



Global Environment Facility

Summary of Document GEF/C.31/11

Results-Based Management Framework

Recommended Council Decision

The Council reviewed the results-based management framework proposed in document GEF/C.31/11 and supports the proposed approach to monitoring performance and achievement of outputs, outcomes and impacts of GEF-financed activities and for annual reporting to the Council. The Council requests the GEF Secretariat, in consultation with the GEF agencies and the Evaluation Office, to further elaborate the specific elements of the results-based management framework necessary to fully operationalize it, and to submit to the Council at its meeting in June 2008 the first annual monitoring review.

EXECUTIVE SUMMARY

1. At its December 2006 meeting, the Council requested the Secretariat submit a results-based management framework for consideration at the June 2007 meeting. This document provides an overall concept for a results-based management (RBM) framework for the GEF. The paper outlines the conceptual and methodological building blocks of how the GEF as an institution intends to measure progress toward results and the associated monitoring activities that the Secretariat will undertake in collaboration with the GEF agencies.
2. The results based management framework (RBM) for the GEF will be implemented for GEF-4, incorporating monitoring and reporting at three levels: institutional (organization); programmatic (focal area); and project level. The framework is built on the strategic programming for GEF-4 focal area strategies and their associated indicators (GEF/C.31/10) and will tie closely to the proposed project cycle (GEF/C.31/7).
3. One of the core themes in developing a result-based framework in the GEF is to shift the institution from an “approval” culture to a “results-oriented” culture. The attempt is to move away from a “blue print” approach to project development and design, and towards a results-based adaptable approach focusing on delivering project outcomes and impacts during implementation.
4. Implementing an RBM system is part of a process intended to equip the GEF with the tools needed to assess how the GEF interventions contribute toward the institution’s overall goal. It is also the beginning of an ongoing process to better define the specific goals of the GEF and

to design mechanisms to ensure the measurement of progress towards those goals. At this stage, the GEF Secretariat will track specific performance measures at an institutional level on an annual basis.

5. The key components of the RBM framework will include both planning and reporting instruments. The development of strategic programs under GEF-4 with clear expected outcomes and indicators for each of the focal areas is an important planning instrument that allows the GEF to focus on clear results that contribute to its overall impact. The second component of the RBM is reporting that is linked to implementation. Several tools are being explored in this context.

6. An *Annual Monitoring Review* (AMR) will be developed to replace the current *Annual Portfolio Performance Review* (APPR) as the principle instrument for reporting. Portfolio review guidelines will be developed to monitor, inter-alia, project implementation progress, progress towards achievement of global environmental objectives, realization of co-financing, actions taken to achieve sustainability and replicability.

- The GEF Secretariat will need to develop in greater detail the specific elements needed to fully operationalize the RBM framework. The GEF Secretariat will work closely with the GEF agencies to establish the details of the system. Council will be informed of the details of the results-based management monitoring tools through the first AMR.