

Independent Evaluation in the GEF

GEF Independent Evaluation Office

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Evaluation Officer
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Outline

Part 1: Independent Evaluation in the GEF

Part 2: Quiz

Part 3: Monitoring and Evaluation Primer

Part 4: Sixth Comprehensive Evaluation (OPS6)

PART 1

Independent Evaluation in the GEF

GEF Independent Evaluation Office

Mission

- To enhance global environmental benefits through excellence, independence, and partnership in monitoring and evaluation

Functions

- Independent evaluations
- Normative function
- Oversight function
- Knowledge sharing and dissemination

GEF IEO and the Broader GEF Partnership

Partner	Key Roles and Responsibilities in M&E
GEF Council	Policy-making Oversight Enabling environment for M&E
GEF Evaluation Office	Independent GEF evaluation Oversight of M&E Setting minimum requirements for evaluation
GEF Secretariat	GEF Results Based Management (monitoring and reporting) Review of GEF M&E requirements in project proposals
Agency GEF operational units	Monitoring of the Agency GEF portfolio Ensure M&E at the project level
Agency evaluation units	Project and/or corporate Agency evaluations Mainstreaming GEF into relevant Agency evaluation
STAP	Advice on scientific/technical matters in M&E Support to scientific and technical indicators
Participating Countries	Collaboration on M&E at portfolio and project levels
Stakeholders	Participation in monitoring activities and mechanisms Providing views and perceptions to evaluations

IEO Work Program for GEF-6

Multiple Benefits and Integrated Approaches



Evaluation of
Multiple Benefits in
the GEF



Evaluation of
Programmatic
Approaches



Midterm Review of
Integrated Programs

IEO Work Program for GEF-6

Addressing Drivers of Global Environmental Change



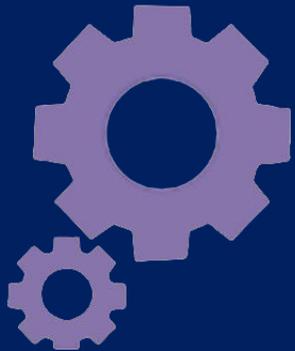
Joint Impact Evaluation of
Protected Areas and Protected
Area Systems



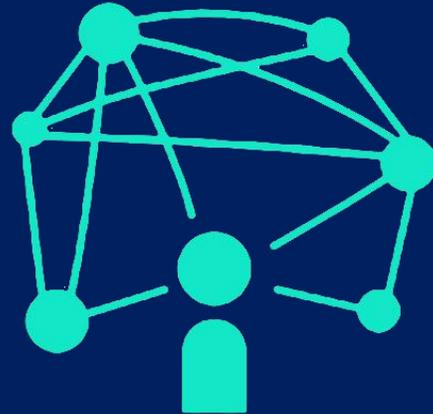
Strategic Country-Level and Cluster
Evaluations

IEO Work Program for GEF-6

Evaluating GEF Performance



Annual
Performance
Report



Evaluating the
Performance of the CSO
Network



LDCF/SCCF Annual
Evaluation Reports

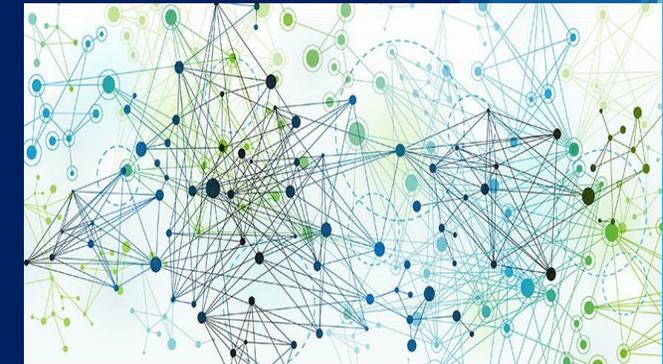
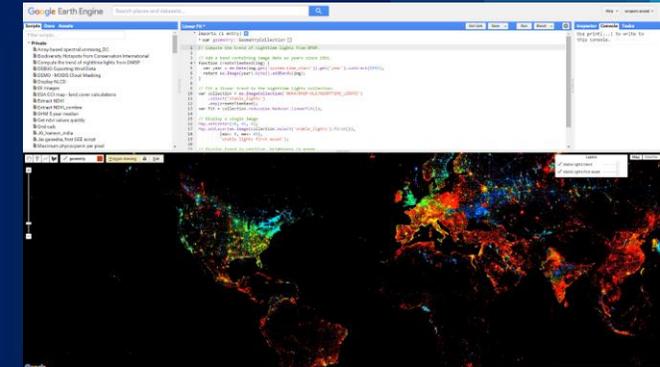
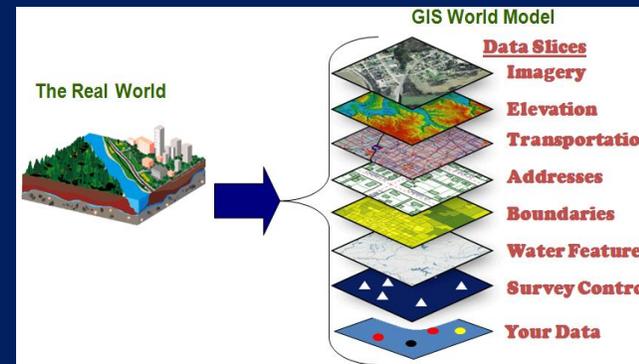
IEO Work Program for GEF-6



Sixth Comprehensive Evaluation of the GEF: GEF in the Changing Environmental Finance Landscape

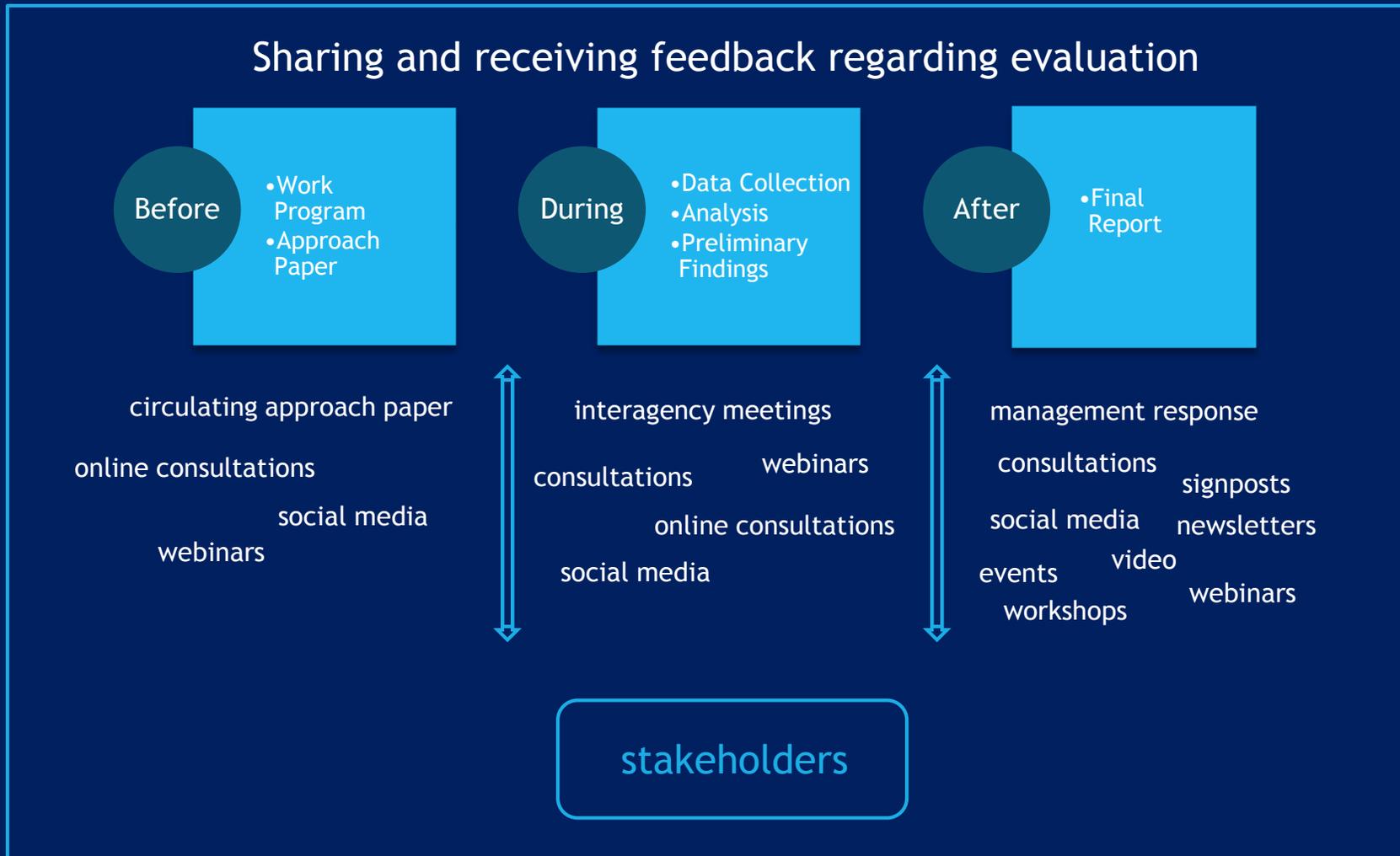
Leading on Methodologies in Environmental Evaluation

- ▶ Quantitative & Qualitative Approaches
- ▶ Remote Sensing
- ▶ GIS
- ▶ Big Data Analytics
- ▶ Mainstreaming Gender, Stakeholder Engagement, Resilience, Private Sector



GEF IEO Dissemination and Knowledge Management

Sharing and receiving feedback regarding evaluation



Part 2

JEOPARDY!

PART 3

M&E Primer

- Key M&E Terminology
- Project M&E Plan (Design and Implementation)
- Terminal Evaluations of GEF Projects
- Pulling it all together: a case study

M&E in the GEF—Purpose

Monitoring and
Evaluation (M&E)
promote accountability
and learning



to improve performance
and as a basis for
decision-making

Monitoring

Is our activity on track?

Monitoring uses systematic collection of data to keep activities on track.

Forms of monitoring:

Monitoring of **environmental status**

Monitoring of **environmental stress**

Monitoring of **progress toward project outcomes**

Performance monitoring

Evaluation

Are we doing the right thing?
Are we doing things right and efficiently?
Are there better ways of doing it?

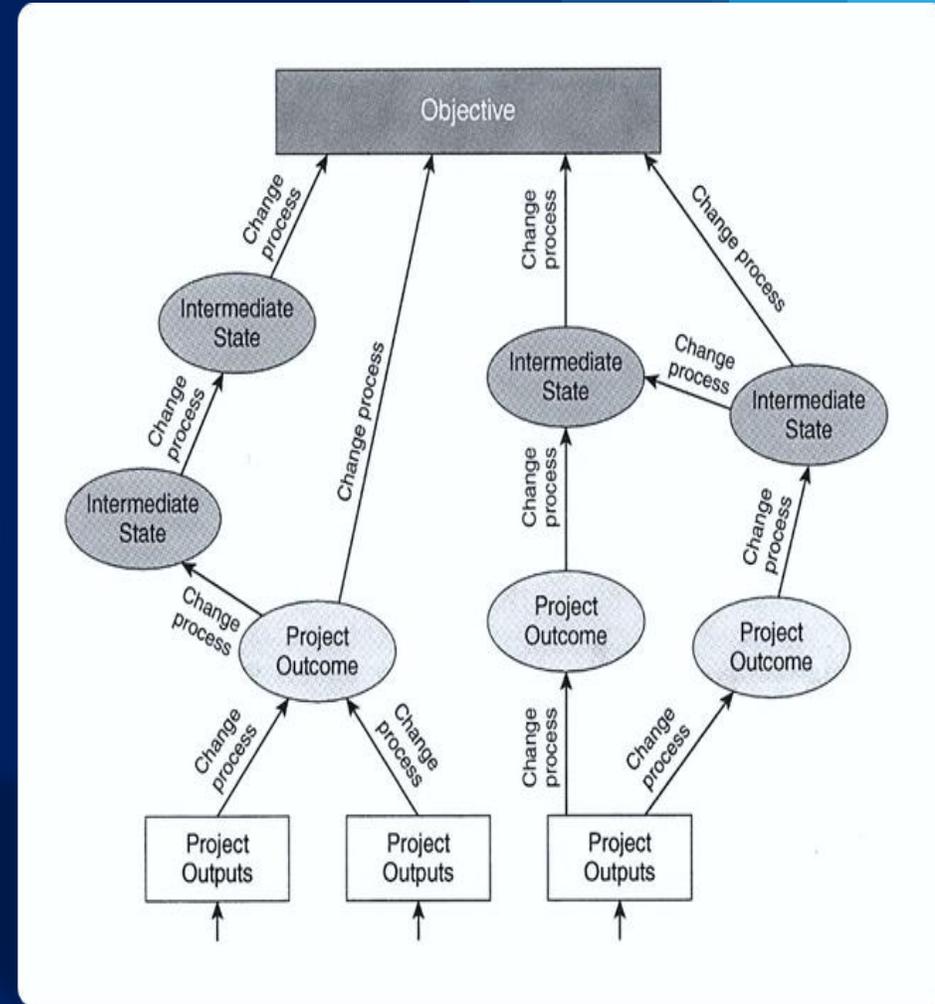
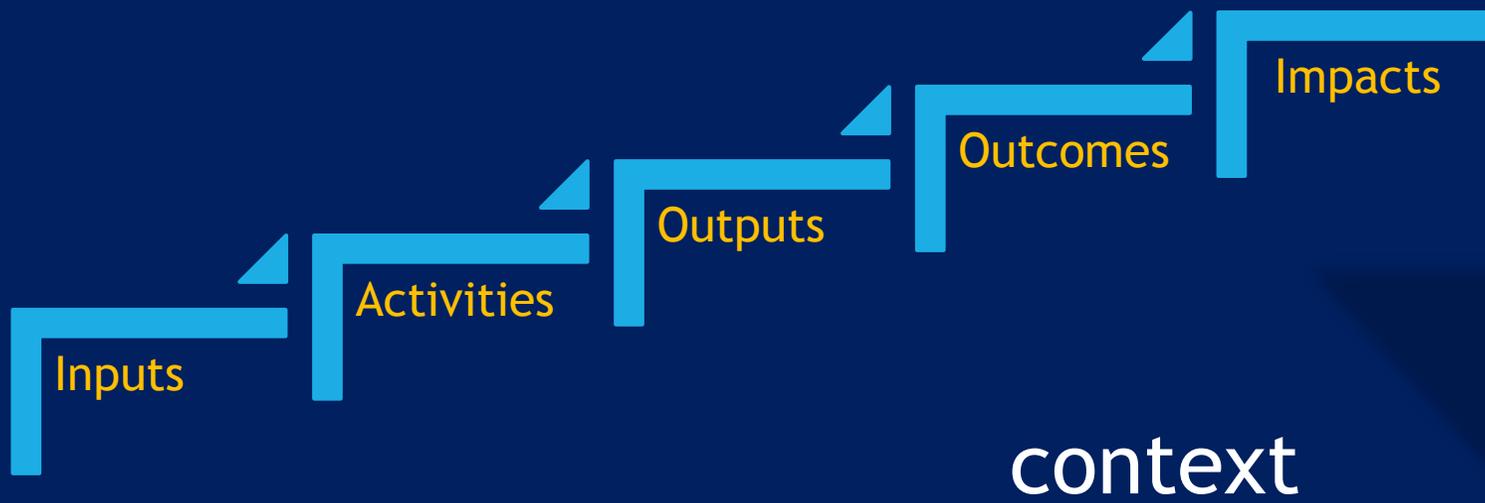
Evaluation is a **systematic** assessment of an activity (program, strategy etc.) that assesses relevance, effectiveness, efficiency and sustainability.

Project/Program Evaluations:

Mid-term
Terminal

Other forms of evaluation: **impact**, **process**, **portfolio**, **performance**, **thematic**, **process**

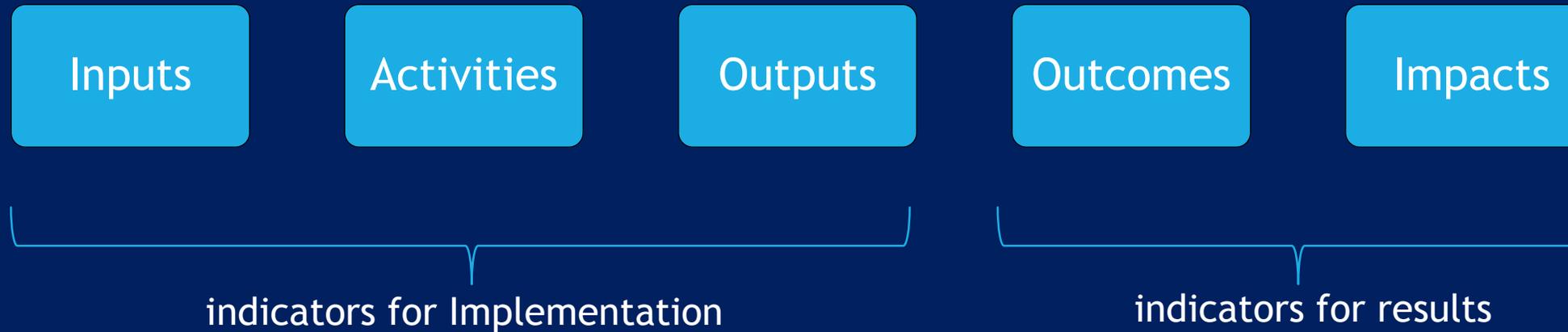
M&E starts with a ..Theory of Change



assumptions

Measurement: Indicators

A variable that tracks the changes connected to an intervention



- ▶ Specific
- ▶ Measureable
- ▶ Achievable and Attributable
- ▶ Relevant and Realistic
- ▶ Time-Bound, Timely, Trackable, and Targeted

Project M&E Plan (Design and Implementation)

M&E Policy : Design & Implementation



Design

- ▶ M&E plan by CEO endorsement for FSP and CEO approval for MSP
- ▶ Project logical frameworks should align with GEF focal area results frameworks
- ▶ M&E Plan should include:
 - SMART indicators
 - Baseline data for M&E by CEO endorsement
 - Mid Term Reviews (where required or foreseen) and Terminal Evaluations
 - Organizational set up and budget for M&E



Implementation

Project/program monitoring and supervision will include execution of the M&E plan:

Use of SMART indicators for process, implementation and results

Baseline for the project is fully established and data are compiled to review progress

Organizational set up for M&E is operational and its budget is spent as planned

Good Practices

Finding: Strong link between good M&E and project outcomes

- ▶ Clearly defined responsibilities for monitoring and evaluation activities
- ▶ Dedicated budget for each M&E component
- ▶ M&E plan designed to provide timely and relevant information
- ▶ M&E plan linked to the project's theory of change
- ▶ Tracking tools integrated into M&E plan

- ▶ Active participation of stakeholders in M&E implementation
- ▶ Stakeholder training in the project M&E system (including those who are supposed to use the findings)
- ▶ Sharing M&E findings with broad groups of stakeholders

Share your experience in design and
implementation of M&E Plans

Terminal Evaluations

Importance and Utility

Source of information on project

- ▶ Results: Outputs, outcomes and progress to impact
- ▶ Implementation, execution, and project cycle related information
- ▶ Project finances including co-financing
- ▶ Recommendations and Lessons for the future
- ▶ Reporting at the project portfolio level (APR, AMR)
- ▶ Input to other evaluations
- ▶ STAR's performance index

About 1000 terminal evaluations completed so far
Terminal evaluation may be accessed at:

GEF website:

http://www.thegef.org/gef/gef_projects_funding

Through PMIS



M & E Policy on Terminal Evaluations

All full sized projects and programs will be evaluated at the end of implementation
Evaluations should:

- ▶ Be independent of project management or reviewed by GEF Agency evaluation unit
- ▶ Apply evaluation norms and standards of the GEF Agency
- ▶ Assess, as a minimum, outputs and outcomes, likelihood of sustainability, compliance with design and implementation
- ▶ Contain basic project data and lessons on the evaluation itself (including TORs)
- ▶ Should be sent to GEF IEO within 12 months of completion of project/program

Guidelines for Terminal Evaluations

A Good Terminal Evaluation

- ▶ Evaluator is independent from design team (unbiased)
- ▶ Discussion of outcomes and results
- ▶ Consistency and completeness in information provided
- ▶ Discussion of issues related to project sustainability
- ▶ Information on project finance and co-financing
- ▶ Information on M&E plan and the use of monitoring information
- ▶ Lessons and recommendations based on the project experience

Other qualities

- ▶ Balanced judgement
- ▶ Timeliness
- ▶ Transparency of the process

Share your experience with Terminal Evaluations

Pulling it all together: A CASE STUDY

Group Work: Case Study (30 minutes)

Plenary Report out: 15 minutes

M&E Before -> During -> After

1. Develop the project theory of change/logical framework
2. How would the project's M&E plan look like?
3. How would you address M&E through implementation?
4. Now the project is going to be completed. How would you design, manage and report on the terminal evaluation?

PART 4

Sixth Comprehensive Evaluation (OPS6)

Objectives

To assess the extent to which the GEF is achieving its objectives:

- ▶ As laid down in the GEF Instrument and reviews by the Assembly
- ▶ As developed and adopted by the GEF Council in operational policies and programs for GEF financed activities
- ▶ To identify potential improvements

Two Reports:

- ▶ **DRAFT report:** at start of replenishment (summer 2017)
A meta-evaluation approach, drawing on existing GEF evaluations
- ▶ **Final report:** end of 2017 or early 2018
Final report will update meta-evaluation and include findings of additional studies

Audience for the 6th Comprehensive

OPS6 audience includes

- ▶ Replenishment participants
- ▶ GEF Council
- ▶ Assembly
- ▶ Through the Assembly the members of GEF

Findings will be shared with other GEF partners

- ▶ GEF Secretariat
- ▶ STAP
- ▶ GEF Agencies
- ▶ NGO Network
- ▶ Project proponents and others

Key Issues in the Study

- ▶ Trends in **global landscape for environmental finance** and the **relevance and added value** of the GEF, also in view of other funding channels
- ▶ Funding
- ▶ An in-depth look at impact of the **GEF focal area strategies**, including multi-focal area support and programmatic approaches
- ▶ Reform processes (RBM, KM)
- ▶ **Governance of the GEF** and donor performance
- ▶ Trends in country ownership and relevance of GEF's support to country needs, including obligations to conventions
- ▶ Trends in the involvement of stakeholders, the **private sector** and **civil society**
- ▶ **Cross-cutting policies**: gender, participation, results based management, knowledge sharing
- ▶ Role of STAP
- ▶ **Health of the GEF Partnership**

We Would like your perspectives..

- ▶ Discuss series of questions in small groups
 - Guidance of the conventions
 - Trends in ownership and country driven-ness
 - Trends in performance issues
 - Involvement of civil society and private sector
- ▶ Record comments on provided forms (one per group)
- ▶ Discuss emerging key issues in plenary session

We are open to receive more information,
concerns, opinions, and suggestions at:

OPS6@thegef.org

An aerial photograph of a coral reef. The water is a deep, dark blue, transitioning to a lighter, turquoise blue as it approaches the reef. The reef itself is a complex, brownish-green structure with many small, irregular shapes. A white wake from a boat is visible in the lower-left corner, cutting through the water.

Thank You



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