

# Global Environment Facility Introduction Seminar



Results Based  
Management and  
Agency Reporting  
Requirements  
Tuesday January 20<sup>th</sup>  
14:30 – 15:15

Results Based Management at the GEF  
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Interim Results Management Coordinator*

January 20 - 22, 2015

# Presentation Overview

1. GEF Results Based Management
2. GEF Project Results
3. GEF Portfolio Results
4. Tracking Tools and Lessons
5. Reporting, Data Access, and Transparency
6. Looking forward...



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# RESULTS BASED MANAGEMENT AT THE GEF



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# Results Based Management

A robust system to ensure that key management decisions are based on results is critical to help the GEF network achieve its objectives

The *GEF 2020 Strategy* describes an increased focus on drivers of change

The *GEF-6 Programming Directions* also presents the GEF's corporate results framework

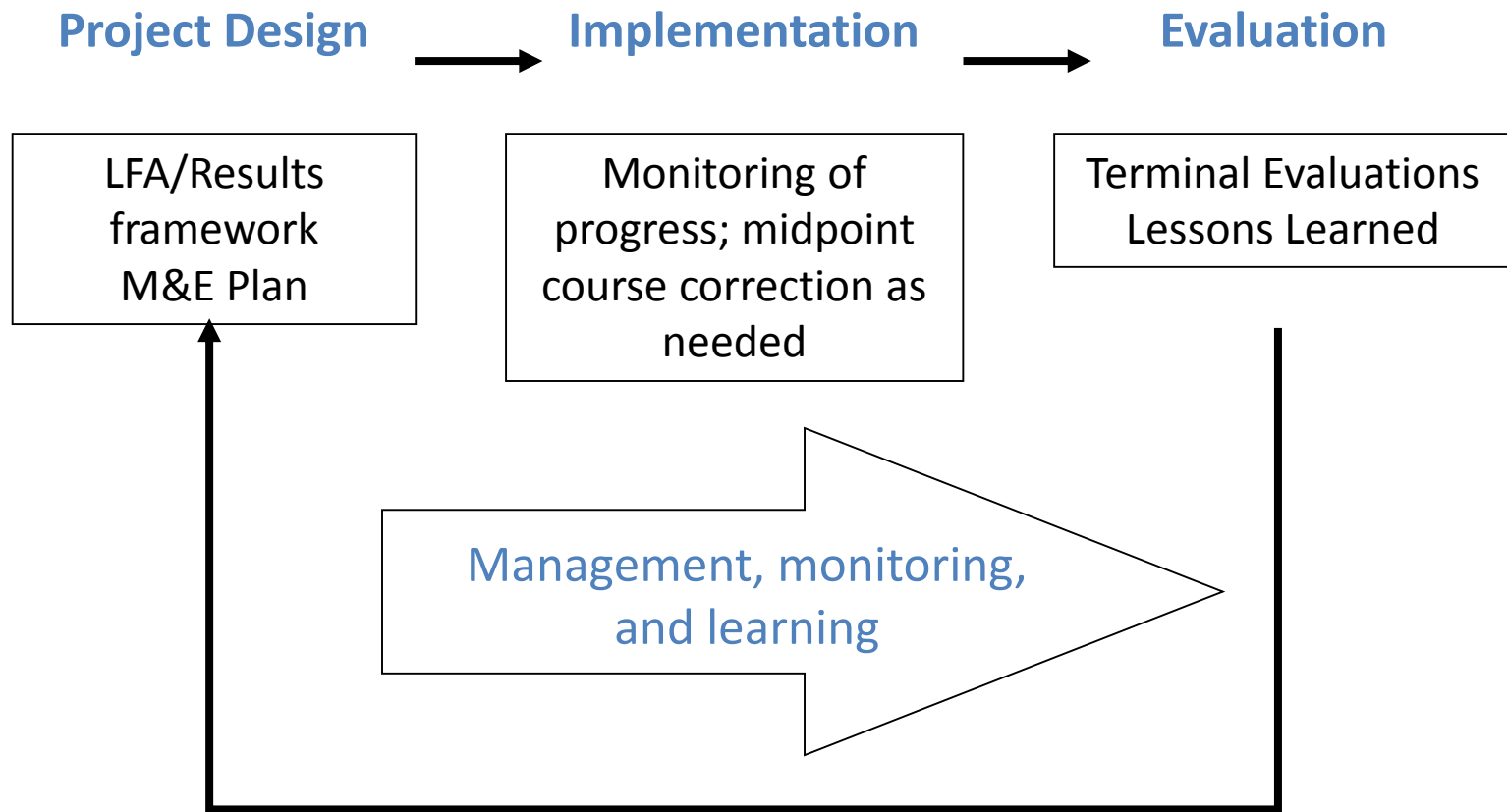
## GEF Desired Results

Achieving Global Environmental Benefits  
Addressing Global Environmental Degradation



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# Tracking Results



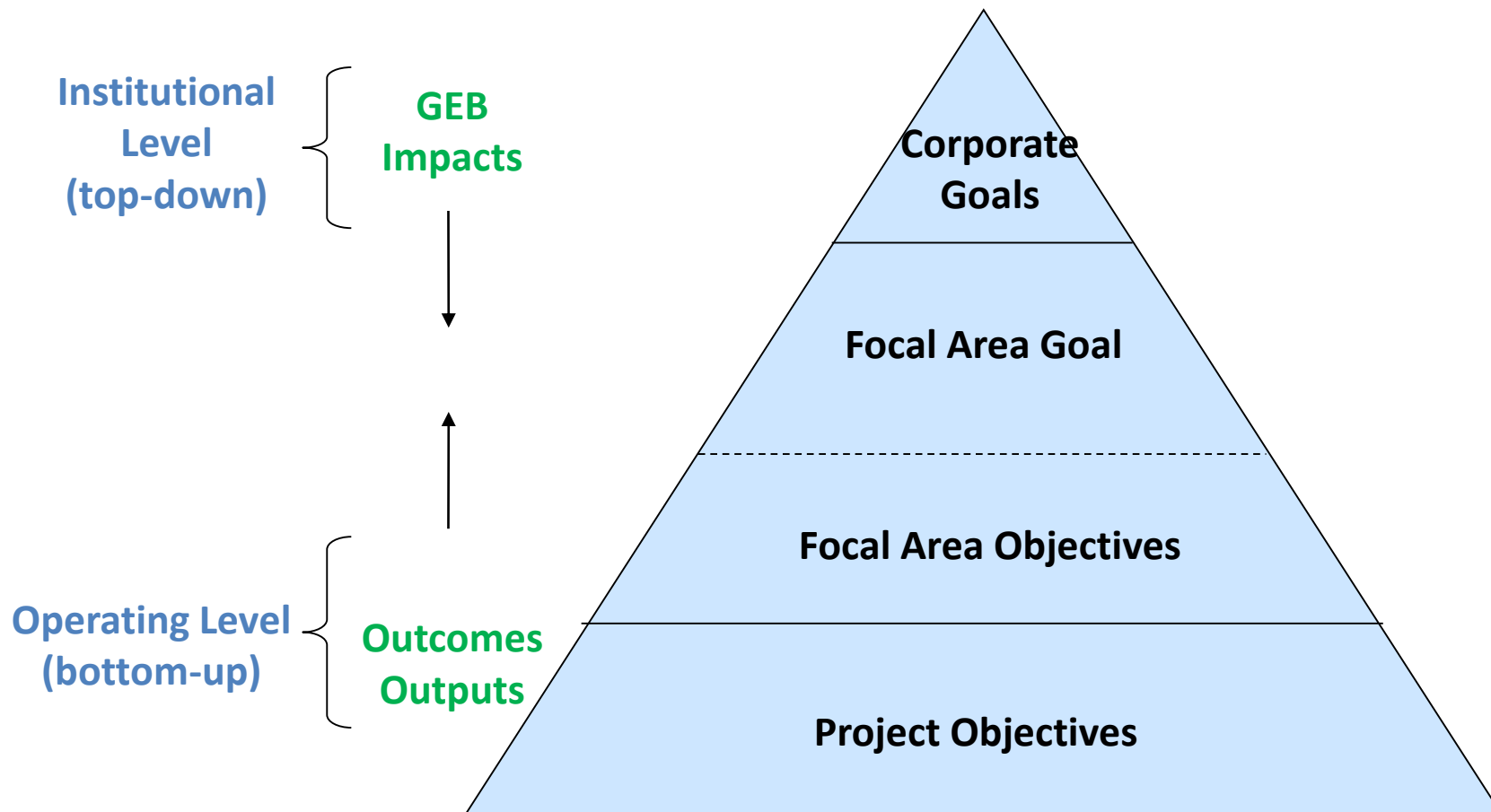
Lessons learned; Good practices

Adapted from the World Bank's *Results Focus in Country Assistance Strategies*, July 2005, p. 13



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# GEF RBM Framework



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# Alignment of Focal Area Objectives to Corporate Level Targets

- Each focal area's goals and objectives align with GEF corporate level goals
- *Example:* Land Degradation Results Framework
- **GEF Corporate Level Goal:** To contribute to arresting and reversing current global trends in land degradation, specifically desertification and deforestation.
- **Impact:** Sustained productivity of agro-ecosystems and forest landscapes in support of human livelihoods.
- **Corporate Level Target:** 120 million hectares under Sustainable Land Management
- **Indicators:** (a) Change in land productivity (b) Improved livelihoods in rural areas (c) Value of investment in SLM



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<b>BD Focal Area Objective</b>	<b>Outcome</b>	<b>Indicator - Outcome</b>	<b>Indicator - Output</b>
Improved sustainability of protected area systems	Increased revenue for protected area systems to meet total expenditures required for management	Total annual revenue is sufficient for management of protected area	Total annual revenue- \$  Sustainable financing plans (No.)
<b>CC Focal Area Objective</b>	<b>Outcome</b>	<b>Indicator - Outcome</b>	<b>Indicator - Output</b>
Promote the demonstration, deployment, and transfer of innovative low-carbon technologies	Technologies successfully demonstrated, deployed, and transferred	Percentage of technology demonstrations reaching planned goals	Innovative low-carbon technologies demonstrated and deployed on the ground (No.)



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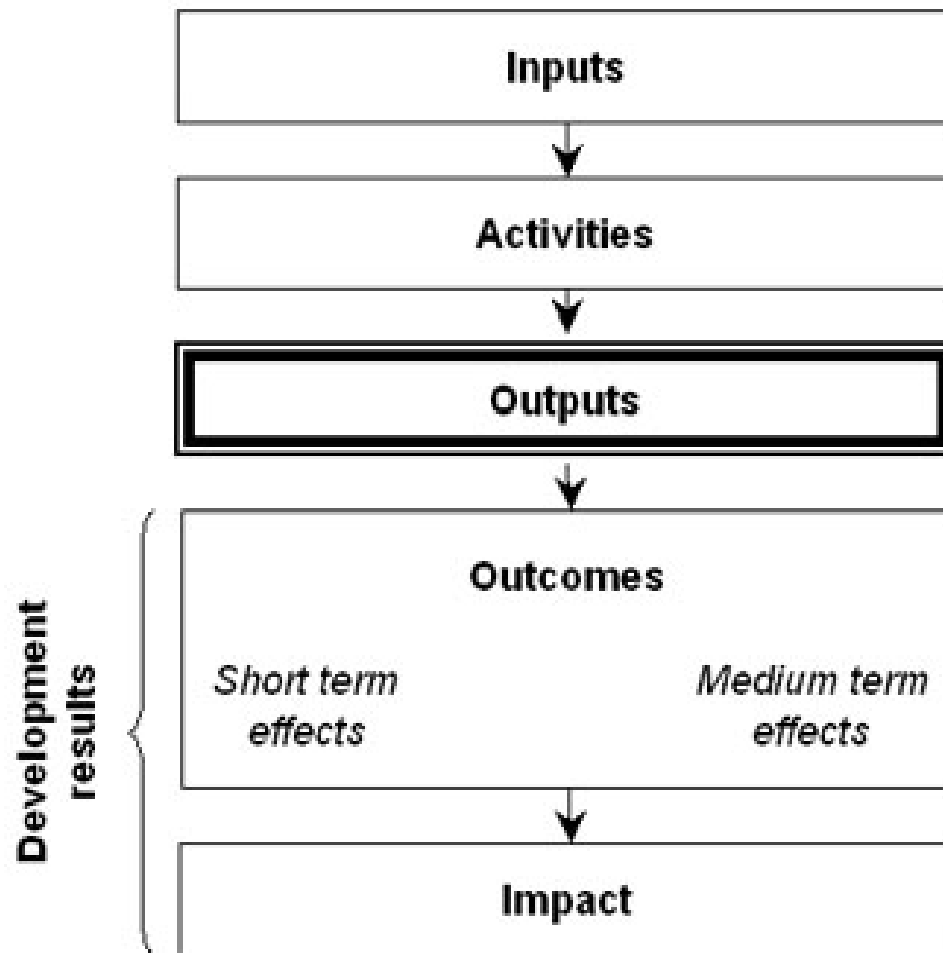


# PROJECT LEVEL RESULTS



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# OECD DAC Results Chain



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**Inputs:** GEF and co-finance resources



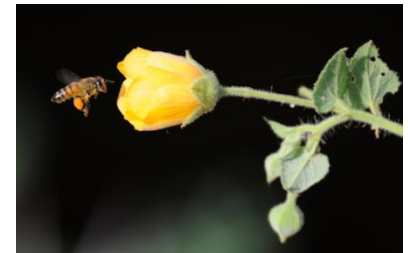
**Activities:** Allocate forest land to local communities to manage with appropriate sustainable forest management policies;

**Outputs:** ha of forest under community sustainable forest management



**Outcomes:** ha of improved forests

**Impact:** Sequestration of carbon and biodiversity conserved



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# Baselines

- Initial data on project participants or other project aspects collected prior to the project intervention
- When baseline data are not available it is difficult to:
  - Set future targets of the project
  - If you do not know where you **are**, how can you know where you **are going**?
  - Estimate changes as a project proceeds in monitoring
  - Compare the initial conditions and changes of project in an evaluation



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# Baselines for GEF Projects

- Must be in place by CEO Endorsement/approval
- If there is not a baseline figure for every indicator → a plan must be outlined as to how to capture baseline during first year of implementation



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# PORTFOLIO LEVEL RESULTS



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# Portfolio Monitoring

- Monitoring the entire set of interventions funded by the GEF
  - Corporate level results framework
  - Focal Area results framework
  - A framework to track GEF process effectiveness and efficiency
- Secretariat's Monitoring Focused on Overall GEF Portfolio
  - To ensure progress in achieving global environmental benefits



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THE WORLD BANK GROUP

Source: Global Environment Facility

**Climate Change:**  
Green House Gas (GHG) emissions reduced





Source: Global Environment Facility

**Biodiversity:**  
ha of protected area (PA) supported





Source: Global Environment Facility

## **International Waters:**

No. of strategic partnerships funded to produce measurable pollution reductions in water bodies





Source: Global Environment Facility

**Land Degradation:**  
has brought under sustainable land management (SLM)

# **TRACKING TOOLS AND LESSONS**

## **WHY? WHAT? WHEN?**

# Purpose of the GEF Tracking Tools (why?)

*To measure progress in achieving the impacts and outcomes established at the portfolio level under each focal area*

- Demonstrates progress made against indicators common to all projects
  - can also reveal shortcomings
- Helps to guide and inform project implementation
- Provides justification for continued investment in each focal area programming



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# Purpose of the GEF Tracking Tools (why?)

*Project data is aggregated for analysis of directional trends & patterns at a portfolio-wide level to inform the development of future GEF strategies and to report to GEF Council on portfolio-level performance in each focal area*

- TTs are GEF Portfolio monitoring tool (a portfolio performance tool)
- Allows for aggregation of results at the global level
- TTs are intended:
  - To roll up indicators from the individual project level to the portfolio level
  - To track overall portfolio performance in focal areas
- Aggregated results are then published by the GEF in the *Annual Monitoring Report (AMR)*, shared with donors



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# Summary of GEF TT requirements (When?)


- Each focal area has its own tracking tool to meet its unique needs
- TTs must be complete at CEO Endorsement/approval for MSPs)
- TTs submitted again at mid-term and project completion
- TT & their associated guidelines can be found:  
[http://www.thegef.org/gef/tracking\\_tools](http://www.thegef.org/gef/tracking_tools)



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# Structure of the GEF Tracking Tools (What?)

GEF BD Tracking ToolrevAugust2011

 **Tracking Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5**

**Objective 1**

**Objective:** To measure progress in achieving the impacts and outcomes established at the portfolio level under the biodiversity focal area.  
**Rationale:** Project data from the GEF-3, GEF-4, and GEF-5 project cohort will be aggregated to assess progress in achieving patterns at a portfolio-wide level.  
**Structure of Tracking Tool:** Each tracking tool requests background information on project activities and coverage in the biodiversity focal area.  
**Guidance in Applying GEF Tracking Tools:** GEF tracking tools are applied three times: at CEO endorsement, at project mid-term, and at project completion.  
**Submission:** The finalized tracking tool will be cleared by the GEF Agencies as being complete.

**Important: Please read the Guidelines posted on the GEF website before entering your data.**

**I. General Data**

	Please indicate your answer here	Notes
Project Title		
GEF Project ID		
Agency Project ID		
Implementing Agency		
Project Type		FSP or MSP
Country		
Region		
Date of submission of the tracking tool		Month DD, YYYY (e.g., May 12, 2010)
Name of reviewers completing tracking tool and completion date		Completion Date
Planned project duration		years
Actual project duration		years
Lead Project Executing Agency (ies)		
Date of Council/CEO Approval		Month DD, YYYY (e.g., May 12, 2010)
GEF Grant (US\$)		
Cofinancing expected (US\$)		

**II. Total Extent in hectares of protected areas targeted by the project by biome type**

Please use the following biomes provided below and place the coverage data within these biomes

**Terrestrial (insert total hectares for terrestrial coverage and then provide coverage for each of the terrestrial biomes below)**

Total hectares		ha
Tropical and subtropical moist broadleaf forests (tropical and subtropical, humid)		ha
Tropical and subtropical dry broadleaf forests (tropical and subtropical, semi-humid)		ha

**Sample of Biodiversity TT spreadsheets:**

- Objective 1. Section I
- Objective 1. Section II
- Objective 1. Section III
- Objective 2.
- Objective 3.

**Protected Areas**

**Mainstreaming**

**Biosafety**

Objective 1. Section I / Objective 1. Section II / Objective 1. Section III / Objective 2. / Objective 3.



# **REPORTING, DATA ACCESS & TRANSPARENCY**

# Project Implementation Reports (PIR)

- PIR is a yearly report submitted by Agencies to Secretariat
- Report on Project Status: Start, Close, Project Delays, Project Cancellations
- Amount disbursed to date
- Report on project ratings:
  - Implementation Progress (IP)
  - Development Objective (DO)
  - Risk Rating

Agencies should be aware of the AMR templates and RBM Reporting Guidelines



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# Annual Monitoring Review (AMR)

- AMR is the principal reporting instrument of the GEF Secretariat's results monitoring system.

## AMR I presented at Fall Council:

- Provides a snap shot of the overall health of the GEF's active portfolio of projects each fiscal year.
- The report is based on Agency PIR submissions



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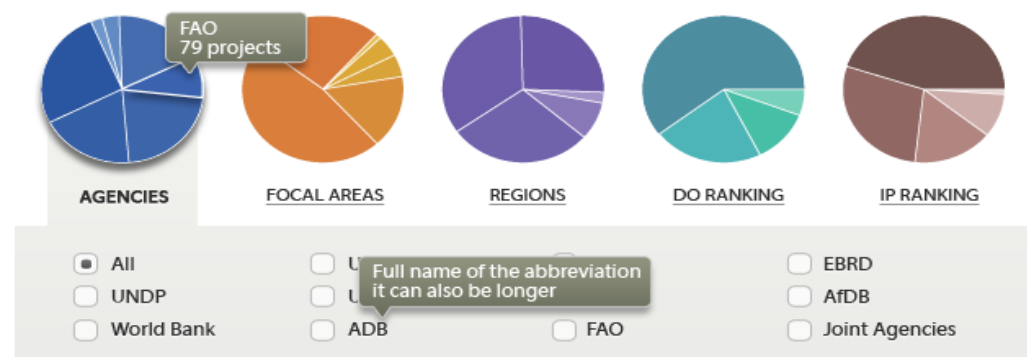
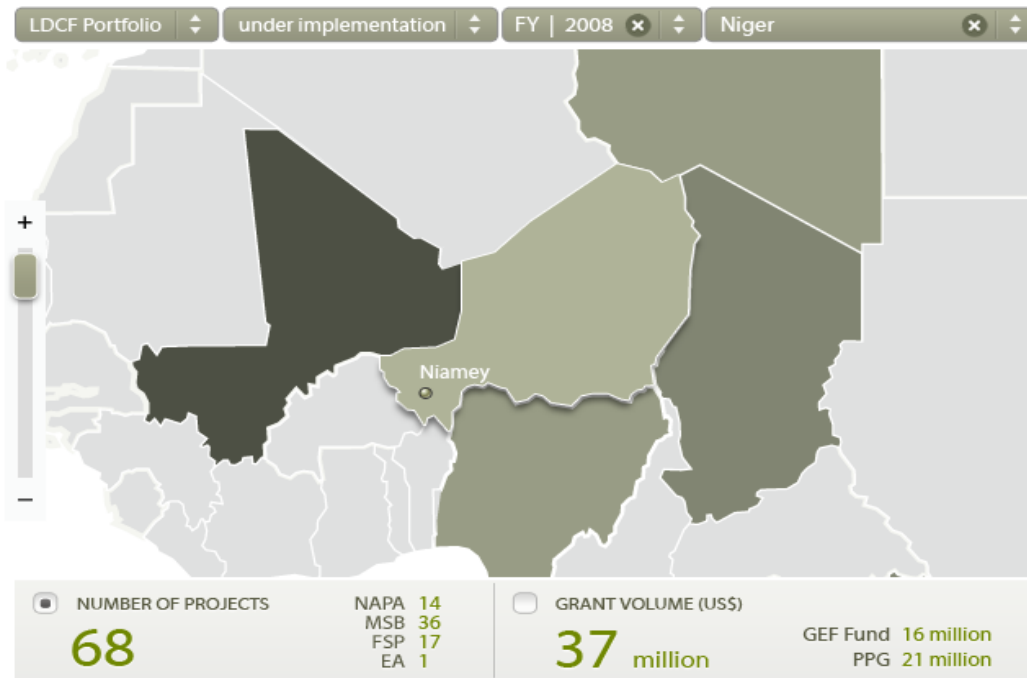
# Annual Monitoring Review

## AMR II is presented at Spring Council:

- Contains a deeper assessment of outcomes, experiences, and lessons learned from the GEF's active portfolio of projects, with an emphasis on those at mid-term and completion.
- The report is based on the results and lessons collected from Agencies project documentation received by the Secretariat, including tracking tool data, project implementation reports (PIRs), mid-term reviews (MTRs), and project completion reports or terminal evaluations (TEs) of projects under implementation in each GEF focal area.
- **AMR FY 13 revealed an increasingly catalytic role for the GEF in influencing policies, leveraging financing, and scaling up, and mainstreaming best practices.**



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Country Central African Republic | Agencies UNEP, IADB, FAO | Development sectors International Waters, Land Degradation | Fiscal year 2008

#	AGENCY Project Title Country	Grant amount (US\$) TYPE
1	UNDP Hydrogen Fuel Cell Buses for Urban Transport Niger	69,800 FP
2	UNDP Second Beijing Environment Project Niger	77,300 FP

## Mapping Portal to Access and Sort Data

The Web-mapping portal, links directly to the GEF online project database

Public Availability of Project Reports (PIRs, TTs, MTRs & TEs ) through the Mapping Portal

Next Step: Progress toward Results (outcomes & outputs) Captured through Mapping Portal

# Looking forward...

- The Secretariat will continue to strengthen its RBM system in the context of GEF-6 strategy. RBM can simply be defined as, “a management strategy focusing on performance and achievement of outputs, outcomes and impacts.”
- To effectively address global environmental degradation, the GEF needs a better evidence-base to assess effectiveness of approaches, and with a well-established knowledge base help drive those approaches forward.
- Results-based management and knowledge management are linked. In their development, results-based management will focus on how and what results we need to measure and what approaches are likely to yield the greatest results and knowledge, while knowledge management will focus on codifying and sharing those results and lessons.
- In response to the policy recommendations of the GEF-6 replenishment, the Secretariat prepared an RBM Action Plan for Council review.



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# RBM ACTION PLAN FOR GEF-6

- **Action Plan Vision:** Key management decisions on the provision and use of GEF financing in the GEF partnership are fully and efficiently informed by the best available information on results.
- **Action Plan Purpose:** To review and where necessary to improve the RBM system at the GEF Secretariat, building on the RBM systems and practices in the GEF Agencies.



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# Thank you!



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[www.theGEF.org](http://www.theGEF.org)