



Evaluation in the GEF and Training Module on Terminal Evaluations

GEF Expanded Constituency Workshop

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Overview

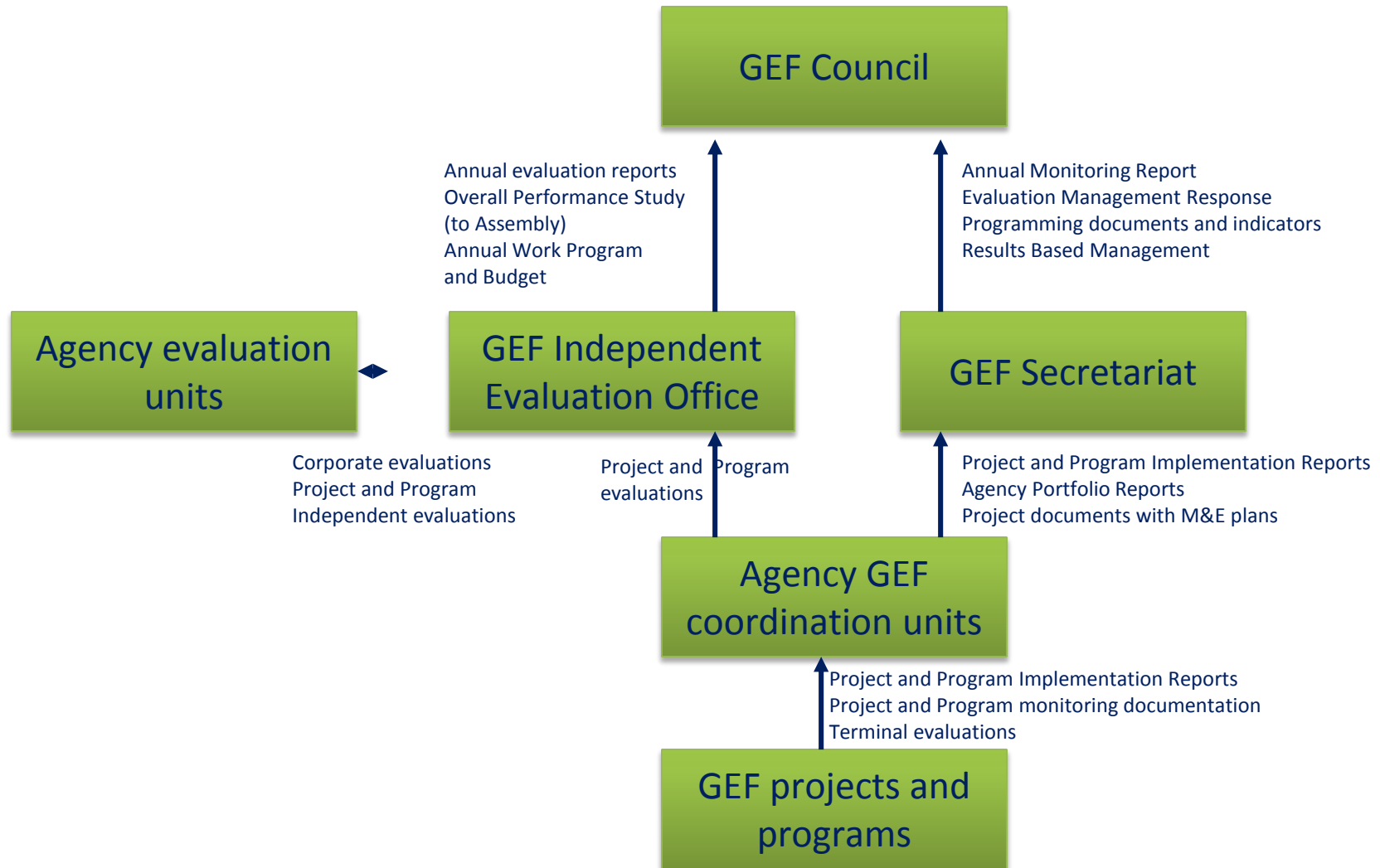
- Evaluation in the GEF:
 - Monitoring and Evaluation in the GEF
 - GEF Independent Evaluation Office (IEO)
 - GEF M&E Policy 2010
- Training Module on Terminal Evaluations

M&E in the GEF

Two overarching objectives:

- Promote **accountability** for the achievement of GEF objectives through the assessment of *results, effectiveness, processes, and performance* of the partners involved in GEF activities.
- Promote **learning, feedback, and knowledge sharing** on results and lessons learned among the GEF and its partners as a basis for decision making on policies, strategies, program management, programs, and projects; and to improve **knowledge and performance**.

Separate reporting lines for Monitoring (through Secretariat) and Evaluation (through Secretariat) and Evaluation (through IEO)



GEF Independent Evaluation Office

Mission:

Enhance global environmental benefits through excellence, independence, and partnership in monitoring and evaluation.

Functions:

Independent GEF Evaluation

Normative function

Oversight function

Knowledge sharing and dissemination

Brief history:

1996 — Initially established as an M&E unit within the GEF Secretariat

2003 — The M&E unit was made independent of the GEF Secretariat

2005 — The unit was renamed as GEF Evaluation Office

2013 — The office was renamed as GEF Independent Evaluation Office

GEF IEO Stakeholders



Clients with a governance role:

GEF Council,
GEF Assembly,
the Replenishment group



Clients that carry out decisions of the governing bodies:

GEF Secretariat,
GEF Agencies,
executing agencies at the country or regional level



Country clients



Clients involved in monitoring and evaluation



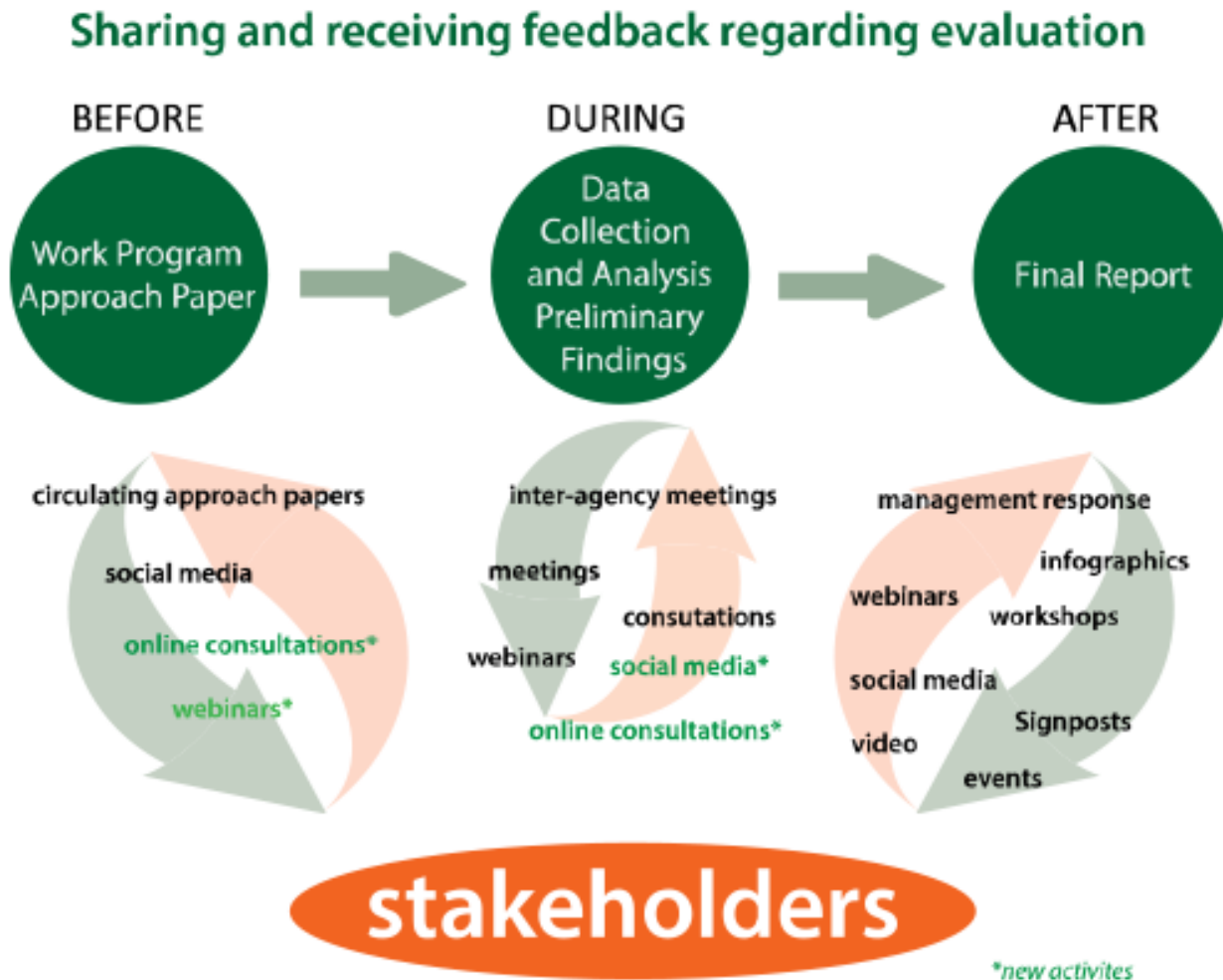
Wider audience: environmental entities, academia,
research institutions, civil society, general public

Types of Evaluations

Project Evaluations	Program Evaluations	Country Level Evaluations
Impact Evaluations	Cross-cutting and thematic evaluations	Process and performance evaluations
Ad-hoc Reviews	Overall Performance Studies (OPS)	Special Studies

Different TORs, scopes, frequency, audiences , methodologies

GEF IEO Dissemination and Knowledge Management



IEO Work Program for GEF-6

Multiple Benefits and Integrated Approaches



Evaluation of Multiple Benefits in the GEF

IEO in the GEF
multiple benefits
evaluation of



Evaluation of Programmatic Approaches

evaluation of
programmatic
evaluation of



Midterm Review of Integrated Programs

Midterm review
of integrated
Midterm review

Addressing Drivers of Global Environmental Change



Joint Impact Evaluation of GEF Support to Protected Areas and Protected Area Systems

Joint impact
evaluation of protected
areas and protected
area systems



Strategic Country-Level and Cluster Evaluations

Evaluating GEF Performance



Annual Performance Report

Annual performance
annual
annual



Evaluation of the Performance of the CSO network

the CSO network
performance of
evaluation of the



LDCF/SCCF Annual Evaluation Reports

Annual evaluation
annual evaluation
LDCF/SCCF

Mainstreaming of KM and Gender in all evaluations



Sixth Comprehensive Evaluation of the GEF:

GEF in the Changing Environmental Finance Landscape

Finance landscape
GEF in the changing environmental
evaluation of the GEF:
sixth comprehensive

The GEF M&E Policy

- Defines the concepts, role, and use of monitoring and evaluation within the GEF
- Defines the institutional framework and responsibilities
- Indicates the GEF minimum M&E requirements covering:
 - Project design
 - Application of M&E at the project level
 - Project evaluation
 - Engagement of Operational Focal Points in M&E
- Current M&E Policy: Approved by GEF Council in November 2010



Training Module on Terminal Evaluations

Introduction

- Purpose of this module is to:
 - Discuss importance and utility of terminal evaluations
 - Characteristics of a good terminal evaluation
 - Exercise on pre-requisites for preparing a good terminal evaluation
 - What needs to be done during project preparation and implementation
 - When a project is prepared
 - When a project is implemented
 - What needs to be done during preparation and delivery of a terminal evaluation
 - When a terminal evaluation is planned
 - When a terminal evaluation is conducted
 - When a draft report is prepared

Importance and Utility of Terminal Evaluations

- 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
- GEF M&E Policy (2010): Minimum Requirement 3
 - Terminal evaluations mandatory since 1995
 - For full-size projects required, encouraged for MSPs

Importance and Utility of Terminal Evaluations contd.

- 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

Characteristics of a Good Terminal Evaluation

- GEF IEO criteria for terminal evaluations quality:
 - Outcomes
 - Consistency and comprehensiveness
 - Sustainability
 - Lessons and recommendations
 - Project finances
 - M&E
- Other characteristics of good terminal evaluations:
 - Transparency and timeliness
 - Candor
 - Balance
 - Utility
- Question – is good terminal evaluation and good project performance the same?
- Terminal Evaluation Guidelines are available at:
<http://www.thegef.org/gef/Guidelines%20Terminal%20Evaluations>

Examples of Good Terminal Evaluations

- Links to examples of good terminal evaluations
 - GEF ID #394: http://www.thegef.org/gef/project_detail?projID=394
 - GEF ID #1599: http://www.thegef.org/gef/project_detail?projID=1599
 - GEF ID #1188: http://www.thegef.org/gef/project_detail?projID=1188
 - GEF ID #1348: http://www.thegef.org/gef/project_detail?projID=1348

Exercise: Pre-requisites for preparing a good terminal evaluation

- You will be asked to think about what needs to be done to facilitate preparation of a good terminal evaluation:
 - At different stages of terminal evaluation preparation
 - At project preparation and implementation
- Each group will discuss the requirements at each of these steps and will record their joint responses as bullets in the response sheet provided to them.
- After all stages have been discussed by the groups, one of the groups will present its response for a stage, others may add if their group had an additional bullets not yet covered. Each stage will be presented by a different group.
- We will end with a summary that pulls the discussion together

First Discussion:

What needs to be done during project preparation and implementation?

1 A. What needs to be done during the project preparation stage?

- Development of M&E plan
- Tracking tools

1 B. What needs to be done during the project implementation?

- Implementation of M&E plan
- Gathering of data on tracking tools

Second Discussion:

What needs to be done during preparation and delivery of a terminal evaluation?

Consider a situation where a project is about to be complete within one year. What needs to be done at different stages of terminal evaluation preparation to ensure that it leads to a good quality evaluation:

- 2 A. Commissioning of the terminal evaluation
- 2 B. Conduct of the terminal evaluation
- 2 C. Finalization of the terminal evaluation

Short Presentations by Stages

- Presentation on group discussion
- Summary



Thank you

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