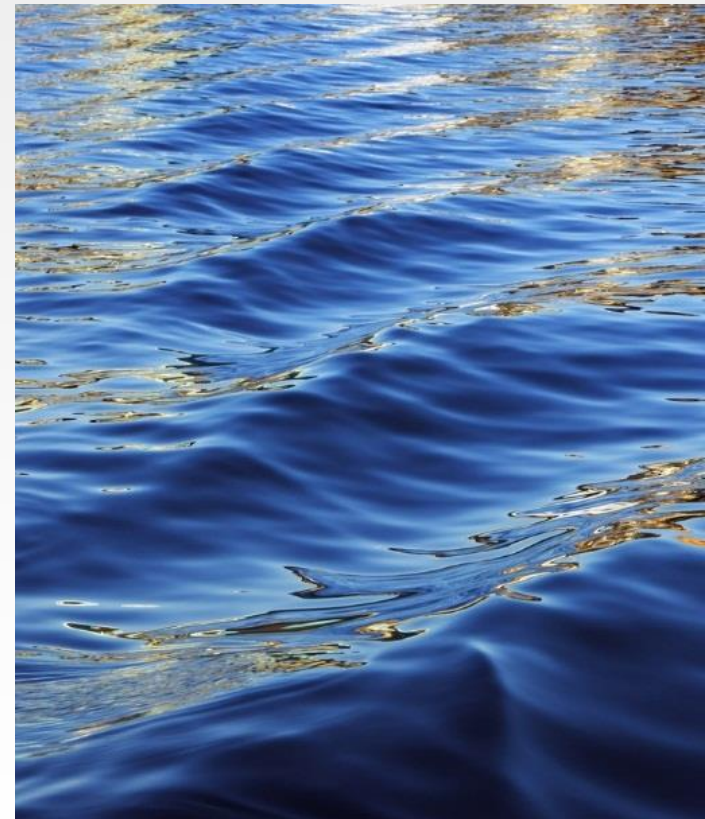




ADAPTATION FUND

Adaptation Fund Readiness Webinar #5: Critical Paths in the Evaluation of Adaptation Projects and Programmes

7 December 2017



Overarching Objectives

- Evaluation in the Adaptation Fund should promote the following overarching objectives, in accordance with international standards in evaluation:
 - **Accountability for the achievement of the Fund objectives** through the assessment of results, effectiveness, processes, and performance of Fund-financed activities and their contribution to those objectives; and
 - **Learning, feedback, and knowledge-sharing on results and lessons learned** among different groups participating in the Fund to improve ongoing and future activities and to support decision-making on policies, strategies, programme management, projects, and programmes.

The Evaluation Function (TERG) of the Adaptation Fund

- ▶ **Evaluative Function:** Independently evaluate the effectiveness of the Adaptation Fund supported projects and programmes as well as implementing agencies and report to the Adaptation Fund Board on lessons, findings, conclusions, and recommendations from relevant evaluation reports.
- ▶ **Advisory Function:** Set minimum evaluation standards within the Adaptation Fund in order to ensure improved and consistent measurement of results.
- ▶ **Oversight Function:** Provide quality control of the minimum evaluation requirements and their practice in the Adaptation Fund and track implementation of Board decisions related to evaluation recommendations. This includes providing support to the EFC and the AF Board in the implementation of the Evaluation Framework as well as supporting the secretariat in its efforts to incorporate findings and recommendations of evaluations into policies, strategies and procedures, as well as in disseminating results and lessons through the Adaptation Fund website.

Role of Implementing Entities

Implementing entities have several roles and responsibilities in evaluation. Are required that:

- ✓ Their project and programme proposals **have satisfactory M&E plans and indicators aligned with the Fund's RBM;**
- ✓ They **conduct mid-term and final evaluations for all projects.** These evaluations should be conducted according to minimum requirements and Board approved guidelines. The reports should be submitted to the Board, through the AF Secretariat, at least 9 months after completion of the project implementation;
- ✓ **Evaluations of AF funded activities are made public** and ensure that **lessons learned and information is exchanged with other entities engaged with the Fund;** and
- ✓ **Projects incorporate lessons from previous evaluations in their design and implementation plans.**

Minimum requirements for Project/Programme Mid-term Evaluations

- ▶ Projects/programmes with more than 4 years of implementation funded by the Adaptation Fund will be evaluated at their mid point of implementation
- ▶ Should be prepared by an independent evaluator, independent from project/programme management, but selected by the Implementing Entity
- ▶ Should contain information on:
 - The evaluation: when the evaluation took place, who was involved and how; terms of reference, including key questions; and methodology.
 - Updated project data at the time of the evaluation: date of project cycle; expected and actual (so far) financing, including actual expenditures; changes in institutional arrangements and changes in project objectives.

Minimum requirements for Project/Programme Mid-term Evaluations

- ▶ Mid-term evaluations should assess at a minimum:
 - Initial outputs and results of the project
 - Quality of implementation, including financial management
 - Assumptions made during the preparation stage, particularly objectives and agreed indicators, against current conditions
 - Factors affecting the achievement of objectives
 - M&E systems and their implementation
- ▶ The mid-term evaluations should be prepared no later than 6 months after the mid point of the project and send to the AF Secretariat.
- ▶ Major changes to the objectives and expected outcomes of the project, coming from the mid-term evaluation, should be communicated by the Implementing Entity to the AFB Secretariat. New OPG Annex provides rules regarding changes in project budget/design.
- ▶ The cost of the mid-term evaluations should be covered by the project's M&E plans.

Minimum Requirements for Project/Programme Final Evaluations

- ▶ Should be prepared by an independent evaluator, independent from project/programme management, but selected by the Implementing Entity.
- ▶ In conducting these evaluations, the implementing entities will apply their own evaluation norms and standards in addition to the ones required below. If an evaluation office is present within the organizational structure of the implementing entity, this office should be requested to participate in the evaluation, following their own procedures.
- ▶ The evaluation reports should contain information on:
 - The evaluation: when the evaluation took place; who was involved and how; terms of reference, including key questions, and methodology.
 - Updated project data at the time of the evaluation: dates of project cycle; expected and actual financing including actual expenditures; changes in institutional arrangements; and changes in project objectives.

Minimum Requirements for Project/Programme Final Evaluations

- ▶ Final Evaluations should assess at a minimum:
 - i. Achievement of outcomes, including ratings and with particular consideration of achievements related to the proposed concrete adaptation measures, if applicable;
 - ii. Likelihood of sustainability of outcomes at project completion, including ratings;
 - iii. Evaluation of processes influencing achievement of project/programme results;
 - iv. Contribution of project achievements to the Adaptation Fund targets, objectives, impact and goal, including report on AF standard/core indicators; and
 - v. Assessment of the M&E systems and its implementation.
- ▶ Final Evaluations shall be prepared and submitted to the PPRC through the Fund's Secretariat within nine (9) months after project completion.

KM Benefits of project/programme evaluations

- **Objective of KM:** evaluations are expected to generate useful lessons that can be applied elsewhere to improve programme/project performance, outcome or impact



- **Key elements of lessons learned:**

- are meant to describe knowledge gained by experience; are derived from specific and well-defined situations
- are intended to be significant, to have relevance to a wider context (social, economic, political), to be generalized and replicable
- should address any positive (in the case of successful results) or negative insights (in the case of malfunctioning processes) gained through the life of the intervention which had substantial impact on operations, achievements of outcomes or impact on sustainability
- can relate to administrative aspects of the project or the technical context of the intervention
- should highlight strengths and weaknesses and provide decision-makers with relevant information to help them avoid common mistakes and promote a more enabling government

KM Benefits of project/programme evaluations

► Key elements of lessons learned:

- explains how or why something did or did not work by establishing clear causal factors and effects and whether the lesson signals a decision to be repeated or avoided
- Should indicate how well it contributes to the broader goals of the project/programme (success measures)
- Should cite the targeted beneficiaries affected

► Flagging Emerging Good Practice

- A lesson learned may become an emerging good practice when it additionally shows proven results/benefits and is determined to be worthwhile for replication and up-scaling
- A good practice represents successful strategies/interventions that have performed well
- An emerging good practice has to demonstrate evidence of sustainable benefit or process
- Clear explanation of the targeted beneficiaries/user of the good practice

KM Benefits of project/programme evaluations

► Disseminating and sharing lessons learned:

- Evaluation reports containing lessons learned uploaded on the public website
- Lessons learned directly communicated to relevant stakeholders during workshops, conferences, training sessions or seminars
- Project manager and evaluator encouraged to disseminate evaluation summaries to relevant stakeholders through formal and informal meetings

Observations and Lessons Learned from Mid-term Evaluations and Final Evaluations

- Mid-term Evaluations can provide a good base for:
 - i. Changes within the project/programme logframe to better reflect the goal and ground-level reality;
 - ii. A reinforcement of the monitoring plan;
 - iii. Revisions of budget allocation;
 - iv. Thinking if the project/programme strategies in place to ensure outcomes' long-term sustainability, KM dissemination, stakeholder engagement, among others, are effective (both in the Mid-term and Final Evaluations).
- Final Evaluation can provide a base for:
 - i. Thinking about possibilities to further improve future initiatives;
 - ii. Scaling-up the existing project/programme.

Guiding Documents and Policies

- ▶ Strategic Results Framework for the Adaptation Fund and the Adaptation Fund Level Effectiveness and Efficiency Results Framework, available at: <http://www.adaptation-fund.org/document/results-framework-and-baseline-guidanceproject-level>;
- ▶ Guidelines for project/programme final evaluations, available at: <http://www.adaptation-fund.org/document/guidelines-projectprogramme-finalevaluations>;
- ▶ OPG Annex 7, project/programme implementation (material change and revisions to target for activities, outputs or outcomes), available at: <https://www.adaptation-fund.org/wp-content/uploads/2017/11/OPG-ANNEX-7-Project-Programme-Implementation-Approved-Oct-2017.pdf>



ADAPTATION FUND

www.adaptation-fund.org/
@adaptationfund

