



# Monitoring and Evaluation



## OVERVIEW

### Monitoring and Evaluation Requirements:

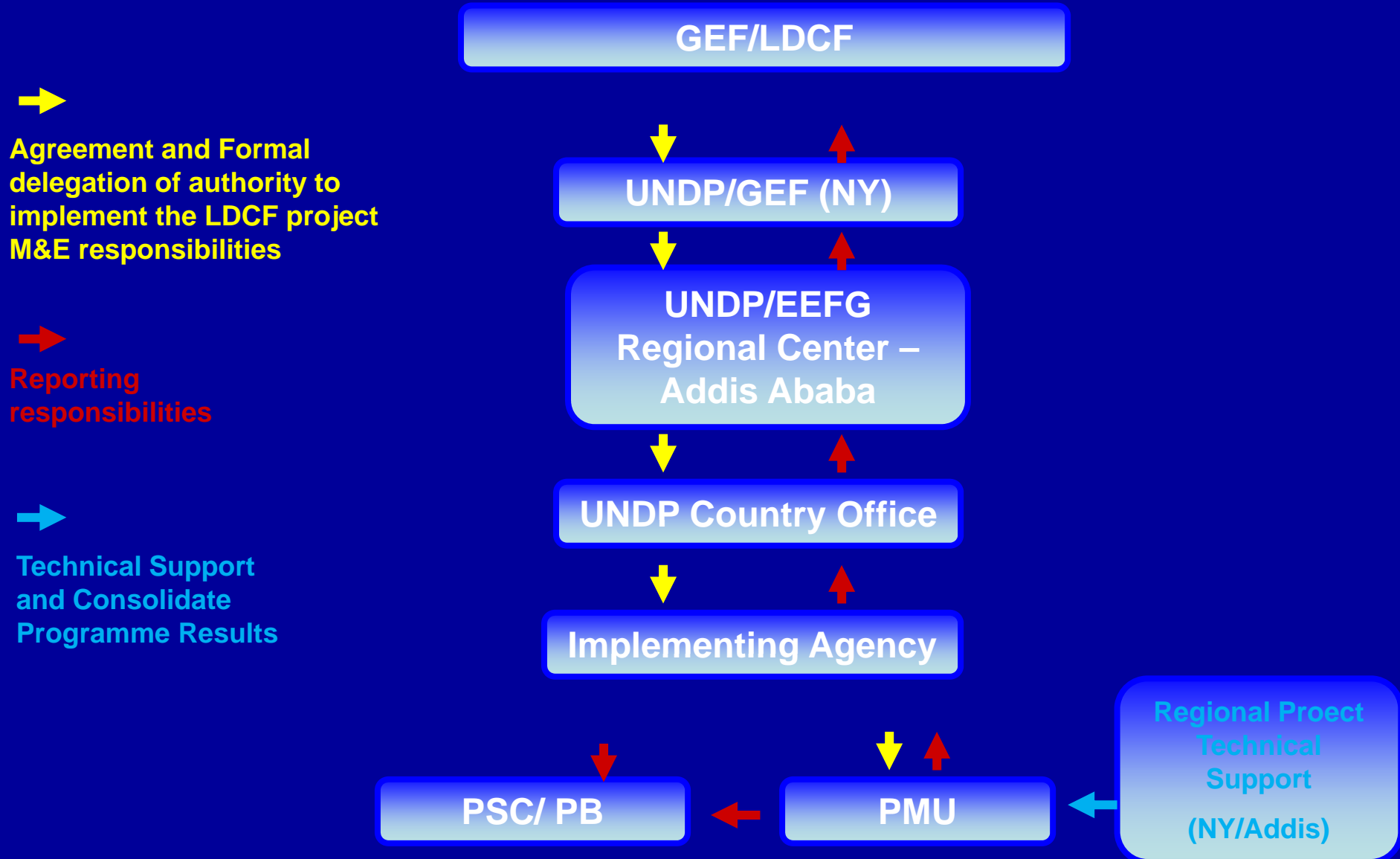
- Adaptive Management
- Monitoring progress
- Report on progress
- Evaluation
- Budget

### Risk Management

Risk Management



## UNDP/GEF (LDCF) project implementation responsibilities



# 1. ADAPTIVE MANAGEMENT - What is it?

- **Project is adaptive when it anticipates challenges and responds effectively**
- Focus on “results”:
  - Progress towards impact indicators
  - Achieving sustainable change
- The “process” should change to take account of:
  - New risks or change in risk rating
  - Monitoring results (current strategy not working)
  - Situation changes
  - New opportunities
- **Lessons learned:** Project Documents viewed as being too rigid – logframe “carved in stone”
- Project teams uncertain about “**adaptive management**” and what changes are allowed

## ADAPTIVE MANAGEMENT - What changes are allowed?

- Objective level:
    - Clearance from the Board and its Secretariat
    - New Objectives - new project - not recommended, as you will need to resubmit
  - Outcome level:
    - Clearance from the Board and its Secretariat
    - New Outcomes – new project - not recommended, as you will need to resubmit
    - Not recommended, resubmission might be necessary
- 
- Output/Activity level:
    - Clearance from UNDP at all levels, reported to Regional Unit - RCU and HQ
    - Revised Work plan, Budget Revision
  - Input level:
    - Agreement with UNDP-Regional Technical Advisor
    - Substantive Budget Revisions cleared by RCU and HQ

## 2. Monitoring Progress

- 2.1. **Logframe:**  
Developed during the project design  
Refined and finalized at Inception Phase and reported in Inception Report;
- 2.2. **Annual Work plan and Annual Progress Report – PIR on the status of the Project implementation**, including disbursements made during the reporting year;
- 2.3. **Field visits** from UNDP CO and UNDP/Regional Office;
- 2.4. **Independent Evaluations** (Mid-term and Final); **Final Audited Financial Statement**; and **Project Completion Report** delivered within 6 months after project completion.

## Monitoring Project Results

- Project indicators (at outcome level) need to be tracked and reported on an annual basis
  - May require output level indicators to track and aggregate in order to report at outcome level
  - Survey data (of some type) used to collect data for analyzing and reporting on project results/impacts
  - Impacts mean a changed condition relative to the baseline

(e.g. conducting a workshop is not a result/impact! Rather it is the impact of the workshop –sustainability of changed capacities (where workshop played a specific role) that is important to determine))

Above requires “a system” to be in place for M&E (collecting data, analyzing, reporting, reflecting back into project design/implementation arrangements for adaptive management) to be practiced

## M&E using Principles of Randomized Control Trials

Applying principles of RCTs into M&E approach is an effective way to evaluate program impacts (GEF Evaluation Office, 2010)

Effective M&E requires a counterfactual i.e. what would have happened had there been no intervention

Only relying on before-after comparisons can be misleading

M&E approach that includes RCT principles allows for better causal inference – what impact does a policy really have (leads to evidence-based results)



## **RCT based Evaluations: What are they?**

An experiment - like all science, it provides for a counterfactual

Thus, along with those we “treat” with a policy intervention (treatment group), there is a control group

Control group acts as counterfactual – what would have happened without the policy

## RCT based Evaluations: What are they?

Key element of RCTs: randomly allocate treatment intervention

What does this mean? It means that an RCT has at least TWO elements:

- A treatment group that DOES receive the intervention
- A control group that DOES NOT receive the intervention (this is inevitable as project makes targeted interventions in some regions, and not all regions).



## **RCT Evaluations: What are they?**

Suppose the possible group who could potentially receive our intervention is 100 villages

BUT: Our budget is limited, we can only actually intervene in 50 villages

What can we do?

Which of those 100 villages should get our intervention?

## RCT Evaluations: What are they?

Fair thing to do: lottery to randomly assign villages to treatment (50 villages) and control (50 villages)

Important thing to do: make sure we know who the untreated 50 villages are (they will act as our counterfactual)

**CRITICAL:** use our baseline survey to ensure “balance” between control and treatment

## RCT Evaluations: What are they?

Balance?

Baseline survey allows us to “see” what our population looks like

When we randomly allocate villages to control and treatment, we must make sure that on average they do not differ in characteristics significantly

→ I.e. we must make sure that control and treatment are equal, therefore comparable (to start with)

## **RCT Evaluations: What are they?**

Takes us back to science – need two equal objects and intervene on one of them to find out what intervention does

The design of an RCT allows us to truly find out the causal impact of a policy

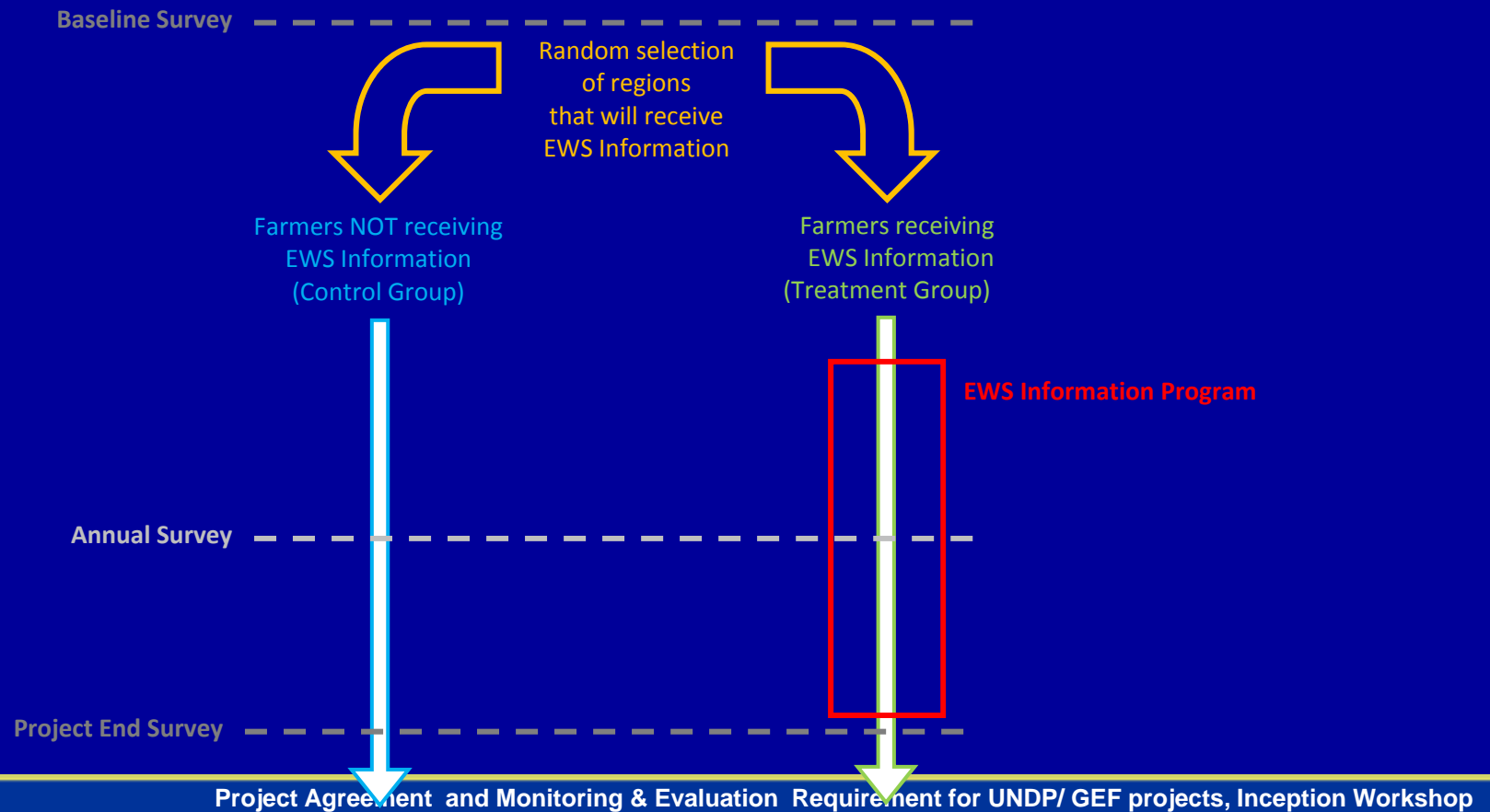
## **M&E using Principles of Randomized Control Trials: What does it mean for this UNDP-GEF project**

M&E based on RCT principles is easy to implement, as long as care is taken in the beginning to plan for it

This means:

- Defining clearly the intervention
- Defining clearly the expected outcome
- Defining clearly the target population (beneficiaries)
- Conducting a comprehensive baseline survey (including both target and non-target sample population)
- Conducting annual surveys (to monitor changes in outcomes) (including both target and non-target sample population)

# Approach for UNDP-GEF Project





## Data Needs for RCT based M&E

Survey data used to analyze project outcomes of interest

Recall:

- Outcome 1 (XXX)
  - Indicator 1: Percentage of national coverage of climate monitoring network
  - Indicator 2: Frequency of data transmission (baseline: x; target: y)
- Outcome 2 (XXX)
  - Indicator 1: Percentage of population with access to improved climate information and flood and drought warnings (disaggregated by gender)

## Data Needs for RCT based M&E

- Outcome 1

Indicator 1: Percentage of national coverage of climate monitoring network

Potential survey questions (across multiple districts):

- Do you know what an early warning system is?
- Have you had weather reports provided to you in the past 3 months?
- What medium was used to convey these reports?
- Do you believe that weather impacts your major livelihood activity?
- What specific weather phenomenon(a) are you most vulnerable to (floods, drought, high/low temperatures, e)?
- Would improved weather information help you?

## Data Needs for RCT based M&E

- Outcome 1

Indicator 2: Frequency of data transmission (baseline: x; target: y)

Potential survey questions (across multiple districts):

- When was the last time that weather information was conveyed to you?
- In the past 3 months, how many times have you actively sought out weather related information?
- In the past 3 months how many times has weather information been conveyed to you?
- What services do you use to get weather related information (TV, radio, internet, government offices, friends, relatives)?

## RCT and EWS – Survey Needs

- Outcome 2  
Indicator 1: Percentage of population with access to improved climate information and flood and drought warnings (disaggregated by gender)

Potential survey questions (across multiple districts):

- Have you received weather updates from the newly installed EWS?
- When was the last time you used EWS information?
- What kind of weather information were you seeking (drought, flood, temperature, precipitation)?
- Did the information you receive change your decisions in any way (decision on when to plant crops, when to harvest, when to apply moisture, what crops to plant)?

## RCT Evaluations: Policy Questions

This methodology can be used to help us answer policy questions:

- Do people respond to EWS information
- Does EWS information change people's decision making?
- Does EWS information improve outcomes e.g. higher yields for farmer?
- Are there particular kinds of EWS channels that are better suited for communication (SMS texting, radio and TV spots, internet)?



## RCT Evaluations: Resources

Good Resources (on-line):

Abdul Latif Jameel Poverty Action Lab (J-PAL)

<<http://www.povertyactionlab.org/methodology>>

Innovations for Poverty Action

<<http://www.poverty-action.org/about>>



## RCT Evaluations: Resources

Good Resources (readings):

Running Randomized Evaluations: A Practical Guide by Rachel Glennerster and Kudzai Takavarasha

Using Randomization in Development Economics Research: A Toolkit by Esther Duflo, Rachel Glennerster and Michael Kremer

Field Experiments in Development Economics by Esther Duflo

Use of Randomization in the Evaluation of Development Effectiveness by Esther Duflo and Michael Kremer

Impact Evaluation in Practice by P. Gertler, S. Martinez, P. Premand, L. Rawlings and C. Vermeersh

## Next Steps to Define M&E

- Project Team to receive training on defining detailed M&E framework
  - Regional Technical Support Unit to assist throughout M&E cycle
    - Requires coordination with Regional Managed (in NY/Addis Ababa) and technical expert on M&E using RCT principles.
  - Country team must do the following:
    - Assign key individuals in project team who will be responsible for M&E
    - Identify key local institutions (appropriate research institutes) who can support M&E using RCT principles
    - Budget for M&E using RCT principles
  - Schedule in-country training and definition of M&E for the project
  - Implement baseline survey within 4 months of project start up
  - Implement first survey within 12 months of project start up
  - Report findings via PIR with detailed follow up detailed analysis after PIR is completed (to be repeated every year)
    - Make adjustments in project design including budget based on findings from year 1
  - Mid-term Analysis and End of Project Analysis
- Make linkages to work on other relevant programmes– eg. Economics of Adaptation Capacity Building Programme (made possible by GWP and UNDP)
- UNDP-GEF to provide oversight





## 3. REPORTING ON PROGRESS

- 3.1. **Inception report** – progress in the inception stage;
- 3.2. **Quarterly operational reports** – progress each quarter;
- 3.3. **Project Implementation Reviews /Annual Project Report** – progress for the year;



## 3.1. Inception Report

- Project Inception Update
- Report on changes in the project environment since the project was submitted
- Any changes made in the project activities, timeframe in the inception stage
- Updates on key issues/Recommendations
- Monthly Workplan for Year 1
- Terms of Reference for key positions
- Revised Logical Framework
- UNDP “Atlas” Budget
- ATLAS Risk Management



## 3.2. Quarterly Operational Reports - Required for all projects with approved GEF allocation

- Focus on impact;
- 150 words – not longer;
- Narrative format - no bullets/no numbers/stars or flowers;
- No names – only positions;
- No project finance reference;
- No abbreviations
- **PLEASE SEND IT ON TIME!!!!**

### 3.3. Project Performance Review (PPR)

- Main **AF monitoring tool**. Systematic portfolio-wide data and information collected
- Annually
- Are we really achieving anything on the ground? **Are we making a change?**
- Reports on the achievement of logframe indicators
- Financial reports;

### 3.3. Project Implementation Review (PIR)

- Financial reports are critical; Delivery and project expenditure will be tracked closely to ensure 80% delivery target per year.

Multi-year budget		March, 2012	March 2013	March 2014	March 2015	Total
		47,940	61,591.37	70,983.13	69,385.5	<b>416,500</b>
Outcome 1						
Outcome 2						
Outcome 3						
PMU						

## 4. Evaluation – Mid-term (XXX-20XX) and Final (XX 20XX)

- Mandatory
- Major responsibilities of COs :
  - Draft ToR and submit for review and approval by RTA;
  - Selects consultants
  - Circulates to government and major stakeholders
  - Follows up on management actions
- MTE report sent to GEF Secretariat for review
- Prepare management response after evaluation



## 5. Budget for M&E

Data collection (baseline & indicators)	US\$
Mid-term evaluation	
Final Evaluation	
Technical reports; + means of verification + field visits	
Audit	
Inception workshop, inception report	
Lessons learned	
<b>TOTAL</b>	

### III. UNDP/AF Risk Management System



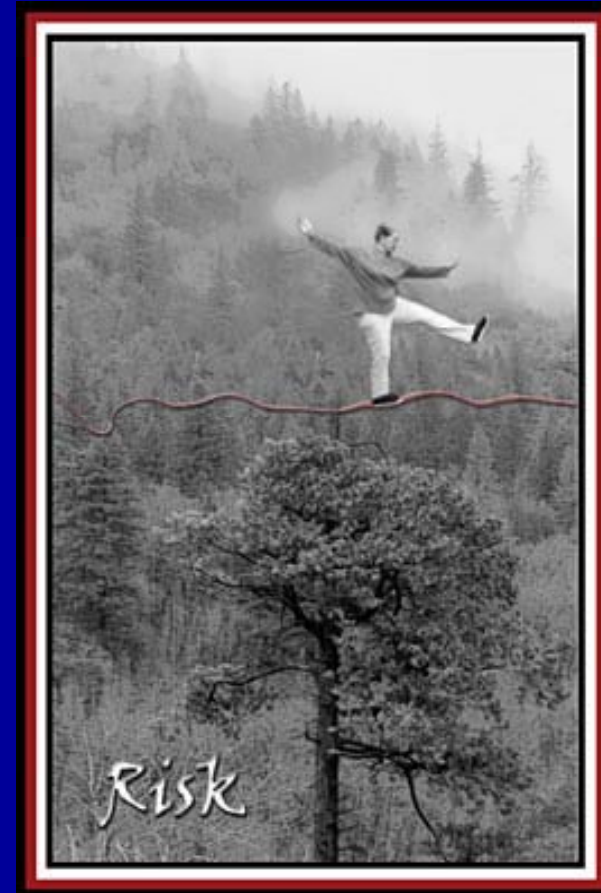
**LDCF funded projects are complex and therefore likely to face risks and challenges**



## II. RISK PAGE

### - SEVEN STANDARD RISK CATEGORIES – all projects should monitor

- ENVIRONMENTAL
- FINANCIAL
- OPERATIONAL
- ORGANIZATIONAL
- POLITICAL
- REGULATORY
- STRATEGIC
- OTHER



# 1. ENVIRONMENTAL RISKS

## Natural disasters



## 2. FINANCIAL

**External:** interest rates, exchange rate fluctuations, etc;  
**Internal:** co-funding difficulties; financial mechanisms



### 3. OPERATIONAL RISKS

**Complex design**

**Ineffective Management**

**Professional negligence**

**Human error/incompetence**

**Safety being compromised**

**Infrastructure failure**

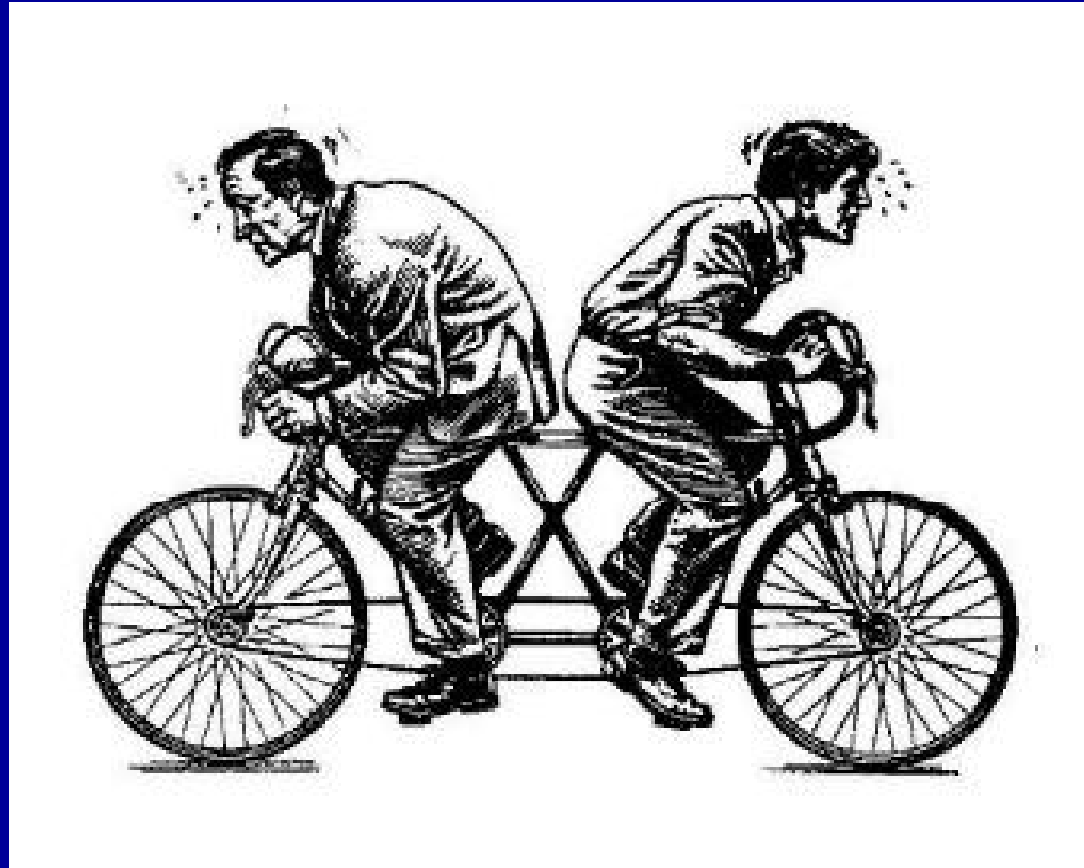
**Poor monitoring and evaluation**

**Slow delivery**



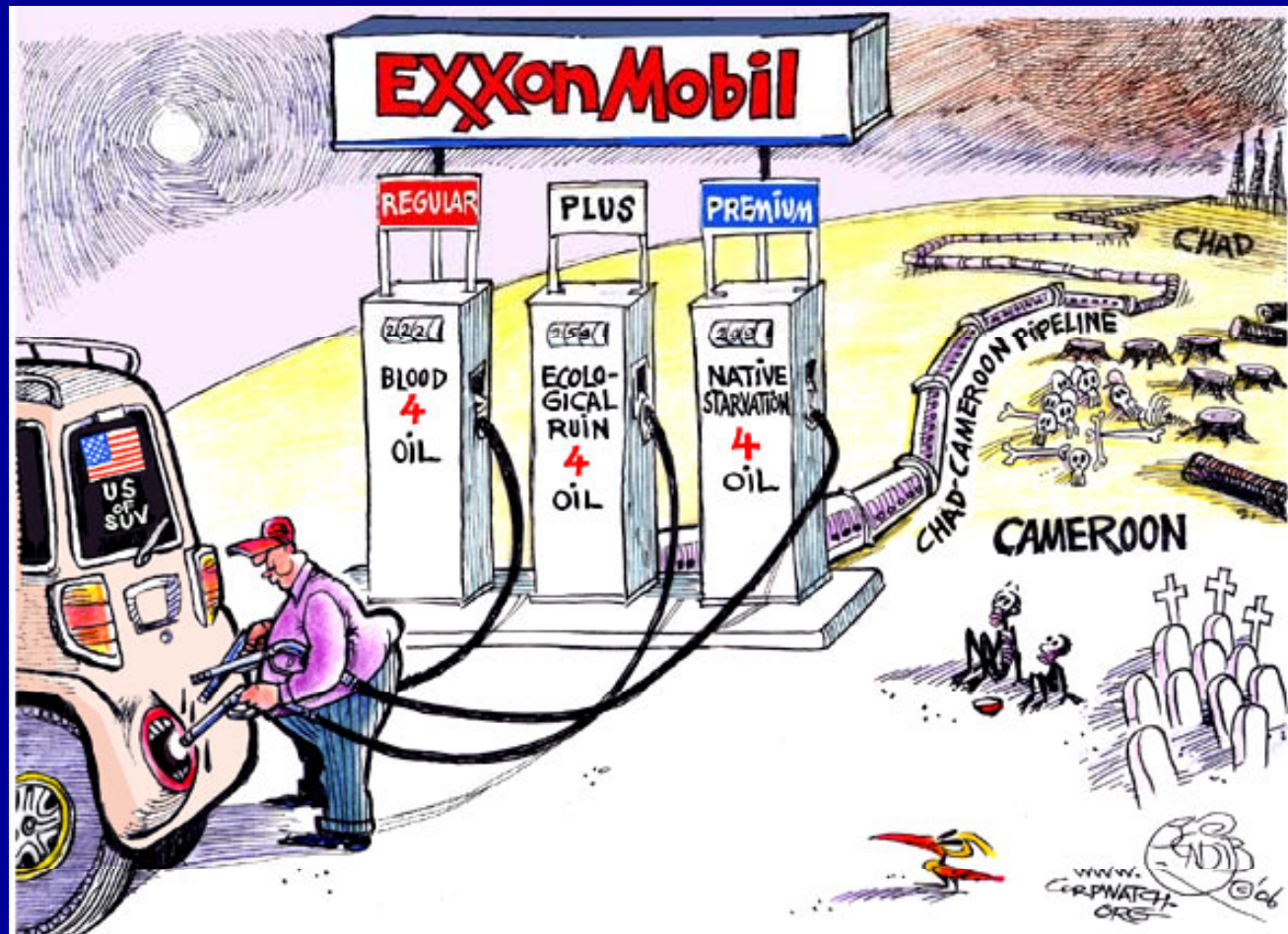
## 4. ORGANIZATIONAL RISKS

Institutional arrangements. Institutional / Execution capacity. Implementation arrangements. CO capacity



## 5. REGULATORY RISKS:

New unexpected regulations, policies. Critical policies or legislation fails to pass or progress in the legislative process



## 6. POLITICAL RISKS



**Government commitment**

**Political will**

**Political instability.**

**Change in government**

**Armed conflict and instability.**

**Adverse public opinion/media intervention**

## 7. STRATEGIC RISKS



**Partnerships failing to deliver**





## RISK CLASSIFICATION BASED ON THE LEVEL OF CONTROL:

- Risks that arise from **factors potentially under your control** (e.g. poor design, -ineffective management, poor performance by contractors)
- Risks that arise from **wider policy and institutional environment**, which are only **controllable by decision makers elsewhere** (e.g. poor policy environment, institutional weakness, lack of political will)
- Risks that are **essentially uncontrollable** (e.g. natural disasters, political instability, interest rates)

## TYPES OF RISKS

### STANDARD RISKS

- historically associated with unsatisfactory outcomes
- Ensures key risks are not overlooked and allows portfolio aggregation of results

### CRITICAL RISKS

- higher potential for causing negative impact on achievement of project results
- medium or high impact and a probability of occurrence above 50%

## FOR EACH RISK IDENTIFIED WE NEED A MANAGEMENT RESPONSE

Strengthened supervision – more field visits; more frequent reporting;

Adjustments to project strategy

Changes to implementation arrangements

Changes in budget allocation

Temporary interruption

Termination



### III. ISSUES

#### Identify and monitor issues associated with the project

- ✓ 3 categories of Issues (actual difficulties faced by the project)
  - **Change** – in project design
  - **Problem** – (e.g. project manager resigns, major policy diversion from project priorities , etc.)
  - **Other**
  
- ✓ Management Response required to “problems”

## PROJECT CLASSIFICATION ACCORDING TO RISK

- **Standard**
  - No critical risks
  - No unresolved key issues
  
- **Potential problem project**
  - One or more critical risks
  
- **Actual problem project**
  - One or more key unresolved issues



## Risk Table of the project

<p>Unforeseen delays in undertaking essential surveys due to weather/access issues etc.</p> <p>Adverse climatic conditions may hamper the local actions</p>	<p>High</p>	<p>Surveys to be scheduled to maximise favourable weather conditions. Early reconnaissance visits to remote areas will determine potential access difficulties</p> <p>The project will draw up an engineering and safety plan to reduce immediate risks of hazard occurrence during works</p>
<p>Resistance of certain government institutions to introduce floodplain development policy that sets number of land use limiting regulations and floodplain zoning rules.</p>	<p>Medium</p>	<p>Bottom-up approach to the policy development with active engagement of local population and authorities will enable the project to follow the principles of subsidiarity</p>
<p>Lack of incentives for particular local communities to cooperate in activities that do not yield immediate financial value, but aim at longer-term resilience, may reduce stakeholder engagement and comprehensive participation</p>	<p>Medium</p>	<p>The project incorporates activities that yield immediate benefits for communities in terms of awareness, preparedness, skill development and income generation (employee guarantee scheme).</p>

**Are these risks or mitigation strategy relevant? Any new risks?**



**Thank you!!!**