

50th GEF Council Meeting
June 07 - 09, 2016
Washington, D.C.

Agenda Item 05

GEF CORPORATE SCORECARD

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RESULTS-BASED MANAGEMENT ACTION PLAN: UPDATE ON PROGRESS AND PLANNED WORK

Decision:

The Council takes note of the Update of the Results-Based Management Action Plan, welcomes the GEF Corporate Scorecard, and requests that it be provided to Council for information on an ongoing basis.

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INTRODUCTION

This document consists of two parts, the GEF Corporate Scorecard and an update on progress of implementation of the Results-Based Management Action Plan. This is the first time that the GEF Corporate Scorecard is being presented to Council. Therefore, the Council is being asked to take note of the Scorecard in the form of a decision. Going forward, the updated Scorecard will be presented as an information document at each of the Council meetings.

GEF CORPORATE SCORECARD

APRIL 30, 2016

Contributions to the Generation of Global Environment Benefits

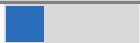


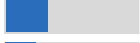









During the GEF-6 replenishment, the GEF-6 focal area strategies were designed to meet specific targets measured by key indicators. The table below shows the extent to which the GEF is meeting those targets in terms of the expected results of approved projects and programs in GEF-6 as of April 30, 2016. The table also includes the March 2016 Work Program.

Indicators	Target	Expected Results		
Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society				
Landscapes and seascapes under improved management for biodiversity conservation (million hectares)	300	153	51%	<div><div></div></div>
Sustainable land management in production systems (agriculture, rangelands and forest landscapes)				
Production landscapes under improved management (million hectares)	120	48	40%	<div><div></div></div>
Promotion of collective management of transboundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services				
Number of freshwater basins in which water-food-energy-ecosystem security and conjunctive management of surface and groundwater is taking place	10	7	70%	<div><div></div></div>
Globally over-exploited fisheries moved to more sustainable levels (percent of fisheries, by volume)	20	12	60%	<div><div></div></div>
Support to transformational shifts towards a low-emission and resilient development path				
CO _{2e} mitigated (million metric tons)*	750	882	118%	<div><div></div></div>
Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern				
POPs (PCBs, obsolete pesticides) disposed (metric tons)	80,000	16,000	20%	<div><div></div></div>
Mercury reduced (metric tons)	1,000	366	37%	<div><div></div></div>
ODP (HCFC) reduced/phased out (metric tons)	303	0	0	<div><div></div></div>
Enhance capacity of countries to implement MEAs (multilateral environmental agreements) and mainstream into national and sub-national policy, planning financial and legal frameworks				
Number of countries in which development and sectoral planning frameworks that integrate measurable targets drawn from the MEAs have been developed		75		
Number of countries in which functional environmental information systems are established to support decision-making **		9		

*The reported expected results for tons of CO_{2e}, 882 million tCO_{2e}, include expected benefits from all the focal areas and initiatives as follows: Climate Change Mitigation (363 million); IAPs (122 million); SFM (133 million); Non-Grant Instrument (33 million); and other multi-focal area (231 million). The GEF-6 target of 750 million tCO_{2e} was set only for Climate Change Mitigation focal area, which achieved 48% of the target by April 30, 2016. **This number is derived from Cross-Cutting Capacity Development projects only. Therefore, it is likely to massively underestimate the number of countries other GEF projects have supported.

Programming Report as of April 30, 2016

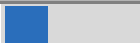
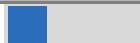










This section summarizes the progress made in programming GEF-6 resources as of April 30, 2016. It provides a cumulative summary of GEF-6 utilization of funds against the programming targets that were established by the Council during the GEF-6 replenishment.

GEF Focal Area and Corporate Program	Target (USD millions)	Programmed (USD millions)	Utilization
Biodiversity	1,101	311	28% 
Climate Change	1,130	364	32% 
Land Degradation	371	110	30% 
Chemicals and Waste	554	177	32% 
International Waters	456	104	23% 
Non-Grant Pilot	110	92	84% 
Country Support Program (CSP)	23	9	39% 
Cross-Cutting Capacity Development (CCCD)	34	9	26% 
Small Grants Program (SGP)	140	70	50% 
Sustainable Forest Management (SFM) Program	230	122	53% 
Integrated Approach Pilot (IAP)--Commodities	45	45	100% 
Integrated Approach Pilot (IAP)--Cities	55	55	100% 
Integrated Approach Pilot (IAP)--Food Security	60	60	100% 

STAR Utilization Percentages as of April 30, 2016

The System for Transparent Allocation of Resources (STAR) is the GEF's resource allocation system for the biodiversity, climate change, and land degradation focal areas. The tables give the GEF-6 utilization rates by region and focal area.

Region Utilization by

Focal Area	Biodiversity	Climate Change	Land Degradation
Africa	32% 	29% 	34% 
Asia	20% 	40% 	16% 
ECA	30% 	30% 	37% 
LAC	32% 	37% 	28% 

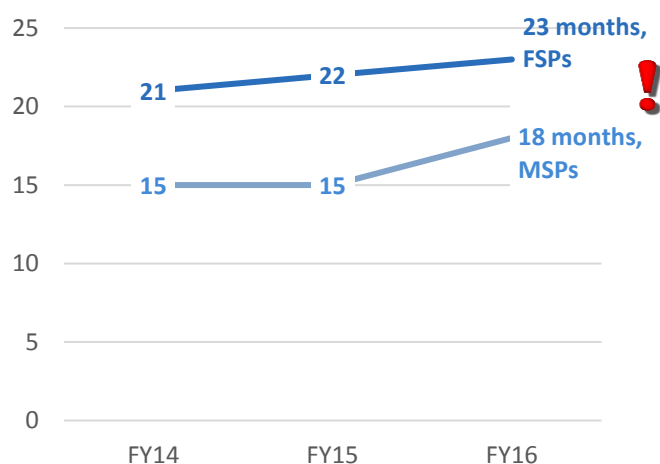
Corporate Efficiency and Effectiveness

As part of the GEF-6 replenishment process, the GEF introduced a number of indicators aimed at tracking effectiveness of the GEF.

Project Cycle Effectiveness

The analysis is based on endorsed/approved projects for the following periods for Full-Sized Projects (FSPs) and Medium-Sized Projects (MSPs): FY14, 129 FSPs and 18 MSPs; FY15, 137 FSPs and 66 MSPs; FY16, 68 FSPs and 42 MSPs.

Average time (months) for projects to be processed **between PIF approval by Council and CEO endorsement*****
Target for FSPs: 18 months/MSPs: 12 months

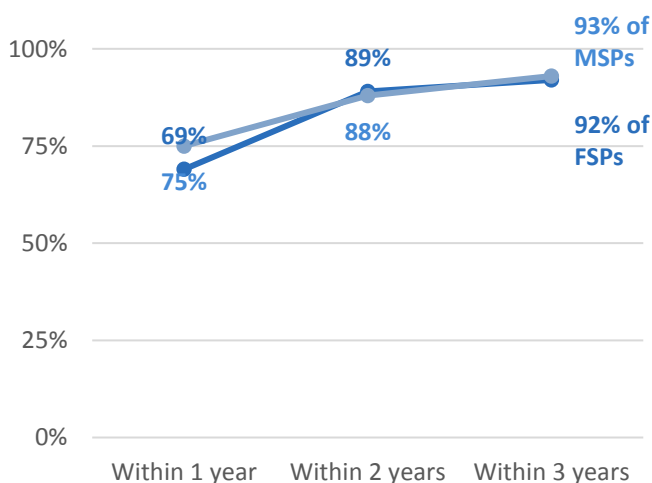


*** It is expected that the average months of overdue projects will decline once the recently approved cancellation policy is in full effect.

First Disbursement

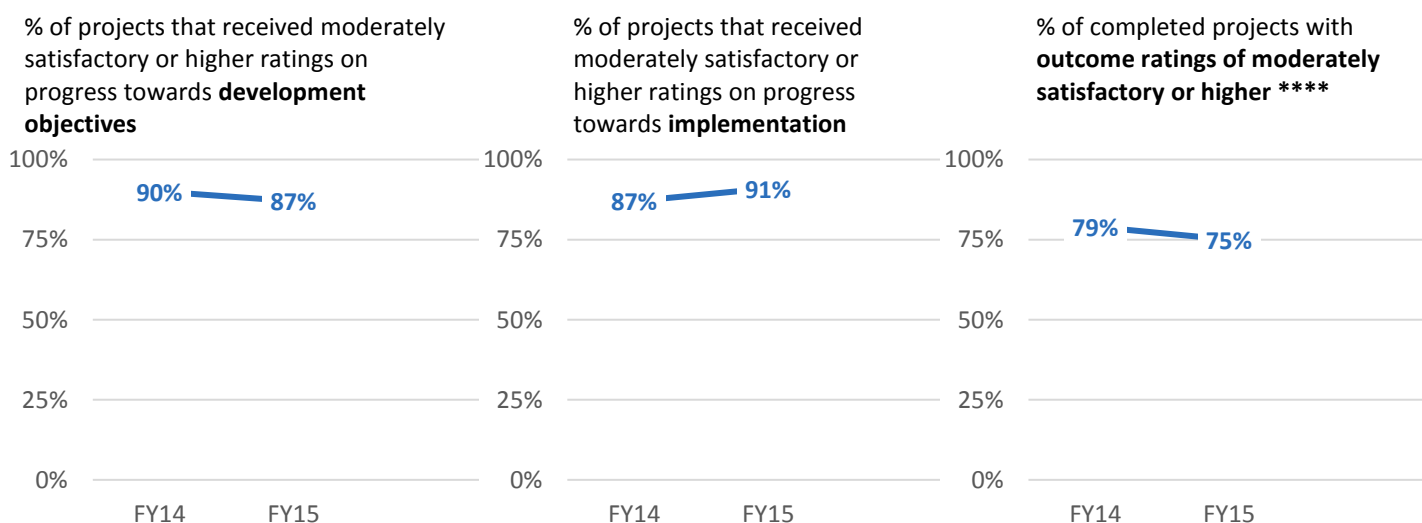
The analysis is based on cohorts of GEF Trust Fund projects endorsed/approved in FY11, FY12, FY13 and FY14. The analysis is based on 579 projects (416 FSPs and 163 MSPs).

Percentage of projects that have had **first disbursement** within 1, 2 and 3 years after Council endorsement



Results Driven Implementation

The GEF portfolio under implementation was self-rated by Agencies through annual project implementation reports (PIRs). The analysis is based on 742 projects that were under implementation in FY15 and 721 projects in FY14.



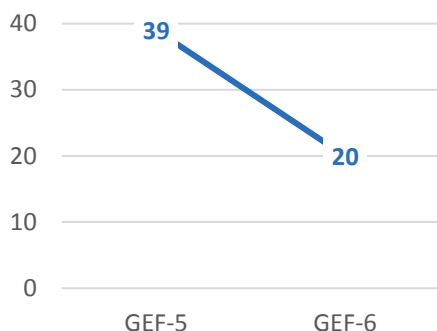
**** The number of projects in a single year Annual Performance Report (APR) cohort is too small to indicate trends in lower outcome ratings.

Corporate Efficiency and Effectiveness (continued)

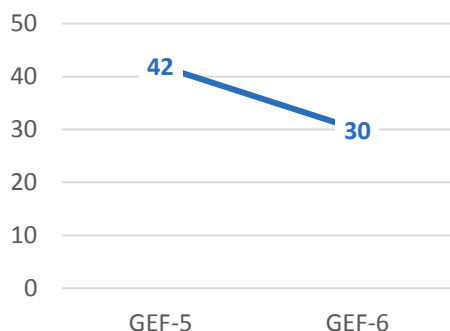
Improve GEF Outreach

The Country Support Programme (CSP) is the main tool for carrying out the Country Relations Strategy, including the following components.

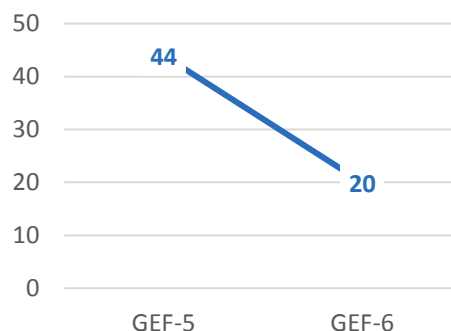
Number of Expanded Constituency Workshops (ECW)



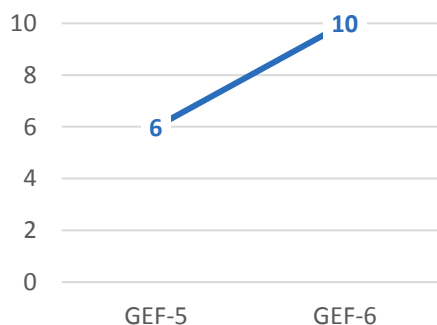
Number of National Portfolio Formulation Exercises (NPFE)



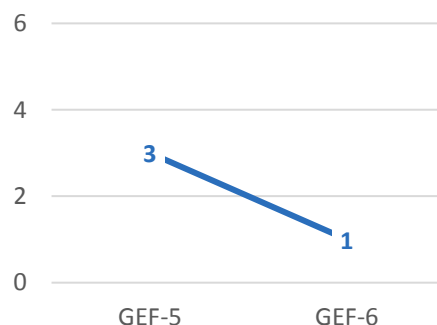
Number of Constituency Meetings



Number of National Dialogues



Number of Familiarization Seminars

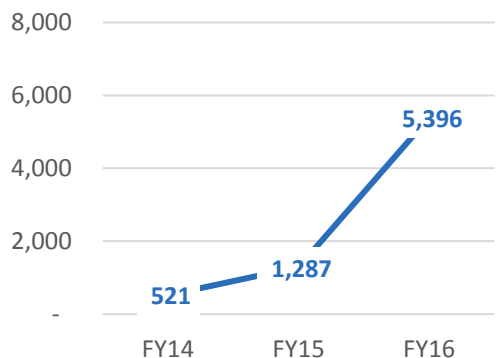


Important note: The values for GEF-6 are naturally lower, because GEF-6 is only in its second year of implementation. In addition, the cut-off date for this report was April 30th while the fiscal year lasts until June 30th, 2016.

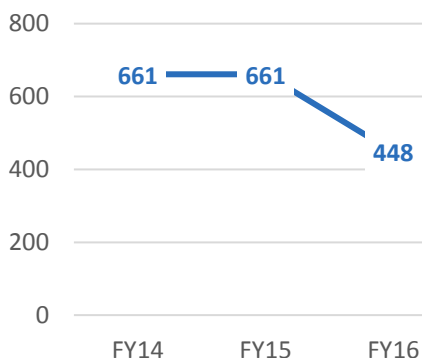
Communication*****

This section displays the number of GEF stories or mentions in the media and the number of users of GEF electronic media.

Number of GEF Stories/Mentions in Media



Number of Users of GEF Electronic Media (in thousands)

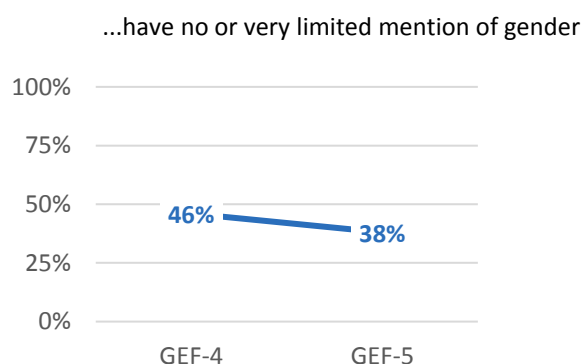
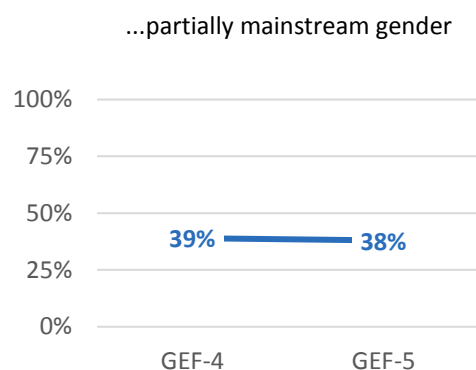
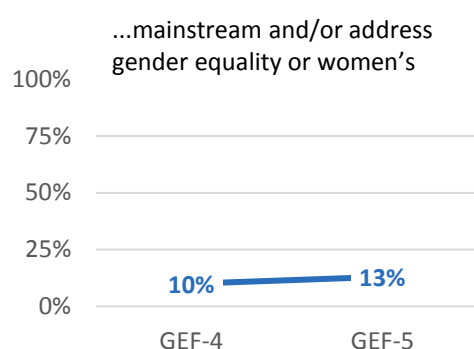
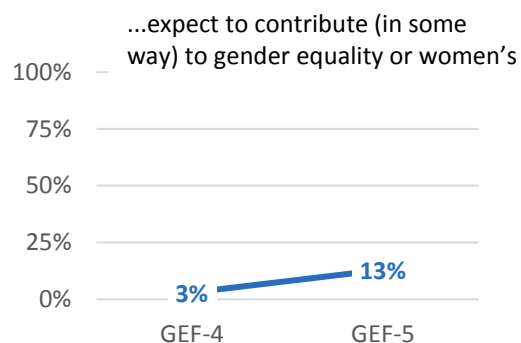


****** The media hits or GEF stories is the number of news outlets (print or online) that mentioned the GEF in a story during that time period. The GEF is producing more newsworthy stories that people want to report on, read, and/or share on social media. The number of electronic visitors is the sum of website visitors, Facebook likes, Twitter followers and Youtube subscribers. Target: Minimum of 2 new stories per week on the GEF website and daily promotion of at least one partner story on social media.*

Corporate Efficiency and Effectiveness (continued)

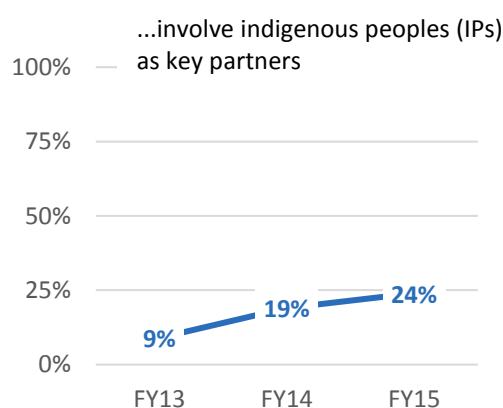
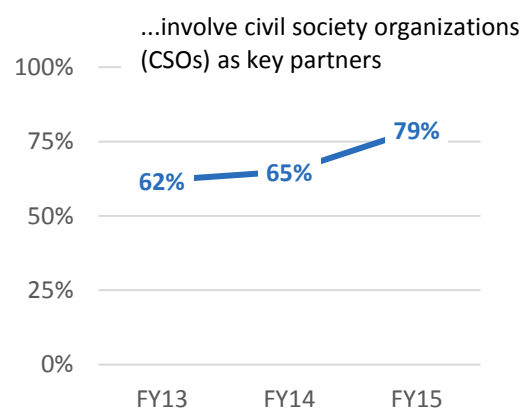
Gender

The analysis is based on a review of 151 mid-term reviews (MTRs) and terminal evaluations (TEs) that were submitted by GEF Agencies in FY15 and then categorized (based on the criteria outlined in the annex) under their respective GEF replenishments. The analysis of gender for GEF-6 projects at quality of entry will be conducted for the next Scorecard to be presented at the October council. The following graphs show the **percentage of FY15 projects that...**



Stakeholder Involvement

The analysis is based on a review of 151 projects that were submitted by GEF Agencies in FY15, and compared with data from FY13 and FY14. It is important to note that this analysis is limited to a cohort of projects for which mid-term reviews (MTRs) and terminal evaluations (TEs) were received during their respective fiscal years. The cohort of projects does not necessarily represent the thematic and geographical distributions of the GEF's entire portfolio. The following graphs show the **percentage of FY15 projects that...**

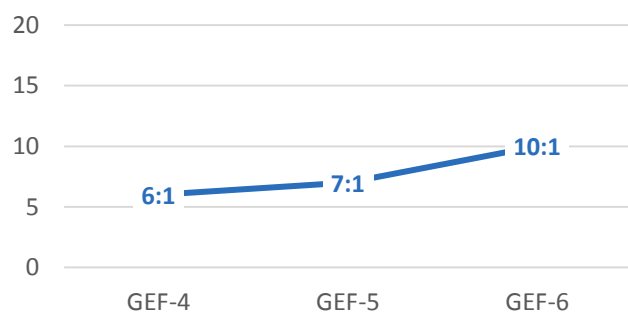


Corporate Efficiency and Effectiveness (continued)

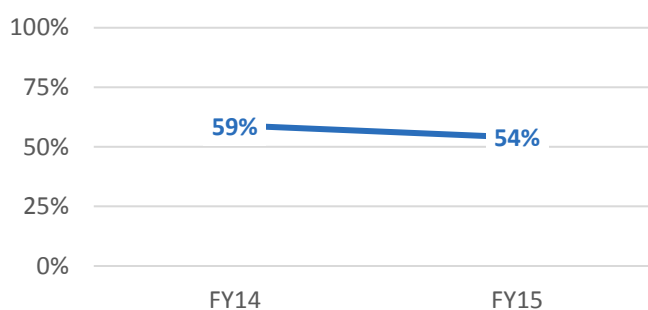
Co-Financing

This section displays the ratio of the cumulative project co-financing for GEF grants, and the percentage of completed projects that have realized 100% of their promised co-financing.

Ratio of cumulative project co-financing to GEF grants



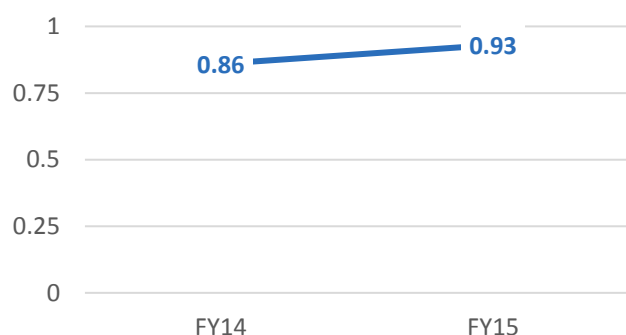
% of completed projects that have realized 100% of their promised cofinancing



Improved Diversity in Secretariat Staffing

The Diversity Index follows the World Bank's definition; it is a normalized, weighted average of several indicators.

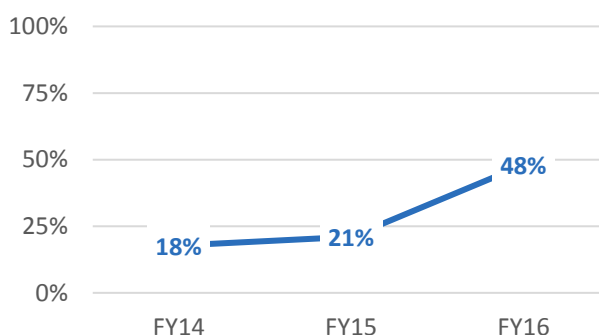
Diversity Index as computed by the World Bank



Private Sector Share

This graph displays the share of the private sector in GEF co-financing*****

Share of private sector co-financing (%)



*****The sharp increase in share of the private sector co-financing in FY16 is due to the high volume in the share of private sector cofinancing for two particular projects: IBRD Geothermal Energy Upstream Development and Investing in Renewable Energy Project Preparation under the Sustainable Energy Fund for Africa (SEFA).

Detailed Methodological Annex for Gender Analysis

The GEF Secretariat used the following criteria to score the results indicators on gender. The Secretariat remains at the Agencies' disposal for any questions regarding the scoring methodology.

Results indicators on gender, with accompanying criteria for scoring

Indicator	Criteria	Score
Percentage of projects that expect to contribute (in some way) to gender equality or women's empowerment	<p>Evidence of gender analysis (e.g., identification of gender barriers, and analysis of different rights, roles, priorities, and capabilities between women and men).</p> <p>Evidence of gender-responsive stakeholder engagement processes or plans (e.g. stakeholder mapping and analysis consider both women's and men's interests).</p> <p>Evidence of specific project components, activities or budget allocated to narrowing gender disparities and/or to address distinctive needs of women.</p> <p>Results framework includes gender-disaggregated indicators and mechanisms to <u>monitor gender impact</u> (e.g., level of income generated from project activities for women and men).</p>	3
Percentage of projects that mainstream and/or address gender equality or women's empowerment issues	<p>Evidence of gender analysis (e.g. identification of gender barriers, and analysis of different rights, roles, priorities, and capabilities between women and men).</p> <p>Evidence of gender-responsive stakeholder engagement processes (e.g., stakeholder mapping and analysis consider both women's and men's interests).</p> <p>Evidence of specific project components, activities or budget allocated to address gender (e.g., evidence that activities to mainstream gender occur).</p> <p>Results framework includes gender-disaggregated indicators, and mechanisms to monitor gender at the <u>output level</u> (e.g., share of women and men as direct beneficiaries).</p>	2
Percentage of projects that partially mainstream gender	<p>Evidence of gender analysis or social assessment that includes gender elements.</p> <p>Evidence that gender is reflected in the project analysis, activities, and/or the stakeholder approach.</p> <p>Results framework may or may not include gender-disaggregated indicators.</p>	1
Percentage of projects that have no or very limited mention of gender	Gender equality or women's empowerment is not mentioned or just mentioned very superficially.	0
Percentage of projects stating that gender is not deemed relevant	Project document mentions that gender is not deemed relevant.	n/a

RESULTS-BASED MANAGEMENT ACTION PLAN: UPDATE ON PROGRESS AND PLANNED WORK

BACKGROUND

1. In October 2014, the Council approved a Results-Based Management (RBM) Action Plan (Document GEF/C.47/05), which set out a way for the GEF to strengthen its RBM system in support of the objectives of the GEF 2020 strategy and the GEF-6 replenishment. GEF 2020 emphasizes the need for the GEF to improve its capacity to more efficiently “measure what matters” and to “close the feedback loop,” the classic twin challenges of any effective results management system.
2. The RBM Action Plan set forth the following vision and purpose:
 - (a) **Vision:** Key management decisions on the provision and use of GEF financing in the GEF partnership – particularly those involving the GEF Secretariat and Council – are fully and efficiently informed by the best available information on results.
 - (b) **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.
3. Under the RBM Action Plan, the GEF Secretariat, in partnership with the Agencies and Conventions, committed to pursue five key actions:
 - (a) Action 1: Review and, where necessary, upgrade all focal area results frameworks at the GEF, with a focus on alignment, efficiency, and relevance.
 - (b) Action 2: Strengthen corporate-level results reporting.
 - (c) Action 3: Review and upgrade GEF’s IT platform to support the RBM system.
 - (d) Action 4: Review and, where necessary, strengthen management and working capacity of the RBM system in the GEF Secretariat.
 - (e) Action 5: Conduct an independent assessment of the improved RBM system.

RBM ACTION PLAN IMPLEMENTATION PROGRESS

4. In June 2015, the Secretariat provided an update to Council on progress toward implementing the five actions (see GEF/C.48/Inf.07). That update noted the following progress:
 - (a) Discussions about possible improvements to the Corporate Results Framework, consideration of whether to develop a GEF Corporate Scorecard, and collaboration with GEF Agencies on updates to GEF focal area tracking tools.
 - (b) Identification of opportunities to substantially improve the Annual Monitoring Report (AMR) process, including by ensuring that reporting is focused on the key indicators contained in the corporate results framework and by presenting deeper, more focused technical analyses and lessons learned.

- (c) Reinforcement of the case for substantial enhancements to the IT platform to support the RBM and the GEF more broadly.
- (d) Creation of a new team on RBM in the Policy, Partnerships and Operations Division, and investment in staff capacity in this area.
- (e) Initial discussions with the GEF Independent Evaluation Office (IEO) about an independent assessment of the improved RBM system.

5. Since June 2015, the Secretariat has continued to make progress toward implementing the Action Plan, as described below.

<p><u>Action 1:</u> Review and, where necessary, upgrade all results frameworks at the GEF with a focus on alignment, efficiency, and relevance</p>	<p>6. This action item has been completed. Following the recommendations of the fifth Overall Performance Study from the GEF IEO at the beginning of GEF-6, in July 2015, the majority of focal area tracking tools were simplified to some extent and aligned with their respective results frameworks. This action will be further advanced through the development of a prospective results framework and RBM monitoring proposal for GEF-7, as described in action 6 below.</p>
<p><u>Action 2:</u> Strengthen corporate-level results reporting</p>	<p>7. Action 2 is under implementation. The RBM team is working to strengthen and facilitate reporting to the Council using a Corporate Scorecard and an improved Annual Portfolio Monitoring and Results Report (APMR). The objectives are to provide evidence for key management decisions and to better meet Council reporting requirements. The first GEF Corporate Scorecard is part of the present document (GEF/C.50/03). The Corporate Scorecard has been developed in a consultative manner and will be presented at every Council meeting from June 2016 onward. The APMR will be presented once a year, starting in October 2016.</p> <p>8. The RBM team is currently conducting a retrospective data mining and analysis exercise; aggregating quantitative and qualitative data from focal area tracking tools, mid-term reviews and terminal evaluations per country and replenishment; and identifying lessons learned on data quality and consistency. The objective is to facilitate data analysis from existing GEF reporting starting with GEF-4 to inform the 2016 APMR, as well as to inform discussions on the future strategic directions for data collection, data quality and data use in GEF-7.</p>

<u>Action 3:</u> Review and upgrade GEF's IT platform to support the RBM system	<p>9. The aim of the RBM team is to strengthen the system for results reporting and management. For this system to be effective, it will rely on an improved IT platform – the new Project Management Information System (PMIS) – which is under development. Together with the IT team, the RBM team is currently working on an IT-based reporting system, and is also developing a dashboard to instantly obtain real-time information on agency reporting compliance, e.g. whether mid-term reviews or terminal evaluations have been submitted on time and accompanied by completed tracking tools. GEF will then be able to generate instant reports, including on corporate and focal area results from the system. This is particularly important in light of the ongoing need to respond to ad-hoc requests from GEF partner agencies, donor countries, and other stakeholders.</p> <p>10. In addition, the RBM team has been reviewing the current data on the IT platform for timeliness, quality, consistency, reliability and completeness. The team is working to fill data gaps in order to enhance the quality of reporting and facilitate data use.</p>
<u>Action 4:</u> Review and strengthen management and working capacity for RBM in the GEF Secretariat	<p>11. Since September 2015 a much strengthened RBM team has been in place in the Policy, Partnerships and Operations Unit. Over the past ten months significant efforts have been put into building a clear forward strategy, training staff, and engaging more widely across the Secretariat on this core issue.</p>
<u>Action 5:</u> Conduct an independent assessment of the improved RBM system	<p>12. Further progress is needed before such an assessment should be considered by the GEF Independent Evaluation Office.</p>

ADDITIONAL ACTION AREAS

13. The RBM team has reviewed progress in implementing the RBM Action Plan, and is now proposing to add two additional RBM action areas to meet the overarching objective of the plan. As RBM is a cross-cutting issue, all actions will be carried out through joint work with all relevant units of the Secretariat and Agencies. The RBM team will also ensure the collection of gender-relevant data and its use for relevant decision-making.

14. **Action 6: Develop an RBM framework proposal for GEF-7.** The objective of this action is to engage with different GEF constituencies on ways to improve RBM under GEF-7, and to develop a constructive proposal on how to substantially streamline and simplify RBM approaches.

15. The current retrospective data mining and analysis exercise described in paragraph eight before will inform discussions on the future strategic directions for data collection and data use in GEF-7. One possible way forward could be to agree on a limited number of core indicators that would be measured consistently across all GEF projects and programs and could be easily aggregated for corporate-level reporting. Instead of having a large number of data points, the emphasis would be on improving the quality of data through an approach that involves less breadth and more depth. Core indicators would cover the Global Environmental Benefits and broader socio-economic benefits, including on cross-cutting issues such as gender.

16. To work in a participatory manner towards meaningful reporting during GEF-7, an RBM working group, including agencies and wider GEF stakeholders, will be established. Activities will include identifying the information needed to inform key GEF decisions and to satisfy GEF reporting requirements to the Conventions; identifying key GEF information users/audiences; and developing a business case for prioritizing information collection and dissemination for key audiences. The output of the RBM working group will be a proposal for an RBM framework for GEF-7 in time to inform the replenishment.

17. **Action 7: Improve data quality, increase learning, and potentially enhance the use of geospatial Information.** Building on action 3, the GEF is putting increased emphasis on data quality. A concerted effort to update the existing Project Monitoring Information System and its underlying data sets will enhance the reliability of automatically generated reports. In addition to facilitating formal reporting and advancing data use, the RBM team will collaborate closely with the Knowledge Management team to enrich reporting through the collection of evidence around project successes and failures.

18. In order to increase learning, the GEF will also explore the option of potentially enhancing the role of mid-term reviews (MTRs), and seek ways to enhance real-time learning from the portfolio. For example, MTRs could systematically incorporate questions that speak to highly relevant performance issues; e.g. to what extent and how is the project/program (a) addressing drivers of environmental degradation; (b) proposing effective integrated solutions; (c) supporting innovation, and (d) supporting gender considerations.

19. The GEF Secretariat is currently undertaking a needs assessment with staff and the wider GEF partnership to explore the potential value-added of enhanced use of geospatial information in the GEF. Geo-locating GEF project locations and displaying them on maps could lead to advantages such as better knowledge of the geographical reach of GEF investments, more informed planning, and the possibility of monitoring of certain data from earth observation systems. These potential uses of geospatial information need to be further explored.