

# IEA

## Training Manual

*A training manual on  
integrated environmental  
assessment and reporting*

### Training Module 8

*Monitoring, Evaluation and Learning –  
for improvement and increased  
impact of the IEA process*

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# Module 8

A training manual on integrated environmental assessment and reporting

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## List of Acronyms

EMS	Environmental Management Systems
GEO	Global Environment Outlook
IDRC	International Development Research Centre
IEA	Integrated Environmental Assessment
NHI	National Host Institution
SHI	State Host Institution
SoE	State of Environment
SWOT	Strengths, Weaknesses, Opportunities and Threats
TQM	Total Quality Management

# Overview

How many of your policy-makers use integrated environmental assessments (IEA) as a trusted resource, and consider it a learning opportunity to improve policies? How do we know whether the assessment is useful and used, rather than just sitting on a shelf? Module 8 offers tools to help you monitor and evaluate the effectiveness of your national or sub-national IEA.

In Module 8, you will learn to develop a monitoring and evaluation plan, based on seven questions:

1. What is the purpose of the evaluation?
2. Who will use the evaluation results?
3. Who will do the evaluation?
4. What evaluation framework is practical?
5. What needs to be monitored and evaluated?
6. What are the steps to develop a self-assessment matrix?
7. How can you use the evaluation to enhance a learning culture that keeps improving your IEA process?

Module 8 promotes an improvement-oriented evaluation that aims to increase the effectiveness of your national or sub-national IEA process by feeding lessons learned into the next cycle. Learning plays a central role. It shapes the monitoring and evaluation process, and keeps knowledge creation connected with policy making.

Module 8 challenges you with two questions:

1. How to make sure your IEA has an evaluation component?
2. How to design an effective evaluation that keeps improving your IEA process?

As part of designing an effective evaluation, you will develop measures to monitor and evaluate key outcomes from your IEA—relating to the change statement from your impact strategy and the important relationships you need to manage to achieve impact (Module 3). You will also develop measures to monitor the timely completion of key activities and outputs of your IEA process—relating to the important knowledge you will generate in your IEA and the opportunities you need to leverage in order to effectively communicate the results of your IEA to your target audiences.

For Module 8, you need to be familiar with the stages for developing an IEA (Module 2) and your impact strategy (Module 3).



## Notes

# Course Materials

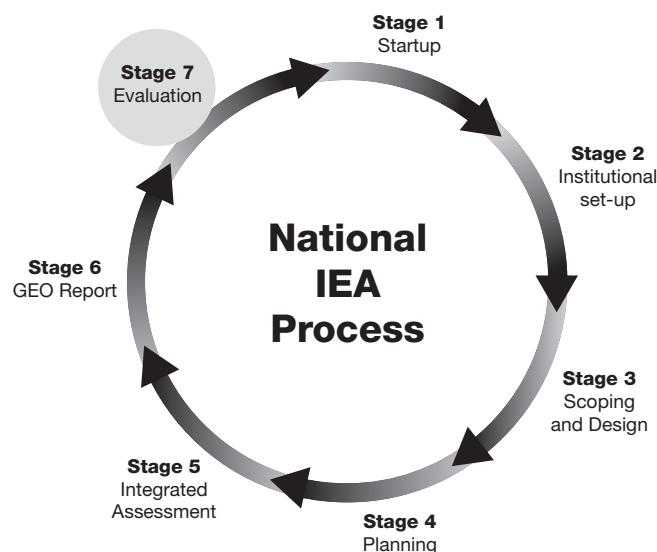
## 1. Introduction

In Section 1, you will learn about the basic definitions and terminology used in this module. Examples from national, regional and global levels will support the rationale for monitoring and evaluation with a national IEA based on the GEO approach.

### 1.1 Definitions

The monitoring, evaluation and learning guidelines suggested in Module 8 refer to the national IEA process described in Module 2, presented here in **Figure 1**. Module 8 argues that in order to have the desired policy effects, you need to monitor and evaluate the process, products and impacts, and use your lessons learned in planning and improving the next IEA cycle.

*Figure 1: Stages of National IEA Process – Monitoring and Evaluation Marked in Grey*



Monitoring and evaluation of an IEA process and its impacts focuses on how the assessment process has been organized to have a desired impact on policy making.

Let's understand how monitoring, evaluation and learning can be used as complementary tools that build on each other's impact to improve an IEA process (**Table 1**).

**Monitoring** is a planned, systematic process of observation that closely follows a course of activities, and compares what is happening with what is expected to happen. Monitoring the IEA process makes sure the environmental assessment meets its *goals*, while working within the scope of allocated resources (i.e., time, financial, human, informational and technical).

**Evaluation** is a process that assesses an achievement against preset criteria. Evaluations can have a variety of purposes (Section 2.1), and follow distinct methodologies (process, outcome, performance, etc). Evaluation of the IEA process determines the extent to which achievements (outputs, outcomes and impacts) are comparable with the originally intended purpose, and what lessons can be learned for the next environmental assessment and management cycle. The evaluation of the process is, first and foremost a capacity-development opportunity.

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**Table 1: Comparison of Monitoring and Evaluation**

Attribute	Monitoring	Evaluation
Main focus	Collecting data on progress.	Assessing data at critical stages of the process.
Sense of completion	Sense of progress.	Sense of achievement.
Time focus	Present	Past – future.
Main question	What needs to happen now to reach our goal?	Have we achieved our goal? How can we do better next time?
Attention level	Details.	Big picture.
Inspires	Motivation.	Creativity.
Periodicity	Continuous throughout the whole process.	Intermittent; at the beginning or end of significant milestones.
Supports	Implementation of a plan.	Designing the next planning cycle.
Skills required	Management.	Leadership.
Output processing	Progress indicators needs to be closely monitored by a few people.	Evaluation results need to be discussed, processed and interpreted by all stakeholders.

**Learning** is an emotional and/or cognitive transformation taking place during information collection and information processing. Learning brings about behaviour change or in the ability to act differently. Learning can happen whether it is intended or unintended. Monitoring and evaluating the IEA process offer learning opportunities. Planning for and making use of these learning opportunities can bring about lessons that comprise key inputs to improve an iterative IEA process. Missing these learning opportunities decreases the influence of the IEA process on policy making.

## 1.2 Competencies

Upon successfully completing Module 8, you will be able to:

- explain the importance of monitoring and evaluating;

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