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# **Another Point of View: Monitoring & Evaluation from a Donor Perspective**

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## Donor Point of View

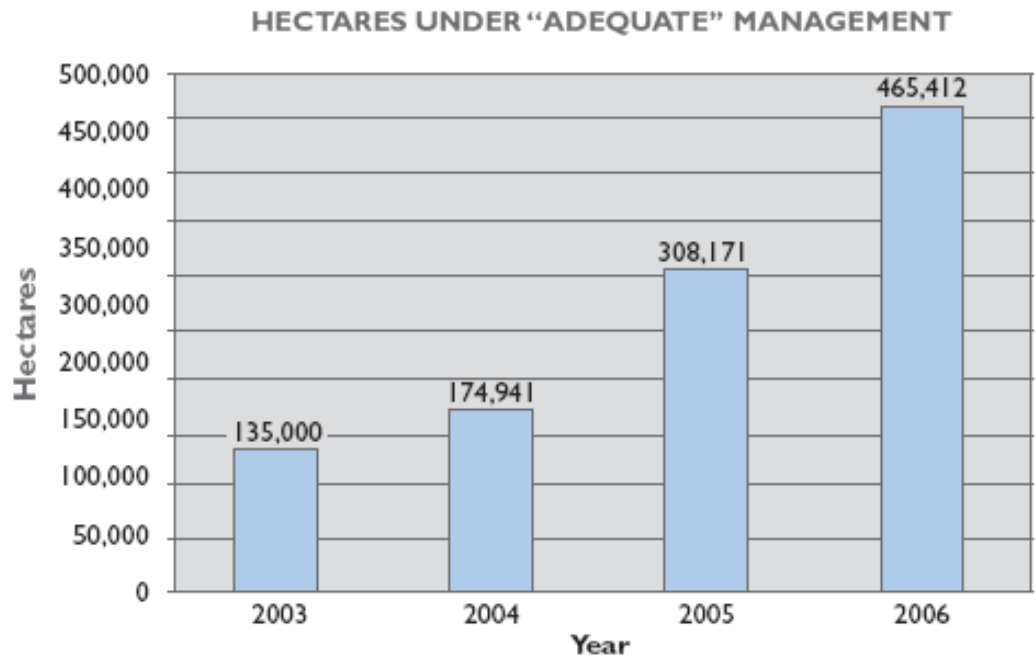
- Donors typically require reporting
  - Qualitative reports
  - Reporting indicators
- **Qualitative reports** can be rich but don't
  - Systematically guide management
  - Sell



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## Reporting Indicators are pretty terrible

- Generic
- Must 'roll up'
- Communication role
- Little management value



"Adequate" management is achieved when the management index reaches the 50% threshold.



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## **Beyond Reporting: Where is M&E?**

- Many donors assume monitoring is happening, despite terrible indicators
- A number of analyses conclude: Not so much



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## Why do we care?

- Improvements in strategic planning and programming encouraging
- Ad hoc adaptive management
  - Can only take you so far
  - Catches the obvious
  - Will see what we're looking for
- **Lack of systematic adaptive management: a vulnerability for conservation**



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## Why aren't we there?

- Crisis mentality: what's the right balance between conservation and monitoring?
- Constraints of cash and technical capacity
- Demand for other reporting/fundraising



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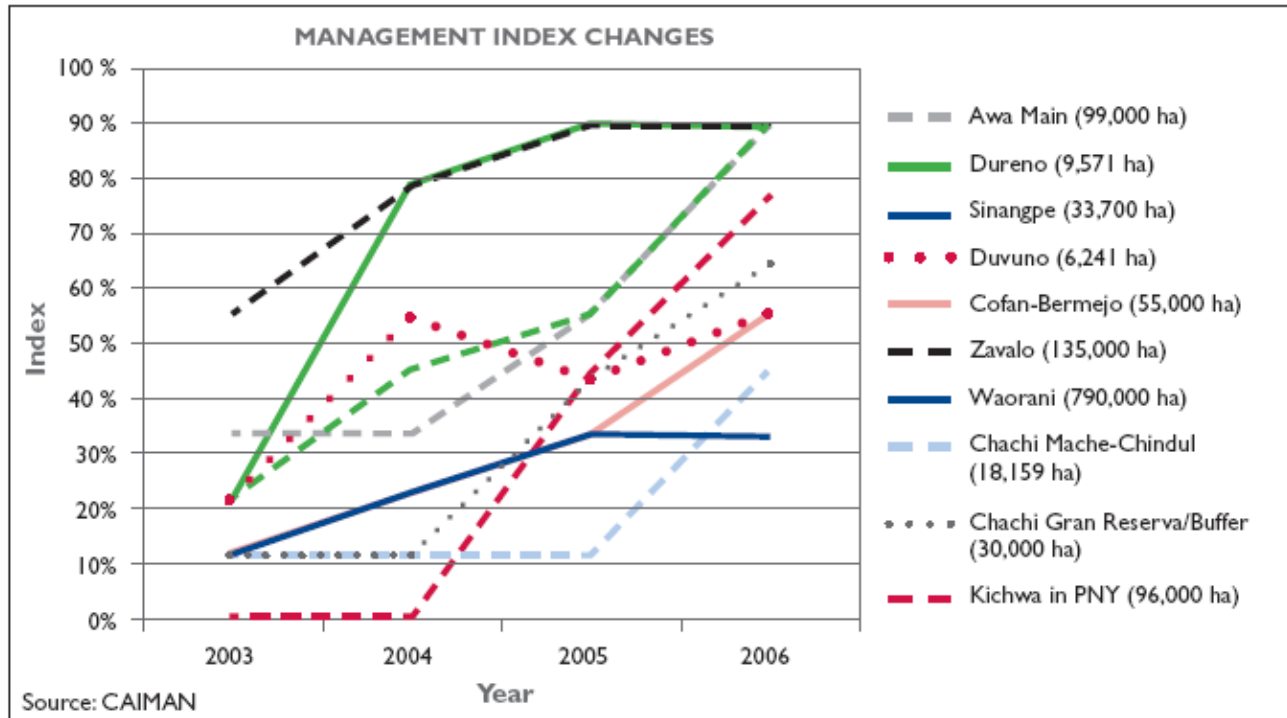
## Is There Hope?

- Increased recognition of role of monitoring in project cycle
- Better tools evolving—geared toward managers
- Common standards are emerging
- Don't sacrifice the good for the perfect



# Indicator Used as Management Tool: Sample One

**FIGURE 8. ANNUAL CHANGES IN CAIMAN'S TERRITORIAL MANAGEMENT INDEX**



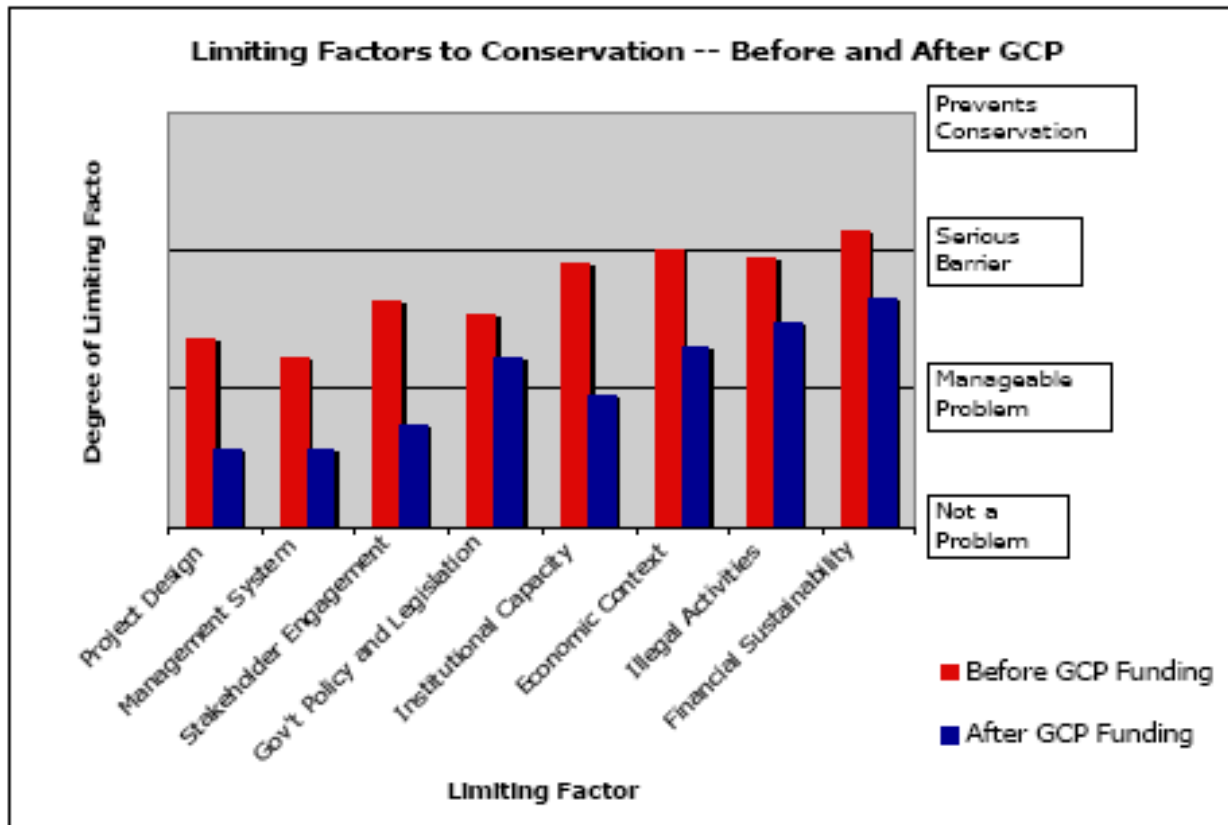
The index is composed of 10 elements related to territorial management.





## Example Two: What we should have used for monitoring?

**FIGURE 3.1. SITE-LEVEL RATINGS OF LIMITING FACTORS AS A PROBLEM FOR CONSERVATION BEFORE AND AFTER GCP SUPPORT**





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## **The E in M&E: Role of Evaluations**

- Evaluations can have a real impact on programming
- Balance between analytic role and participatory approaches



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# Participatory Evaluations

- Level of participation is variable, here's what matters:
  - Practitioners and decision makers key concerns are identified and addressed
  - Evaluators accurately represent intent of actors
  - Common language is developed
  - Opportunity for significant back and forth



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## How do we move forward?

- We need to move beyond ‘reporting’
- Time to focus on practical, strategic monitoring
- Don’t drop evaluations
- Target evaluations and consider participatory evaluations



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**Thank you!**



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