Experiences and lessons learned in the application of tools and approaches to monitoring and evaluation for adaptation projects

- Part 1: An introduction -

<table>
<thead>
<tr>
<th></th>
<th>Monitoring</th>
<th>Evaluation</th>
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</thead>
<tbody>
<tr>
<td><strong>Monitoring</strong></td>
<td>Part of good day-to-day management “Are we doing the things right?” -&gt; To improve</td>
<td>Activity in a longer-term process “Are we doing the right things?” -&gt; To prove</td>
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<tr>
<td><strong>Timing</strong></td>
<td>Continuously throughout the project’s implementation</td>
<td>Periodic review at fixed points in time, eg. baseline, mid-term, closing.</td>
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<tr>
<td><strong>Scope</strong></td>
<td>Day to day activities, outputs, indicators of progress and change</td>
<td>Assess overall delivery of outputs, progress towards objectives and goal.</td>
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<tr>
<td><strong>Main participants</strong></td>
<td>Project staff, project users</td>
<td>External evaluators, project users, project staff, donors</td>
</tr>
<tr>
<td><strong>Process</strong></td>
<td>Regular meetings, interviews, monthly / quarterly reviews, etc.</td>
<td>Special meetings, additional data collection exercises, etc.</td>
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<tr>
<td><strong>Written outputs</strong></td>
<td>Regular reports, updates to project users, management and donors</td>
<td>Written report and recommendations for changes to project or for future projects, presented to stakeholders</td>
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INVESTMENT

Monitoring - Efficiency
Are finance, personnel and materials available on time and in the right quantities and quality?

Monitoring - Cost effectiveness
Are activities being implemented on schedule and within budget?
Are activities leading to the expected outputs?

Monitoring - Adaptive management
What is causing delays or unexpected results?
Is there anything happening that should lead management to modify the project’s implementation plan?

INPUTS

ACTIVITIES

OUTPUTS

OUTCOMES

IMPACT

Evaluation - Efficiency
Were activities implemented on schedule and within budget?
Were outputs delivered economically?

Evaluation - Effectiveness
Were the operation’s objectives achieved?
Did the outputs lead to the intended outcomes?

Evaluation - Relevance
Were objectives consistent with needs?

Evaluation – Impact
What changes did the project bring about?
Were there any unplanned or unintended changes?

Evaluation – Sustainability
Are the benefits likely to be maintained for an extended period after the project has closed?