are carried out in a timely and comprehensive manner, and for initiating and facilitating key monitoring and evaluation activities, such as the independent external evaluations at the midterm and end of the project. WWF staff within the PMU all serve various roles in project M&E.

Project Management Unit

Project Manager, PMU   
The Project Manager is responsible for completing project progress reports and ensuring that the project M&E plan is implemented to WWF and GEF standards, on time to meet reporting deadlines and of highest possible quality. The PMU lead oversees the collaborative development of annual project work plans (with implementing partners) and their implementation, based on the reflections of the progress reports and M&E plans.

Monitoring, Evaluation, and Reporting Officer, PMU  
Under the guidance and supervision of the Program Manager, the Monitoring, Evaluation & Reporting Program Officer (M&E Officer) will be responsible for M&E activities including tracking project implementation against the project work plans, which will be implemented by WWF and a diverse group of partner organizations. The M&E Officer will be responsible for consolidating, collecting and analyzing different data in relation to the project activities, outputs, and outcomes; maintaining the M&E plan and results framework of the project; and assisting the Project Manager in preparing semi-annual/annual reports on project progress. Through the collection and analysis of high quality and timely data inputs, the M&E Officer is responsible for ensuring that the project maintains its strategic vision and that its activities result in the achievement of its intended outputs and outcomes in a cost effective and timely manner. In addition, the M&E Officer is responsible for conducting an initial analysis that identifies potential opportunities for adaptive management and will seek feedback from the PMU and partners throughout the analysis.

Financial Manager, PMU

The Financial Manager is responsible for tracking the budget; facilitating financial transactions between GEF, WWF, and executing partners; and preparing and delivering the quarterly project-level financial reports included in the M&E plan.

Field staff, PMU

The project field staff will be directly responsible for collecting data for efficiency and cost savings. For example, when the field staff holds trainings, they will be responsible for circulating a sign-up sheet and gathering disaggregated information, such as sex or indigenous group of participants. This will be delivered to the M&E officer for their data consolidation.

Consultants [if relevant]

xx indicators will require the use of hired external consultants to collect data in the field. For example, the use of surveys will most likely be led by consultant experts who are knowledgeable about collecting survey data. This will be managed and consolidated by the M&E Officer and Project Manager.

Commitment and approach to M&E

Developed in conjunction with major international environmental NGOs and endorsed by the WWF Network, the WWF Program and Project Management Standards lend consistency to planning, implementing, monitoring and reporting effective conservation projects and programs worldwide. The monitoring and evaluation (M&E) matrix, known as the Results Framework, is designed to help project teams plan, execute, monitor and report progress towards expected results in a consistent and routine manner. Performance indicators have been selected with indicators and methodologies clearly defined to enable uniform data collection and analysis. The indicators will be in alignment where possible with Focal Area objectives, the METT [if relevant], and GEF Core Indicators. The frequency and schedule of data collection is defined for the project, as well as the roles and responsibilities of project team members. Please see the Results Framework for these details.

The project team will analyze the data that is collected to determine whether their strategies are working or whether they need to reevaluate their strategies or theory of change. This is referred to as adaptive management and is core to the project’s success. In support of this adaptive management approach, an annual exercise will be held (for instance, during project coordination committee meetings), so that the project management unit and other relevant stakeholders can reflect on monitoring data and the validity of the project theory of change. See more on this below.

Project monitoring and evaluation (M&E) is a cornerstone of WWF GEF standards and is deeply embedded within the project.

Summary of Monitoring Activities and Reporting

The PMU and Project Executing Agency is responsible for the following reporting elements:

**Project Results Framework**

The Project Results Framework (Annex X) includes objectives, outcomes, and indicators for each; definitions of indictors; methodology for data collection and analysis; responsible parties; frequency of data collection; baseline information; targets; monitoring cost; and assumptions. The monitoring of these indicators throughout the life of the project will be necessary to assess if the project has successfully achieved its expected results.

**Annual Work Plan Tracking**

Towards the end of each project year, the executing agency’s PMU will work with project partners to develop a detailed Annual Work Plan and Budget (AWPB) that includes targets for key activities to achieve the outputs. When possible, the development of the annual work plan should take into account suggestions for adaptive management and lessons learned that result from the reflections workshop and which are reported in the biannual Project Progress Reports. The AWPB will be given a no-objection from the WWF GEF Agency, and endorsed by the Project Steering Committee prior to start of the next project year. Tracking against the AWPB targets will be reported on bi-annually, and the end of year tracking will contribute to the project’s implementation progress rating.

**Quarterly Field Reports [if relevant]**

The Project Management Unit will receive quarterly field reports from subgrantees/consultants, using a Project Progress Report template. These reports will track progress on project activities, challenges encountered, expenditures, lessons learned, and adaptive management applied.

**Quarterly Financial Reports**

The PMU Financial Manager will submit a financial progress report every 3 months using the WWF Network Standard financial reporting template. These reports will be delivered to the WWF-GEF Agency and the WWF-US Program Operations team and will include information on expenditures to date along with expected future expenditures and requests for disbursement to cover expected expenditures from the next quarter.

**Semi-annual Project Progress Reports (PPRs)**

The PMU will deliver a Project Progress Report to the WWF-GEF Agency every 6 months, using the WWF-GEF Project Progress Report (PPR) template. The report will include:

* Self-rating of project Development Objective (DO) and Implementation Progress (IP), and Risk using WWF-GEF rating criteria. Action plans for sub-optimal ratings. (Annual report only)
* Summary of project outcomes and impacts based on project monitoring and evaluation plan (including results framework in Appendix 5 plus tracking of output-level indicators) (Annual report)
* Challenges and strengths of the project
* Progress of project based on approved annual work plan
* Exchange of lessons learned and opportunities for adaptive management
* Financial progress

**Project Close Report**

The Executing Agency and PMU will develop a project closeout report, using the WWF GEF Agency template. The report will outline the same areas as the PPRs, but will be cumulative for the whole project period, and will also include information on project equipment handover, an assessment of WWF GEF performance, an exit and sustainability plan, and will focus on key lessons from the project. This report is due within one month of project close.

**Annual Adaptive Management Review**

At the end of every year of the project, the PMU and other relevant partners will convene in an exercise that is intended to improve the strategic direction of the project. At each exercise, a review of the M&E data, project progress and challenges will occur, and the project theory of change will be assessed to decide whether or not any assumptions or strategies need modification. This will provide opportunities for adaptive management that will lead to changes in the project design, management or operation. The changes will be largely reflected and incorporated into the new Annual Work Plans. All modifications will be reviewed for no objection by the Project Steering Committee and the WWF GEF Agency.

The WWF GEF Agency will contract the consultants for the midterm and terminal evaluation and report. The PMU is responsible for logistical support to the consultant, input to the evaluations, as well as a formal response to the final report:

**Midterm Project Evaluation and Report**

An independent Midterm Project Evaluation will take place around the two-year mark of project implementation (i.e. midterm), providing an external evaluation of the project effectiveness and efficiency to date. This will be organized by the WWF GEF Agency in coordination with the PMU. It will provide recommendations to the project team on adaptive management that can be made to improve effectiveness and efficiency in the second half of the project term. The WWF-GEF Agency in collaboration with the PMU and the Program Steering Committee will provide a formal management answer to the findings and recommendations of the midterm evaluation.

**Final Project Evaluation and Report**

An independent Terminal Evaluation will take place within six months after project completion providing an external evaluation of the overall project effectiveness and efficiency. This will be organized by the WWF GEF Agency and coordinated with the PMU. It will provide recommendations for GEF and its agencies on future related projects and recommendations to the project team on achievement of the project impacts after completion of the project. The WWF-GEF Agency in collaboration with the PMU and the Program Steering Committee will provide a formal management answer to the findings and recommendations of the terminal evaluation.

The Terms of References for the midterm and terminal evaluations will be drafted by the WWF-GEF Agency in accordance with GEF requirements. The funding for the evaluations will come from the project budget.

The WWF GEF Agency is responsible for the following project reporting elements:

**Annual WWF-GEF Project Implementation Report (PIR)**

In December[[1]](#footnote-1) of each year, the WWF-GEF Agency will deliver to the GEF Secretariat an Annual Project Implementation Report (PIR), building off the semi-annual PPRs delivered by the PMU. The PIR includes general project information, implementation summary, results framework (tracking of high level M&E plan), ratings of GEF rating criteria, and financial status.

**Annual WWF-GEF Monitoring Review (AMR)**

In August[[2]](#footnote-2) of each year, the WWF-GEF Agency will send to the GEF Secretariat a Monitoring Review: an Excel document with ratings for every project in the WWF-GEF Agency’s portfolio, including this project. The ratings will be determined by the WWF-GEF Agency in conjunction with the PMU.

**Supervision Mission Reports**

Annually the WWF-GEF Agency will conduct a support mission to discuss project progress with the PMU, key stakeholders and executing partners. The PMU will assist with organizing logistics for the support mission in communication and coordination with the WWF-GEF Agency, and the mission will serve to assist the WWF-GEF Agency in supervising project implementation and monitoring WWF Safeguard Policies in the project regions. The WWF-GEF Agency will develop a report for each annual mission, to which the PMU will respond and adapt its action plan.

Calendar of Monitoring Activities and Reporting Requirements

The timing of monitoring activities and reporting requirements is outlined in Table 1.

Table 1 Calendar of monitoring activities and reporting requirements

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| ***Year/***  ***Month*** | ***1*** | ***2*** | ***3*** | ***4*** | ***5*** | ***6*** | ***7*** | ***8*** | ***9*** | ***10*** | ***11*** | ***12*** |
| ***Project Y1*** | ***TT*** | ***AAWP*** | ***QR*** | ***PSC*** |  | ***QR/PPR*** | ***PSC*** |  | ***QR*** | ***PSC*** | ***AMR*** | ***QR/PPR/ DAWP PIR*** |
| ***Project Y2*** | ***PSC /ATPR /AAWP*** |  | ***QR*** | ***PSC*** |  | ***QR/ PPR*** | ***PSC /MTR/GCI*** | ***MTE*** | ***QR/ MTE*** | ***PSC*** | ***AMR*** | ***QR/PPR/ DAWP/ PIR*** |
| ***Project Y3*** | ***PSC /ATPR /AAWP*** |  | ***QR*** | ***PSC*** |  | ***QR/ PPR*** | ***PSC*** |  | ***QR*** | ***PSC*** | ***AMR*** | ***QR/PPR/ DAWP/ PIR*** |
| ***Project Y5*** | ***TR*** | ***TR*** | ***TR/GCI*** | ***ATR*** |  | ***TE*** | ***TE*** | ***TE*** | ***TE*** |  |  |  |
| **AAWP** – Approval of the Annual Work Plan by PSC  **PSC** – Quarterly Project Steering Committee Meeting  **QR** – Quarterly Project Report  **PPR** – Six-month and Annual WWF Project Progress Report  **ATPR** – Approval of Annual WWF Project Progress Report by PSC  **PIR** – Annual WWF-GEF Project Implementation Report to GEF Secretariat  **MTR** – Mid-Term Evaluation Report | | | | | | | **TT** – GEF Tracking Tool Report  **CI-** Core Indicator Report  **MTE** – Mid-Term Evaluation of the Project  **AMR** –Adaptive Management Review  **TR**- Terminal Evaluation Report  **ATR** – Approval of Terminal Project Report by PSC  **TE** – Terminal Evaluation of the Project | | | | | |

Knowledge Management and Sharing

In order to enable the development of future replication and scaling-up plans, the PMU will promote a systematic approach in order to: (i) identify knowledge deemed to be relevant and valuable; (ii) capture and retain that knowledge; (iii) share that knowledge with key audiences; (iv) if possible, applying transferred knowledge during the project lifespan or designing guidelines for future replication and up-scaling; and (vi) assess the value or benefits of specific knowledge generated as a consequence of project interventions.

The Adaptive Management Review (reflection exercise) mentioned above will be key to improving the project success. Any lessons that come out of this exercise or otherwise will be categorized into relevant topic areas, such as capacity/performance, coordination among partners/stakeholders, specific technical issues, stakeholder engagement, gender equity, communications, etc. and will be assessed to determine their significance and how they could be addressed or shared.

Based on the most significant lessons learned, the project team will prepare a list of specific topics for future replication/scaling-up; identify key audiences; and finally select and prepare specific tools useful for knowledge sharing, replication and upscaling (e.g., proposals for policy or legal reforms; best practice manuals; workshops; case studies; technical reports; brochures; videos/tutorials; etc.).

Summary M&E budget

Monitoring and evaluation costs total US$X (equivalent to just over X% of the total budget). Salary and consultancies are the largest items and represent X% of the total costs.

1. May adjust depending on GEF Secretariat calendar. [↑](#footnote-ref-1)
2. May adjust depending on GEF Secretariat calendar. [↑](#footnote-ref-2)