



GEF/ME/C.44/Inf. 01
May 24, 2013

GEF Council
June 18-20, 2013
Washington, D.C.

ANNUAL PERFORMANCE REPORT 2012

(Prepared by the GEF Evaluation Office)

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Annual Performance Report 2012

1. Background and Main Conclusions

1.1 Background

The Annual Performance Report (APR), prepared by the GEF Evaluation Office, provides a detailed overview of the performance of GEF activities and processes, key factors affecting performance, and the quality of Monitoring and Evaluation systems (M&E) within the GEF partnership. The APR provides GEF Council members, Countries, Agencies, and other stakeholders information on the degree to which GEF investments are meeting their objectives, and where areas for improvement may be found. The APR 2012 will be published on the website of the Evaluation Office with additional annexes.

APR 2012, the ninth APR produced by the GEF EO to date, contains an assessment of 78 completed projects that are being covered for the first time. These projects account for \$289.5 million in GEF funding. The cohort of 78 projects consists of projects for which terminal evaluation reports have been submitted to the GEF Evaluation Office from the period October 1, 2011 to September 30, 2012¹. To assess any trends, the performance of completed projects that have been reported on in earlier APRs is included as well. This year's APR is also being prepared as an input to the Fifth Overall Performance Study being conducted the Evaluation Office.

As in past years, APR 2012 reports on project outcomes, sustainability of project outcomes, quality of project implementation and execution, trends in co-financing, trends in project completion extensions, quality of project monitoring and evaluation systems, and quality of terminal evaluation reporting.

Findings presented herein are based primarily on the evidence presented in terminal evaluation reports prepared by GEF agencies at the time of project completion. Verification of performance ratings is largely based on desk reviews. The evaluation offices of the World Bank, UNDP, and UNEP, have been conducting desk reviews for verification of the project performance and ratings assessment provided in their respective agency's terminal evaluations. The GEF Evaluation Office has started adopting the ratings from the evaluation offices of these three GEF agencies as past reviews have shown them to be consistent with those provided by the GEF Evaluation Office. Where the evaluation offices of these agencies have undertaken independent reviews of terminal evaluations, their ratings have been adopted. In other instances, ratings provided by the GEF Evaluation Office are reported.

This year's management action record tracks the level of adoption of 21 separate decisions of the GEF Council: 10 that were part of MAR 2011, and 11 new decisions introduced during one of the two Council meetings held in FY 2012. In addition to the decisions that pertain to the GEF Council, the Evaluation Office has started tracking the decisions of the Least Developed Countries Fund and Special Climate

¹ A small number of recently completed projects for which terminal evaluations were submitted to the GEF EO before the September 30, 2012 cutoff date are not included in the APR 2012 cohort because the respective evaluation offices of the Agencies were still undertaking independent reviews of the terminal evaluations.

Change Fund (LDCF/SCCF) Council. One decision from the LDCF/SCCF Council's November 2011 meeting is tracked in MAR 2012.

The performance matrix, presented in Chapter 7, provides a summary of GEF Agency performance on key indicators. Of the 10 indicators presented in the matrix, based on the additional information on the APR 2012 cohort, values on five of the indicators have been updated.

1.2 Findings and conclusions

Conclusion 1: Eighty-seven percent of projects within the APR 2012 cohort have overall Outcome ratings in the satisfactory range. While not necessarily indicative of a trend, the percentage of projects with Outcome ratings in the satisfactory range has risen between OPS cohorts.

To date, overall outcomes of 486 completed projects have been rated, based on the extent to which project objectives were achieved; the relevance of project results to GEF strategies and goals and country priorities; and the efficiency with which project outcomes were achieved. Key findings of this assessment are:

- Outcome ratings on GEF projects have on average risen over the past eight years to where 86% of projects in the OPS5 cohort (see adjacent box for OPS terminology used in this report) have ratings in the satisfactory range compared with 80% of projects in the OPS4 cohort (see Table 1). OPS5 cohort projects with Outcome ratings in the satisfactory range account for 83% of GEF funding.
- A substantial improvement in the overall Outcome ratings of UNEP and UNDP projects is seen between four-year OPS cohorts. Ninety-five percent of UNEP projects and 88% of UNDP projects within the OPS5 cohort have Outcome ratings in the satisfactory range, compared to 74% and 78% of projects, respectively, in the OPS4 cohort.
- Two areas that continue to underperform relative to the larger GEF portfolio are projects in African states and projects in Small Island Developing States (SIDS). Seventy-seven percent of African projects have Outcome ratings in the satisfactory range, vs. 85% for non-African projects. Similarly, 74% of SIDS projects have Outcome ratings in the satisfactory range vs. 84% for non-SIDS projects.
- A small rise in the percentage of GEF projects with overall Outcome ratings in the satisfactory range is seen between projects in GEF-2 and GEF-3 replenishment phase cohorts. The difference is statistically significant at a 90% confidence level.

Box 1. OPS terminology used in this report

APR 2012 coincides with the release of the fifth Overall Performance Study (OPS5) by the GEF Evaluation Office. To facilitate compatibility between APR 2012 and the OPS5 reports, APR 2012 uses the terms OPS4 and OPS5 to refer to two distinct four-year APR cohorts of reviewed projects:

- OPS4 covers APR 2005-2008
- OPS5 covers APR 2009-2012.

Table 1. Overall Outcome ratings for GEF projects and funding within APR 2005-2012 cohorts.

Criteria	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	All cohorts
Percentage of projects with Outcomes rated MS or higher	82%	84%	73%	81%	91%	91%	80%	87%	84%
Number of rated projects	39	64	40	62	55	46	102	78	486
Percentage of GEF funding with Outcomes rated MS or higher	84%	88%	69%	74%	92%	88%	79%	80%	81%
Total GEF funding in rated projects (millions USD)	255.3	254.3	198.3	275.3	207.8	158.6	414.3	289.5	2,053.4

Conclusion 2: Sixty-six percent of projects in the APR 2012 cohort have Likelihood of Sustainability ratings of moderately likely or above - similar to the long-term average. Financial risks continue to present the biggest threat to sustainability.

Seventy-six of 78 projects within the APR 2012 cohort, and 468 projects within the APR 2005-2012 cohort were rated on Likelihood of Sustainability of outcomes. Key findings of this assessment are:

- Roughly two-thirds of GEF projects and funding in projects in the APR 2012 cohort have Sustainability of outcome ratings of moderately likely or higher - just above the 8-year averages.
- Financial risks present the most common threat to project sustainability, with outcomes of 29% of projects in the APR 2005-2012 cohort either unlikely or moderately unlikely to be sustained due to financial risks (out of 405 rated projects). Threats to project sustainability arising from institutional or governance risks are not far behind, with outcomes of 21% of projects either unlikely or moderately unlikely to be sustained due to institutional or governance factors (out of 407 rated projects).
- Within the APR 2005-2012 cohort just over half of GEF projects and funding have both Outcome ratings in the satisfactory range and Sustainability of outcome ratings of moderately likely or higher. Percentages for the APR 2012 cohort are slightly higher than the long-term average, although the difference is not statistically significant.

Conclusion 3: More than 80% of rated projects were assessed to have been implemented and executed in a satisfactory manner. Overall, jointly implemented projects have lower Quality of Implementation ratings than those implemented by a single agency.

The Evaluation Office has been tracking the Quality of project Implementation and Execution of completed projects from FY 2008 onwards. Key findings from this assessment are:

- Eighty-six percent of projects and funding within the APR 2012 cohort (out of 76 rated projects) have Quality of Implementation and Quality of Execution ratings in the satisfactory range.
- Projects under joint implementation, which comprise some 3.5% of GEF projects (17 projects) within the APR 2005-2012 cohort, have lower Quality of Implementation ratings than those implemented by a single Implementing agency (63% vs. 83%, respectively). This probably reflects the increased complexity in jointly implemented projects and suggests that these

projects do not receive the same degree implementation support as such projects would warrant.

Conclusion 4: There has been a significant increase in the percentage of promised co-financing realized.

APR 2009 concluded that the GEF gains from mobilization of co-financing through efficiency gains, risk reduction, synergies, and greater flexibility in terms of the types of projects it may undertake. Given these benefits, co-financing has been a key performance indicator for the GEF. Some key findings from this year's assessment of trends in co-financing are:

- The amount of total promised co-financing to the total GEF grant has increased 40% between OPS cohorts, from 2 dollars of promised co-financing per dollar of GEF grant in the OPS4 cohort to 2.8 dollars of promised co-financing per dollar of GEF grant in the OPS5 cohort.
- The amount of realized (actual) to promised co-financing has increased 55% between OPS cohorts, from just over 90% of promised co-financing realized in the OPS4 cohort, to more than 140% of promised co-financing realized in the OPS5 cohort.
- The increase in the median amount of realized to promised co-financing between OPS cohorts is more modest – from 100% to 110% – indicating that a few outlying projects are responsible for generating large amounts of additional co-financing.

Conclusion 5: High quality of project management and a high level of support from governmental and non-governmental stakeholders seem to be important determinants of high outcome achievements. Poor quality of project design and management on the other hand lead to low outcome achievements.

To provide additional insights into the kinds of factors associated with higher and lower performing projects – i.e., projects with overall outcomes of moderately satisfactory or higher, and those below this threshold – the GEF EO conducted an in-depth desk review of the 281 terminal evaluations within the OPS5 cohort, looking for evidence within the evaluations' narratives. Key findings include:

- Seventy-one percent of the 233 assessed terminal evaluations of projects with overall Outcome ratings in the satisfactory range report that high quality of project led to the project's overall high outcome achievements.
- Fifty-six percent of assessed terminal evaluations of projects with overall Outcome ratings in the satisfactory range cite strong non-state stakeholder support as positively contributing to the project's overall Outcome rating.
- Poor project design is the factor most often cited as hindering project performance among the 41 assessed projects with overall outcome ratings below moderately satisfactory.
- Seventy-one percent of the 41 assessed terminal evaluations of projects with overall outcome ratings below the satisfactory range cite poor project management as a factor in the poor performance of the project.

Some evidence is found in assessed terminal evaluations that strong project management can sometimes overcome weaknesses in project design. Thirty-one, or 19%, of the 223 assessed projects with Outcome ratings in the satisfactory range had important weaknesses in design, according to the terminal evaluations, but succeeded in large part in meeting project expectations due to timely corrective actions taken by project management.

Conclusion 6: Ratings on Quality of M&E Design and M&E Implementation continues to be low.

Despite changes in M&E policy² designed to improve the quality of M&E systems, ratings of M&E systems provided in terminal evaluations since APR 2006 continue to show gaps in M&E arrangements. Key findings of this assessment are:

- Sixty-six percent, or two-thirds, of rated projects (out of 421 projects) have M&E Design ratings in the satisfactory range, and ratings have remained essentially flat between OPS cohorts³.
- Sixty-eight percent of rated projects (out of 390 projects) have M&E Implementation ratings in the satisfactory range, and ratings between OPS cohorts have declined slightly, from 71% in the OPS4 cohort to 66% in the OPS5 cohort. The difference is not statistically significant however.
- Among rated projects, a greater proportion (74%) of projects approved during the GEF-3 replenishment period have M&E implementation ratings of moderately satisfactory or higher compared to projects approved during the GEF-2 replenishment period (64%). The difference is statistically significant at a 90% confidence level.
- Among rated projects, a higher proportion of medium-sized projects have M&E Implementation ratings in the satisfactory range compared to full-sized projects, at 73% vs. 64%, respectively. Reasons for this difference are not well understood.
- Significant shifts in the M&E Implementation ratings of two GEF Agencies are found between OPS cohorts. The percentage of UNDP projects with M&E Implementation ratings in the satisfactory range has risen from 58% of projects in the OPS4 cohort to 75% of projects in the OPS5 cohort. The percentage of World Bank Group projects with M&E Implementation ratings in the satisfactory range has declined from 80% of projects in the OPS4 cohort to 57% of projects in the OPS5 cohort. Differences in ratings are statistically significant at a 95% confidence level.

Conclusion 7: There has been a slight decline in the percentage of projects with project extensions between OPS cohorts.

While project extensions – defined as time taken to complete project activities beyond what was anticipated in project design documents – are not a strong predictor of project outcomes, they do indicate that project activities were not completed in the timeframe anticipated. In some situations, inability to complete the project in the planned timeframe may lead to cost overruns, scaling down of activities, or greater time lag in achievement of outcomes. In other situations, extensions may allow the

² Changes to GEF M&E policy include the adoption of the 2006 M&E policy, and subsequent adoption of a revised M&E policy in November 2010.

³ Ratings on M&E Design and Implementation are not available for APR 2005, so here the 4-year OPS4 cohort (APR 2005-2008) includes only data from FY 2006-2008.

project's management to complete planned activities and outputs, thereby facilitating achievement of project outcomes.

Key findings from this year's assessment of trends in project extensions are:

- Between OPS cohorts there has been a slight decline in the percentage of projects with project extensions, from 81% of projects in the OPS4 cohort to 78% of projects in the OPS5 cohort. The difference is not statistically significant however.
- Among projects with project extensions, the median length of project extensions is 18 months for full-sized projects and 12 months for medium-sized projects.
- GEF agencies⁴ differ substantially with regard to trends in project extensions. Even when accounting for differences in the project size composition of GEF agency portfolios, World Bank projects typically experience fewer and shorter project extensions than UNDP and UNEP projects.

Conclusion 8: Eighty-six percent of terminal evaluations submitted in FY 2012 are rated in the satisfactory range for overall quality of reporting – in-line with the long-term average.

The GEF EO has been reporting on the quality of terminal evaluations since APR 2004. To date, 527 terminal evaluations have been rated for overall quality of reporting. Key findings of this analysis are:

- Eighty-six percent of assessed terminal evaluations (out of 527) have ratings of moderately satisfactory or higher for overall quality of reporting.
- The quality of terminal evaluations of medium-sized projects has typically lagged behind that of full-sized projects. Using the threshold of Satisfactory or above, only 46% of medium-sized are rated as such compared with 59% of full sized projects. The difference is statistically significant at a 95% confidence level.
- The quality of UNDP evaluations from 2005 onwards is higher than those from earlier years. At the same time, the percentage of UNDP terminal evaluations with overall ratings of satisfactory or above is 44%, compared with 63% for UNEP evaluations, and 61% for World Bank Group evaluations. This difference is statistically significant at a 95% confidence level.
- In general, reporting on project financing and M&E systems has not been as strong as reporting on other factors. The performance of terminal evaluations along these two dimensions has improved within the FY 2012 cohort. However, the FY 2012 cohort is not yet complete, and ratings may change as more terminal evaluations from this year become available in subsequent APRs.

Management Action Record Findings

The GEF Management Action Record (MAR) tracks the level of adoption by the GEF Secretariat and/or the GEF agencies of GEF Council decisions that have been made on the basis of GEF EO

⁴ There is currently insufficient information on project extensions to report on trends in project extensions for GEF agencies other than UNDP, UNEP, and the World Bank.

recommendations. In addition, the Evaluation Office has begun tracking decisions of the LDCF/SCCF Council. A single decision from the LDCF/SCCF Council's November 2011 meeting is included in MAR 2012.

Of the 21 separate GEF Council decisions tracked in MAR 2012, the Evaluation Office was able to verify Management's actions on 14. None of the tracked decisions will be graduated this year, either because there has been insufficient time for Management to act on Council decisions, or the Evaluation Office is unable to verify that a high level of adoption of the relevant Council decisions has occurred. All 21 decisions are still considered by the Evaluation Office to be relevant, and will be tracked in next year's MAR.

Five of the 10 GEF Council decisions tracked in previous MARs and that are tracked in MAR 2012 have been rated by the Evaluation Office as "Substantial" for the level of adoption. For the majority of newly tracked decisions, it is not yet possible to verify the level of adoption by Management.

Management and the Evaluation Office are in agreement on the level of adoption for 8 of the 21 tracked decisions in MAR 2012, although for 7 tracked decisions the Evaluation Office was unable to verify ratings either because insufficient information is available at this time, or proposals need more time to be developed. Excluding the 7 decisions where the EO was unable to verify ratings, the level of agreement between Management and the EO is 57% - in-line with that found in MAR 2011 (58%) and MAR 2010 (66%). At the same time, in all cases where ratings have been provided by both Management and the EO and the ratings do not match, ratings by the GEF EO are lower than those provided by Management, and in one case, substantially lower.

The largest gap between ratings provided by Management and the GEF EO is found in assessing the level of adoption of GEF Council's request, based upon the Annual Country Portfolio Evaluation Report of 2012, that the Secretariat reduce the burden of monitoring requirements of multifocal area (MFA) projects to a level comparable to that of single focal area projects. While the GEF Secretariat rates adoption of this decision as "Substantial," the GEF EO has assessed the actions taken thus far in response as "Negligible." The GEF EO finds "no evidence that tracking tools burdens for MFAs have been reduced." This finding is supported by UNDP and UNEP commentary included in the Management response as separate responses from these agencies.

Since the commencement of the Management Action Record in June 2006, the Evaluation Office has tracked the adoption of 111 GEF Council decisions based on recommendations of 32 evaluations. Overall, the GEF has been highly responsive to Council decisions, allowing for an ongoing reform process. To date, 86 (77%) of tracked decisions have been graduated, including 65 for which a "High" or "Substantial" level of adoption was reached at the time the decision was graduated.

Regarding adoption of the LDCF/SCCF Council decision, which is based on the Evaluation of the Special Climate Change Fund, both the Evaluation Office and the Secretariat are in agreement that overall, a Substantial level of adoption of Council's recommendations has occurred, particularly with respect to the LDCF/SCCF Council's request that the Secretariat prepare proposals to ensure "transparency of the project pre-selection process and dissemination of good practices through existing channels." At the

same time, Evaluation Office finds that additional work is needed by the Secretariat to fulfill Council's request that proposals be prepared to ensure greater visibility of the SCCF. This decision will be tracked in MAR 2013.

Progress on Ongoing Performance Evaluation Work

NPFE mid-term evaluation

A mid-term evaluation of the National Portfolio Formulation Exercise (NPFE) was initiated during FY2013. The evaluation will provide an assessment of the NPFE activities undertaken and determine the overall relevance and effectiveness of the initiative - using a formative approach with a focus on learning.

During the Fifth Replenishment of the GEF Trust Fund (GEF-5) it was agreed that voluntary National Portfolio Formulation Exercises (NPFEs) would be encouraged as a tool to help interested recipient countries in establishing or strengthening national processes and mechanisms for GEF programming.

NPFEs are expected to enhance country ownership in determining programming priorities in a given GEF replenishment period. The NPFEs are also meant to set forth country priorities for the use of GEF resource in a transparent manner for the benefit of all GEF stakeholders, including the anticipated demand for resources, both from countries' national allocations under the System for Transparent Allocation of Resources (STAR) and outside these allocations⁵. Another aim of the NPFE process is to strengthen country capacity to coordinate ministries and other involved stakeholders from both private and public sectors.

The GEF Secretariat has been providing grants since 2010 for up to \$30,000 to support the costs of these exercises, mainly consisting of broad consultation meetings with key stakeholders. The expected output is a National Portfolio Formulation Document (NPDF) which summarizes each country's GEF programming priorities. To date 42 countries have participated in the exercise – with or without GEF funding. More than half of these have been implemented in Africa (53%).

The mid-term evaluation is currently ongoing and is in its data gathering phase. A number of countries are being visited in order to interview key stakeholders that took part in the NPFE consultations. An online survey is being used to reach other stakeholders and to increase the coverage and outreach of this evaluation. A blog has also been established on the GEF Evaluation Office website to elicit a discussion on this type of formative/ learning evaluation approach. The NPFE mid-term evaluation is expected to be finalized during the fall of 2013.

STAR mid-term evaluation

During the FY2013 the Evaluation Office initiated the mid-term evaluation of the performance of STAR. The evaluation aims to assess:

⁵ GEF/C.38/6/Rev.1, July 2010: Policies and Procedures for the execution of selected GEF activities – National Portfolio Formulation Exercises and Convention Reports – with direct access by recipient countries, page 1

- The extent to which the STAR’s design facilitates allocation and utilization of scarce GEF resources to enhance global environmental benefits
- The extent to which the STAR promotes transparency and predictability in allocation of GEF resources and strengthens country-driven approaches
- The level of flexibility that has been provided by STAR in allocation and utilization of GEF resources
- The efficiency and effectiveness of the STAR implementation process
- The extent to which the RAF Mid-Term Review has been followed up on in STAR through relevant Council decisions and general lessons learned

The approach paper of the evaluation has been prepared. The approach paper outlines a variety of methodological approaches that the evaluation team would use to respond to the key questions of the evaluation. The team will use a mix of quantitative and qualitative tools and methods. These include: desk review of the relevant documents; assessment of appropriateness, adequacy, and scientific validity of resource allocation indices by expert panel; portfolio review and statistical modeling to assess STAR’s effect on the resource flows and the nature of the GEF portfolio; survey of key stakeholders to gather information on STAR design and implementation; and, an online survey of a wider set of stakeholders. Various activities of the evaluation such as portfolio analysis, desk review of other resource allocation frameworks, online survey, field work, and panel review of design of STAR are presently underway. This evaluation will be completed in time to be an input to OPS5.

2. Scope and Methodology

2.1 Scope

The Annual Performance Report (APR) of the GEF Evaluation Office provides a detailed overview of the performance of GEF projects and funding, as well as analysis of some key factors affecting performance, and M&E systems.

APR 2012 includes the following:

- **An overview of the extent to which GEF projects and funding are achieving desired outcomes (Chapter 3).** The assessment provided covers 486 completed projects within the APR 2005-2012 cohorts for which ratings on overall project outcomes are available. Also presented here are ratings on the sustainability of project outcomes, and an assessment of the risks to project sustainability.
- **Analysis of factors affecting project outcomes (Chapter 4).** Factors covered include Quality of Project Implementation and Execution, Realization of Co-Financing, and trends in project extensions. Also included are findings from a GEF EO assessment identifying factors associated with higher and lower outcome achievements.
- **Quality of M&E Design and Implementation (Chapter 5).** Ratings on quality of M&E Design and M&E Implementation are presented. Ratings are available from FY 2006 onwards.

- **Assessment of the quality of terminal evaluation reports submitted by the GEF agencies to the GEF Evaluation Office (Chapter 6).** Trends in the overall quality of reporting, as well as trends in reporting along individual performance dimensions are presented, based on the year in which terminal evaluation reports were completed.
- **Presentation of the Management Action Record (Chapter 7).** The Management Action Record, which assesses the degree to which relevant GEF Council decisions based on GEF EO recommendations have been adopted by GEF management, is presented. MAR 2012 tracks 21 separate GEF Council decisions: 10 that were part of MAR 2011, and 11 new decisions that are included for tracking in MAR 2012. In addition to this, the final version of the report will also include a report on the progress on adoption of the decisions taken by the SCCF/LDCF Council.
- **Presentation of the Performance Matrix (Chapter 8).** The Performance Matrix, which has been reported on since APR 2007, provides a summary of GEF Agency performance on key indicators. Ten indicators are tracked in the matrix included in APR 2012. Based on the additional information on the APR 2012 cohort, values on five of the indicators have been updated.

2.2 APR 2012 cohort

The assessment of performance presented in the APR is primarily based on evidence provided in Terminal Evaluation reports (TEs). Seventy-eight projects, totaling \$289.5 million in GEF funding, for which TEs have been submitted to the Evaluation Office from the period October 1, 2011 to September 30, 2012⁶, are covered for the first time. A complete listing of these 78 projects comprising the APR 2012 cohort is found in Annex A. To assess any trends in performance, the performance of cohorts reported on in prior APR years is included as well.

Table 2 and Figures 1-4 present a side-by-side overview of the APR 2012 and APR 2005-2011 cohorts in terms of focal area and regional composition, GEF agency representation, and GEF phase. In general, the composition of the APR 2012 cohort is similar to that of the larger APR 2005-2011 cohort, with some key differences. Compared with APR 2005-2011 cohort, the APR 2012 cohort is distinguished by:

- A lower share of climate projects (18% in APR 2012 vs. 25% in APR 2005-2011), although a similar level of funding. An increased number of Land Degradation projects (10% vs. 3%) as well as Multi-Focal projects (12% vs. 6%).
- Less funding in Europe and Central Asia (13% vs. 22%), and Asia region (16% vs. 24%). Additional funding in Globally-focused projects (23% vs. 9%).
- In terms of GEF agencies, UNDP is heavily represented in the APR 2012 cohort, responsible for implementation of 65% of projects and 44% of funding. A relatively small percentage of projects are implemented by the World Bank Group (8%), but these account for 22% of GEF funding in APR 2012.

⁶ A small number of recently completed projects for which terminal evaluations were submitted to the GEF EO before the September 30, 2012 cutoff date are not included in the APR 2012 cohort because the respective evaluation offices of the Agencies were still undertaking independent reviews of the terminal evaluations.

- In addition to UNDP, UNEP, and the World Bank Group, the APR 2012 cohort includes 3 projects implemented by the Inter-American Development Bank (IADB), and 3 projects implemented by United Nations Industrial Development Organization (UNIDO). Another 3 projects are under joint implementation by IADB/World Bank, UNDP/World Bank Group, and UNDP/UNEP.
- The majority of projects – 63% – within the APR 2012 cohort are from the GEF-3 replenishment phase, whereas the majority (47%) of APR 2005-2011 projects are from GEF-2. Projects from the GEF-4 replenishment phase make up a larger percentage of the current APR cohort, comprising nearly one-quarter of APR 2012 projects although only 7% of GEF funding.

The median length of projects in the APR 2005-2012 cohort is 61 months, or just over 5 years.

Table 2. Composition of the APR 2005-2011 and APR 2012 cohorts.

Criteria		APR 2005-2011				APR 2012			
		Projects (#)	Projects (%)	Funding (millions)	Funding (%)	Projects (#)	Projects (%)	Funding (millions)	Funding (%)
Total number of projects and funding		413	-	1,769.4	-	78	-	289.5	-
Number of projects and funding with outcome ratings		408	-	1,763.9	-	78	-	289.5	-
Focal area composition[†]	Biodiversity	205	50%	811.2	46%	37	47%	127.3	44%
	Climate Change	102	25%	436.5	25%	14	18%	73.7	26%
	International Waters	51	13%	323.3	18%	7	9%	55.5	19%
	Land Degradation	13	3%	16.7	1%	8	10%	11.3	4%
	Multi Focal	23	6%	57.4	3%	9	12%	16.4	6%
	Other	14	3%	118.9	7%	3	4%	5.1	2%
Regional composition[†]	Africa	89	22%	331.1	19%	13	17%	49	17%
	Asia	99	24%	428.8	24%	14	18%	47.6	16%
	Europe & Central Asia	89	22%	393.1	22%	19	24%	37.2	13%
	Latin America and Caribbean	92	23%	457.4	26%	22	28%	90	31%
	Global	39	10%	151.5	9%	10	13%	65.7	23%
Lead GEF agency[†]	UNDP	177	43%	623.4	35%	51	65%	126.9	44%
	UNEP	56	14%	157.1	9%	12	15%	49	17%
	World Bank Group	159	39%	889.6	50%	6	8%	64.5	22%
	Other GEF Agency	2	<1%	12.1	1%	6	8%	11.6	4%
	Joint Implementation	14	3%	81.7	5%	3	4%	37.5	13%
GEF Phase[†]	Pilot Phase	12	3%	98.1	6%	0	0%	0	0%
	GEF – 1	65	16%	516.5	29%	2	3%	40.5	14%
	GEF – 2	193	47%	837.9	47%	9	12%	51	18%
	GEF – 3	127	31%	296.4	17%	49	63%	179	62%
	GEF – 4	11	3%	15	1%	18	23%	19.1	7%

[†] Describes only the 486 projects (408 in APR 2005-2011 and 78 in APR year 2012) with outcome ratings, as these are the projects on which performance is primarily compared in the analysis below.

Figure 1. Percentage distribution of projects and funding in APR 2005-2011 and APR 2012 cohorts, by focal area.

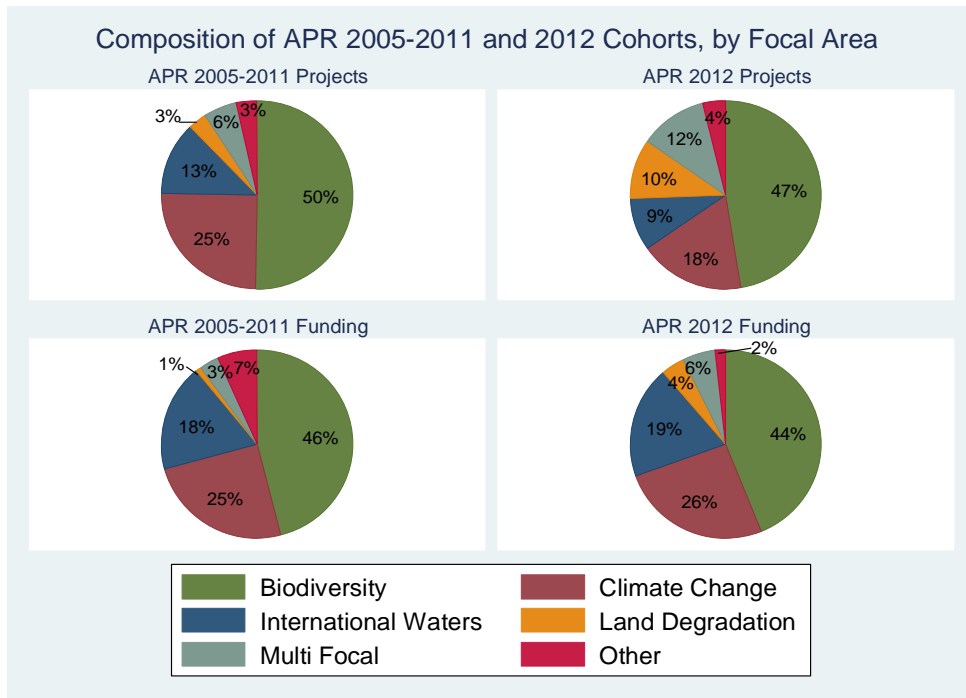


Figure 2. Percentage distribution of projects and funding in APR 2005-2011 and APR 2012 cohorts, by region.

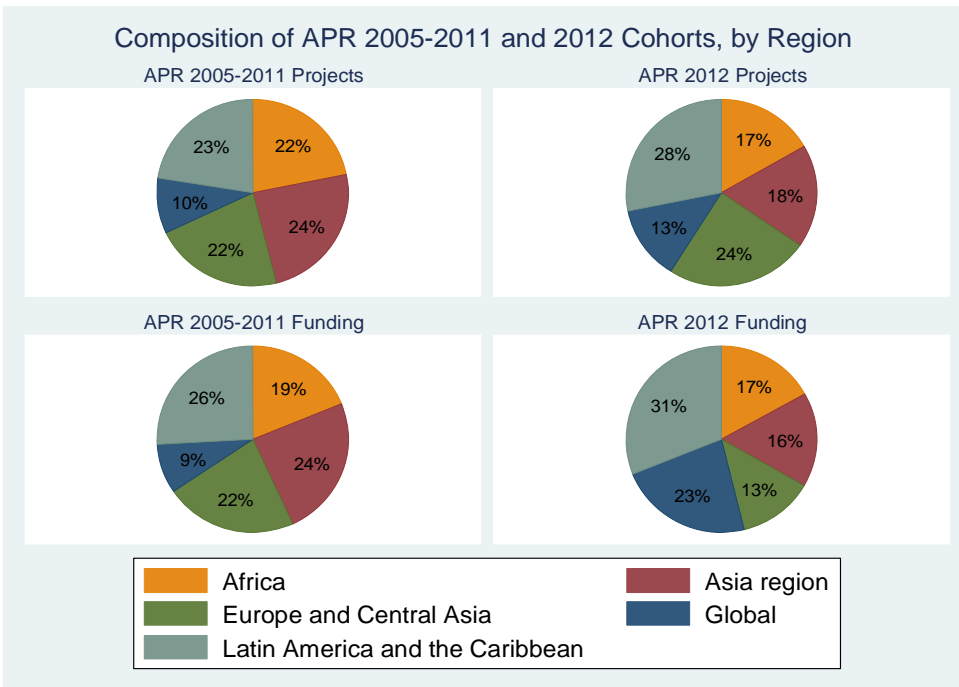


Figure 3. Percentage distribution of projects and funding in APR 2005-2011 and APR 2012 cohorts, by GEF agency.

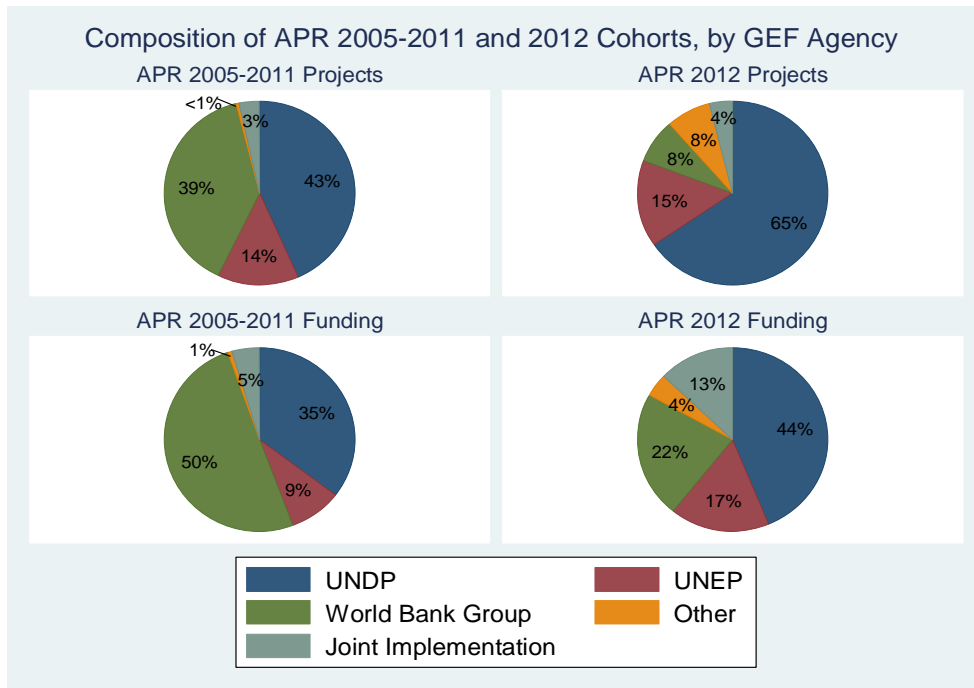
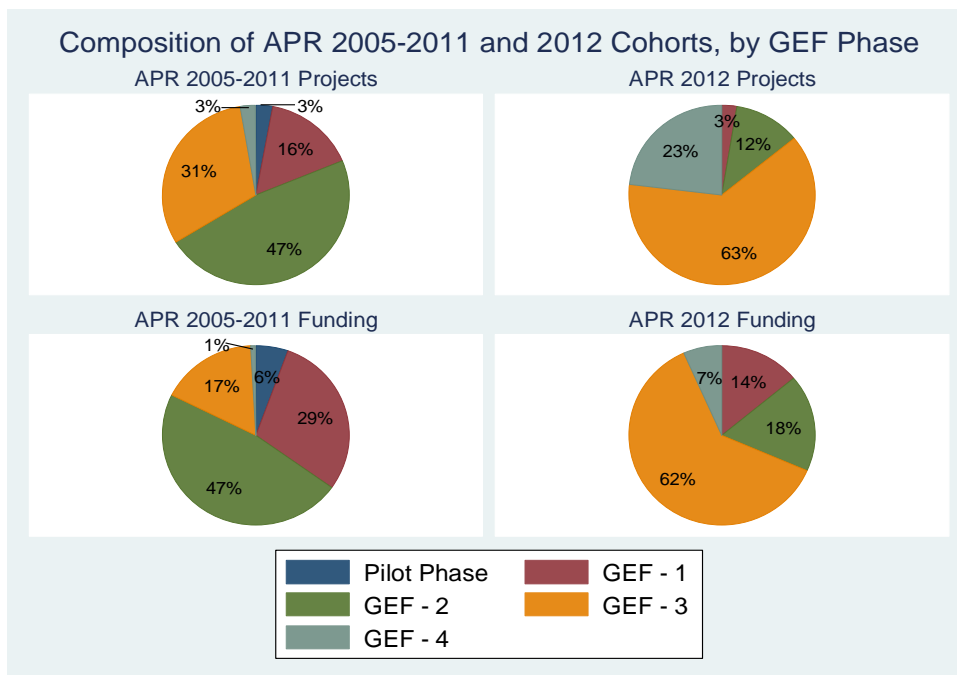


Figure 4. Percentage distribution of projects and funding in APR 2005-2011 and APR 2012 cohorts, by GEF phase.



2.3 Methodology

Reporting on project outcomes and sustainability, factors affecting outcomes, quality of M&E, and quality of terminal evaluations – chapters 3, 4, 5, and 6 – are based on analysis of the ratings and information provided in terminal evaluations that have been first reviewed by the GEF Evaluation Office and/or the evaluation offices of GEF agencies. GEF activities under the Small Grants Programme (SGP), as well as Enabling Activities⁷ with GEF funding below \$0.5 million, are not required to submit terminal evaluations, and are not covered in this report. Among the 491 projects contained in the APR 2005-2012 cohort are two Enabling Activities that have met the threshold for review. For analysis, these have been grouped with Full-Sized projects based on the size of associated GEF funding.

All of the terminal evaluations used for analysis and reporting in APRs are first reviewed to verify that ratings are properly substantiated, and where needed, to provide additional or revised ratings (such as for Quality of Terminal Evaluations). For earlier APR years, this oversight was performed entirely by the GEF EO. Beginning in 2009, GEF EO began accepting ratings from the independent evaluation offices of the World Bank Group, UNEP, and subsequently UNDP. This approach, which reduces duplicative work, follows the GEF EO finding that ratings from these three evaluation offices are largely consistent with those provided by the GEF EO (GEF EO 2009). The GEF EO will consider accepting the ratings provided by the evaluation offices of the other GEF agencies when there is a sufficient record of ratings on which to compare consistency and when the ratings from the two offices are found to be consistent.

Ratings approach

The principle dimensions of project performance on which ratings are first provided in terminal evaluations, and in subsequent GEF EO or GEF agency evaluation office reviews of terminal evaluations, are described here:

- **Project Outcomes** – projects are evaluated on the extent to which project objectives, as stated in the project’s design documents approved by GEF Council and/or GEF CEO⁸, were achieved or are expected to be achieved; the relevance of project results to GEF strategies and goals and country priorities; and the efficiency, including cost-effectiveness, with which project outcomes and impacts were achieved. A six-point rating, from Highly Satisfactory to Highly Unsatisfactory, is assigned.
- **Sustainability of Project Outcomes** – projects are evaluated on the likelihood that project benefits will continue after project implementation. To arrive at an overall sustainability rating, project evaluators are asked to identify and assess key risks to sustainability of project benefits, including financial risks, sociopolitical risks, institutional/governance risks, and environmental risks. A four-point rating, from Likely to be sustained to Unlikely to be sustained, is assigned.

⁷ GEF classifies projects based on the size of associated GEF grant; whether GEF funding supports country activities related to the conventions on biodiversity, climate change, and persistent organic pollutants; and implementation approach. These categories are Full-Sized Projects, Medium-Sized Projects, Enabling Activities, and Programmatic Approaches. For a complete description see: www.thegef.org/gef/project_types.

⁸ All full-sized GEF projects require approval by GEF Council and Endorsement by GEF CEO prior to funding, while medium-sized projects require only GEF CEO’s approval to go forward.

- **Quality of Implementation and Quality of Execution** – From FY 2008 the Evaluation Office has been assessing the quality of project implementation, and quality of project execution. Quality of Implementation primarily covers the quality of project design, as well as the quality of supervision and assistance provided by implementing agency(s) to executing agencies throughout project implementation. Quality of Execution primarily covers the effectiveness of the executing agency(s) in performing its roles and responsibilities. In both instances the focus is upon factors that are largely within the control of the respective implementing and executing agency(s). A six-point rating, from Highly Satisfactory to Highly Unsatisfactory, is assigned.
- **Quality of Monitoring and Evaluation Systems (M&E)** – Monitoring and evaluating facilitates adaptive management during project implementation, and assessment of project outcomes and impacts after project completion. The quality of project M&E arrangements is evaluated in two ways: (1) an assessment of the project’s M&E design, including whether indicators used are SMART⁹, whether relevant baselines are established, and whether M&E activities are properly budgeted; and (2) the degree and quality of M&E during implementation. A six-point rating, from highly satisfactory to highly unsatisfactory, will be assigned for Quality of M&E Design, and Quality of M&E Implementation.
- **Quality of Terminal Evaluation reports** –Terminal evaluations, which are the primary source of information on which project performance is assessed, are themselves assessed for quality, consistency, coverage, quality of lessons and recommendations, and to evaluate the degree to which project ratings provided in terminal evaluations are properly substantiated. A six-point rating, from Highly Satisfactory to Highly Unsatisfactory is provided to indicate the quality of terminal evaluations.

Procedure for GEF EO review of terminal evaluations

When terminal evaluations are reviewed by the GEF EO prior to inclusion in the APR, as well as for oversight purposes, the procedure is as follows. Using a set of detailed guidelines to ensure that uniform criteria are applied, Evaluation Office reviewers assess the degree to which project ratings provided in terminal evaluations are properly substantiated, and address the objectives and outcomes set forth in the project design documents approved by the GEF Council and/or GEF CEO. In the process of drafting a terminal evaluation review, a peer reviewer with substantial experience in assessing terminal evaluations provides feedback on the report. This feedback is incorporated into subsequent versions of the report.

When a primary reviewer proposes downgrading of project outcome ratings from the satisfactory range to the unsatisfactory range, a senior evaluation officer in the GEF EO also examines the review to ensure that the proposed rating is justified.

⁹ SMART indicators are Specific, Measurable, Achievable and Attributable, Relevant and Realistic, and Time-bound, Timely, Trackable and Targeted. See GEF Monitoring and Evaluation Policy 2010 for a complete description.

In cases where a terminal evaluation report provides insufficient information to make an assessment or to verify the report’s ratings on any of the performance dimensions, the Evaluation Office rates the project as “Unable to Assess,” and excludes it from further analysis on the respective dimension.

Reviews are then shared with the GEF agencies and, after their feedback is taken into consideration, the reviews are finalized.

Source of ratings reported in APR 2012

As noted above, prior to FY 2009, the GEF EO reviewed all of the terminal evaluations and verified ratings provided therein. Beginning in FY 2009, the Evaluation Office began accepting ratings from the independent evaluation offices of UNEP, the World Bank Group, and subsequently UNDP. Because the procedure used by GEF agencies for arriving at overall ratings in terminal evaluations is not identical to that used by the GEF Evaluation Office, comparability between ratings from APR 2009 and later cohorts and earlier APR cohorts is of some concern.

The GEF EO has been tracking the consistency between ratings provided by the evaluation offices of GEF Agencies and ratings provided by the GEF Evaluation Office. This is accomplished through random sampling and GEF EO review of a portion of terminal evaluations included in the APR for which ratings have been provided by the evaluation offices of GEF agencies. To date, ratings provided by agencies’ evaluation offices are largely consistent with those provided by the GEF Evaluation Office. A small – 4% - increase in percentage of projects with overall Outcome ratings of MS or higher is found among sampled reviews from agencies’ evaluation offices, compared with those from the GEF Evaluation Office (see Chapter 6 for a complete breakdown of sampled reviews). This difference is not statistically significant however. Moreover, adjusting for a possible bias would not lead to significant changes in the finding presented in APRs from 2009 onwards. The GEF Evaluation Office will continue to track the consistency of ratings going forward.

For projects implemented by GEF agencies other than UNDP, UNEP, and the World Bank Group, the GEF EO currently provides final project ratings. Additionally, where ratings are not provided by the independent evaluation offices of UNDP, UNEP and the World Bank Group, the GEF EO provides final ratings. Examples of these projects include all projects under joint implementation; medium-sized projects implemented by the World Bank Group, for which the World Bank’s Independent Evaluation Group does not provide review; and projects where independent review of terminal evaluations is not received in a timely manner.

Table 3 lists the source of terminal evaluation review ratings used for analysis and reporting in APR 2012.

Table 3. Source of terminal evaluation review ratings used in APR 2012

Source of ratings	Projects	Total
UNDP Evaluation Office	51 UNDP projects	51
UNEP Evaluation Office	11 UNEP projects	11
World Bank IEG	3 World Bank Group projects	3
GEF Evaluation Office	3 joint implementation projects	13

	3 IADB projects	
	3 UNIDO projects	
	1 UNEP project (# 1776)	
	3 WB projects (#'s 112, 1081, 1221)	
Total		78

Co-financing and materialization of Co-financing

The reporting in section 4.2 on co-financing and materialization of co-financing is based on information in project design documents, as well as information provided by implementing agencies on completed projects both through terminal evaluation reports and other project reports. Reporting covers APR cohorts from 2005-2012, for which information on the amount of promised co-financing is available for all 491 projects, and information on actual (realized) co-financing is available on 426 projects.

Factors associated with higher and lower performing projects

Section 4.3 presents an analysis of factors cited in OPS5 (APR 2009-12) cohort terminal evaluations as being important contributors to project outcome ratings. The methodology used to identify these factors is as follows:

Among the 281 terminal evaluations which comprise the OPS5 cohort, evaluations were first sorted between those with overall outcome ratings of moderately satisfactory and above, of which there were 239, and those with overall outcome ratings below this threshold, of which there were 41. Within these two groups, terminal evaluations were then reviewed to determine whether the respective narratives specifically identify factors having a direct impact on project outcomes, or that were important contributors to project outcomes. That is, for projects with overall outcome ratings of moderately satisfactory or above, did the terminal evaluation narrative identify factors that were reported to have had a direct effect, or important indirect effect, on the overall outcome achievements? Likewise, for projects with overall outcome ratings below moderately satisfactory, did the terminal evaluation narrative identify factors that directly hindered, or made an important indirect contribution that hindered the project’s overall outcome achievements?

Of the 239 projects in the OPS5 cohort with overall outcome ratings of moderately satisfactory or higher, 223 terminal evaluations reported factors that led to high outcome achievements. Of the 41 projects in the OPS5 cohort with overall outcome ratings below moderately satisfactory, all terminal evaluations reported on factors that led to lower outcome achievements.

Factors contributing to outcome ratings were then grouped according to similarities into non-overlapping categories. For factors positively contributing to overall outcome ratings of moderately satisfactory or above, the following four categories emerged:

- **Project design** – projects for which the project’s design is reported in the terminal evaluation as positively contributing to project outcome achievements. Design factors cited included having a sound logical framework; generation of project outputs which directly enhanced local

livelihoods; projects closely tailored to the circumstances of project site(s); and project design that established and/or facilitated strong communication between project actors and stakeholders.

- **Project management** - projects where project management is reported in the terminal evaluation as positively contributing to project outcome achievements. Management strengths cited include the capacity and commitment of management; quality of supervision provided including strong technical inputs; and adaptive management.
- **High country support** – projects where strong country support is mentioned in the terminal evaluation as positively contributing to project outcome ratings. Evidence of strong country support provided include projects where national agencies/ministries with a role in project execution are seen as actively driving the project forward, and/or project support is coming in the form of additional co-financing, or supporting legislation or policy.
- **Stakeholder support (non-governmental actors)** – projects where strong support from non-state stakeholders is mentioned in the terminal evaluation as positively contributing to project outcome ratings. These include private sector actors, NGOs, academia, and others.

For projects with overall outcomes below moderately satisfactory, the following four categories emerged for factors that directly or indirectly led to lower outcome achievements:

- **Project Design** - projects for which the project's design is mentioned in the terminal evaluation as hindering the project's outcome ratings. Design factors cited included significant problems in the project's logical framework; failure to tailor the project adequately to the local context; failure to adequately budget project activities; over-ambitious project goals; and poor choices in executing arrangements.
- **Project management** – projects for which poor management is mentioned in the terminal evaluation as hindering the project's outcome ratings. This category includes problems related to both project implementation and execution, such as insufficient capacity of executing agency; poor supervision by the implementing agency; insufficient technical inputs; poor coordination with project partners; financial mismanagement; major issues with procurement; and high staff turnover.
- **Low country support** - projects for which weak support/commitment from the State (or some levels or sectors of State Administration) is reported in the terminal evaluation as hindering the project's outcome ratings. Evidence cited includes excessive delays regarding permitting of project activities; failure to advance legislation or policy critical to the success of the project; and development plans that conflict with the project.
- **Exogenous factors** - projects for which exogenous factors are reported to have hindered the project's outcome achievements. Exogenous factors cited include political instability; natural disasters; the economic crisis; and changes in foreign exchange markets.

While the eight categories defined above are non-overlapping in terms of what kinds of factors each respective category covers, individual projects can and often do cite more than one factor as

contributing to the project's overall outcome ratings. Percentages of projects in the combined categories reported in section 4.3 are therefore greater than 100%.

A similar analysis, looking at factors associated with lower performing projects, was performed in FY 2008 for the OPS4 cohort. The results of this study are reported in section 4.3 alongside the findings of the OPS5 cohort study. For the OPS4 study, the methodology was as follows:

Of the 210 projects in the OPS4 cohort, 40 had overall Outcome ratings in the unsatisfactory range. A review of the terminal evaluations of these 40 projects was performed, looking for factors that directly hindered, or made an important indirect contribution that hindered the project's overall outcome achievements. Three categories emerged, identical to the ones found in the OPS5 cohort. Those categories are Project Design, Project Management, and Exogenous Factors. As in the OPS5 cohort study, individual projects can and often do cite more than one factor as contributing to the project's overall outcome ratings. Combined percentages of projects in the categories reported for the OPS4 cohort are therefore greater than 100%.

Project Extensions

The reporting in section 4.4 on trends in project extensions is based on information in the GEF Project Management Information System (PMIS), as well as in project terminal evaluations. Project extensions are defined as time taken from the start of the project to complete project activities beyond that anticipated in project approval documents. It excludes any delays that may occur prior to the start of project activities. Reporting covers APR cohorts from 2005-2012, for which information on project extensions is available for 466 projects.

Performance Matrix

The Performance Matrix, first presented in APR 2007, provides a summary of the performance of 3 GEF Agencies and the GEF Secretariat on relevant parameters. Performance on 5 indicators, including project outcomes, materialization of co-financing, project extensions, M&E Implementation quality, and quality of terminal evaluations, is assessed annually by the Evaluation Office. Performance on 3 other indicators, including quality of supervision and adaptive management, realism of risk assessment, and quality of project M&E arrangements, is assessed every two to four years through special appraisals. Independence of terminal evaluations and review of terminal evaluations is appraised through assessment of the process followed in conducting terminal evaluations through field verifications and based on interviews with relevant staff and consultants of the partner Agencies. Performance on 1 parameter included in the Performance Matrix, project preparation elapsed time, is the subject of an ongoing study by the Evaluation Office and values are not yet available.

Management Action Record

At the request of the GEF Council, the GEF EO tracks the level of adoption by the relevant actors within the GEF partnership (here referred to broadly as GEF Management), of GEF Council decisions that have been made on the basis of GEF EO recommendations. This "Management Action Record" (MAR) is

updated annually, and reported in the APR. The procedure for compiling the MAR is as follows: the GEF EO produces a working document containing all of the relevant GEF Council decisions being tracked for the current MAR. This includes all Council decisions from the prior year MAR that continue to be tracked because the level of adoption is not yet sufficient to warrant graduation. Decisions are graduated from the MAR when a high level of adoption has been achieved, or the decision is no longer relevant. For decisions that continue to be tracked, a full record of prior GEF management action and ratings as well as GEF EO ratings is provided in the working document. In addition, the working document includes all relevant Council decisions that have been adopted at the GEF Council meetings in the preceding calendar year.

Following distribution of the working document to GEF Management, Management provides self-assessment and ratings on the level of adoption of each tracked Council decision. Once Management completes its self-assessment and ratings on the level of adoption of tracked Council decisions, it shares it with the GEF Evaluation Office. The Evaluation Office then provides its own assessment and ratings on adoption. The completed MAR is then published and reported in the APR.

Review of Findings

The preliminary findings of this report were presented to and discussed with the GEF Secretariat and GEF agencies during an interagency meeting held in Washington, DC, on April 11, 2013. GEF EO reviews of project terminal evaluation reports have been shared with GEF agencies for comments and their feedback has been incorporated into this final report. The analysis presented herein also incorporates feedback received from both GEF Secretariat and GEF agencies at the interagency meeting.

3. Outcomes and Sustainability of Outcomes

This chapter presents verified ratings on Outcomes for GEF projects. To date, outcomes of 491 completed projects have been assessed, which account for \$2,058.9 million in GEF funding. Of these, the GEF Evaluation Office has provided or adopted Outcome ratings on 486 projects, including all 78 projects in the APR 2012 cohort. An additional 408 rated projects are found in the APR 2005-2011 cohorts. Together, these 486 projects account for \$2,053.4 million in GEF funding.

Also presented are ratings on Likelihood of Sustainability of Outcomes and an assessment of the perceived risks to the project sustainability.

3.1 Ratings Scale

As described in Chapter 2, project outcomes are rated based on the extent to which project objectives were achieved; the relevance of project results to GEF strategies and goals and country priorities; and the efficiency with which project outcomes were achieved. A six-point rating scale is used to assess overall Outcomes, with the following categories:

- **Highly satisfactory.** The project had no shortcomings.
- **Satisfactory.** The project had minor shortcomings.
- **Moderately satisfactory.** The project had moderate shortcomings.

- **Moderately unsatisfactory.** The project had significant shortcomings.
- **Unsatisfactory.** The project had major shortcomings.
- **Highly unsatisfactory.** The project had severe shortcomings.

For Likelihood of Sustainability of outcomes, and overall assessment on the likelihood of project benefits continuing after project closure is made. A four-point rating scale is used to assess overall Likelihood of Sustainability, with the following categories:

- **Likely.** There are no risks to the sustainability of project outcomes.
- **Moderately likely.** There are moderate risks to the sustainability of project outcomes.
- **Moderately unlikely.** There are significant risks to the sustainability of project outcomes.
- **Unlikely.** There are severe risks to the sustainability of project outcomes.

Methodological note

It is not uncommon for the results frameworks of projects to be modified during project implementation. This however presents a challenge to project evaluation in that assessing project outcomes based on original outcome expectations may discourage adaptive management. To address this concern, for projects where modifications were made in project objectives, outcomes, and outputs without a down-scaling of the project's overall scope, the Evaluation Offices assess outcome achievements based on the revised results framework. In instances where the scope of project objectives, outcomes, and outputs were downscaled, the original outcomes and/or objectives of the project are used to measure project performance.

3.2 Outcomes

Tables 4 and 5 and figure 5 present overall Outcome ratings on GEF projects and funding in APR 2005-2012 cohorts. For the APR 2012 cohort, 87% of projects have overall Outcome ratings in the satisfactory range (i.e., projects with overall Outcome ratings of moderately satisfactory or higher), which is a little higher than the eight-year average of 84%. Similarly, eighty percent of funding is in projects with Outcomes rated in the satisfactory range, which is in-line with the long-term average. While not necessarily indicative of a trend, the percentage of projects with Outcomes rated in the satisfactory range in the OPS5 cohort (APR 2009-12) is 85% compared with 80% for the previous four-year OPS4 cohort (APR 2005-08). This difference in the proportion of projects with Outcomes rated in the satisfactory range between OPS cohorts is statistically significant at a 90% confidence level. In short, Outcome ratings on GEF projects have on average risen over the past eight years to where more than 80% of projects, and funding in projects, in the OPS5 cohort have overall Outcome ratings in the satisfactory range.

Overall outcome ratings can also be assessed by GEF replenishment phase, as shown in figure 6 and table 6. Because GEF phase cohorts are not complete, and a very limited number of ratings are available for the Pilot, GEF-1 and GEF-4 replenishment phases, care must be taken in assessing any trends in outcome ratings by GEF phase at this time. That said, a small rise in the percentage of GEF projects with

overall Outcome ratings of moderately satisfactory or higher is seen between GEF-2 and GEF-3 phase cohorts. The difference is statistically significant at a 90% confidence level.

While no projects stemming from the GEF-5 replenishment period, and just 29 GEF-4 replenishment period projects are found in current APR year cohorts, the 86% proportion of GEF-4 projects with outcome ratings of moderately satisfactory or above is higher than the 80% target for GEF-5 projects and the 75% target for GEF-4 projects established at the respective replenishment negotiations (GEF/R.5/25/CRP.1; GEF/A.3/6). Assuming the current level of project performance continues, GEF projects overall appear to be on track to meet the targets for their respective GEF-replenishment periods.

Table 4. Distribution of GEF projects by overall Outcome ratings, APR 2005-2012 cohorts.

Outcome Rating/Criteria	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	All cohorts
Highly Satisfactory	3%	6%	3%	5%	4%	9%	4%	6%	5%
Satisfactory	54%	44%	35%	52%	56%	28%	38%	41%	43%
Moderately Satisfactory	26%	34%	35%	24%	31%	54%	38%	37%	35%
Percentage of projects with Outcomes rated MS or higher	82%	84%	73%	81%	91%	91%	80%	87%	84%
Moderately Unsatisfactory	10%	14%	8%	13%	9%	4%	15%	13%	12%
Unsatisfactory	8%	2%	18%	5%	0%	4%	5%	3%	5%
Highly Unsatisfactory	0%	0%	3%	2%	0%	0%	0%	0%	<1%
Number of rated projects	39	64	40	62	55	46	102	78	486

Note – numbers may not sum to 100% due to rounding.

Table 5. Distribution of GEF funding in projects by overall Outcome ratings, APR 2005-2012 cohorts.

Outcome Rating/Criteria	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	All cohorts
Highly Satisfactory	<1%	6%	5%	8%	3%	2%	6%	2%	4%
Satisfactory	64%	30%	18%	55%	56%	44%	34%	34%	42%
Moderately Satisfactory	20%	53%	46%	12%	33%	41%	39%	40%	35%
Percentage of GEF funding with Outcomes rated MS or higher	84%	88%	69%	74%	92%	88%	79%	80%	81%
Moderately Unsatisfactory	15%	11%	14%	13%	8%	9%	16%	20%	14%
Unsatisfactory	1%	1%	12%	10%	0%	4%	4%	4%	5%
Highly Unsatisfactory	0%	0%	5%	3%	0%	0%	0%	0%	1%
Total GEF funding in rated projects (millions USD)	255.3	254.3	198.3	275.3	207.8	158.6	414.3	289.5	2,053.4

Note – numbers may not sum to 100% due to rounding.

Figure 5. Percentage of GEF projects, and funding in projects, with overall Outcome ratings of moderately satisfactory or higher, by APR year.

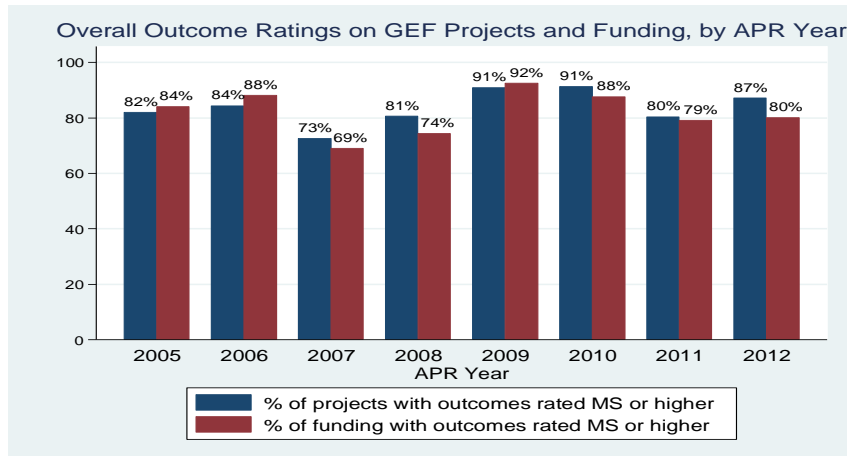


Figure 6. Percentage of rated projects in GEF-replenishment phase cohorts with overall outcome ratings of moderately satisfactory or higher.

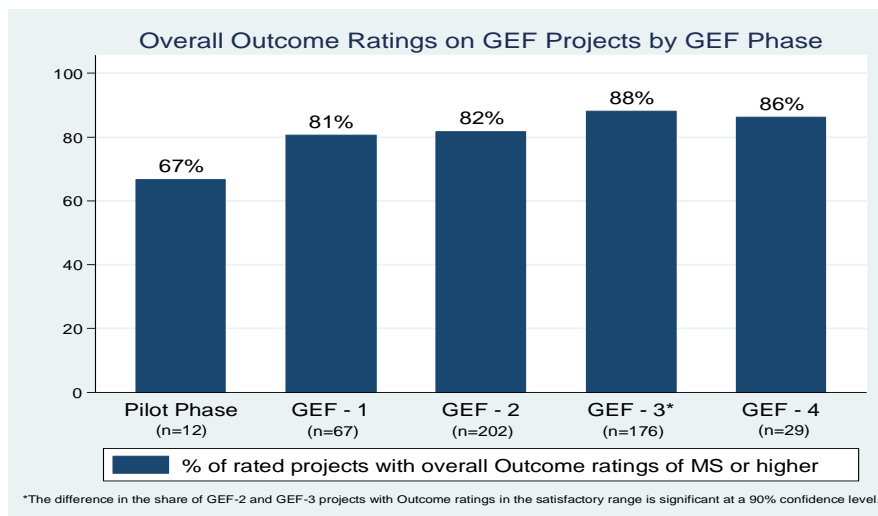


Table 6. Coverage of GEF replenishment phases in APRs, and percentage of projects, and funding in projects, with overall Outcome ratings of moderately satisfactory or higher, by GEF replenishment phase.

Criteria	GEF Replenishment Phase					
	Pilot Phase	GEF - 1	GEF - 2	GEF - 3	GEF - 4	GEF - 5
Number of approved projects[†]	106	142	344	490	660	384
Percentage of approved projects that are completed and covered in Annual Performance Reports	19%	58%	65%	36%	4%	0%
Percentage of approved projects that are completed, covered in APRs, and with Outcome ratings	11%	47%	59%	36%	4%	0%
Percentage of rated projects with overall Outcomes of moderately satisfactory or higher	67%	81%	82%	88%	86%	-
Percentage of funding^{††} in projects with overall Outcomes of moderately satisfactory or higher	58%	83%	79%	89%	72%	-

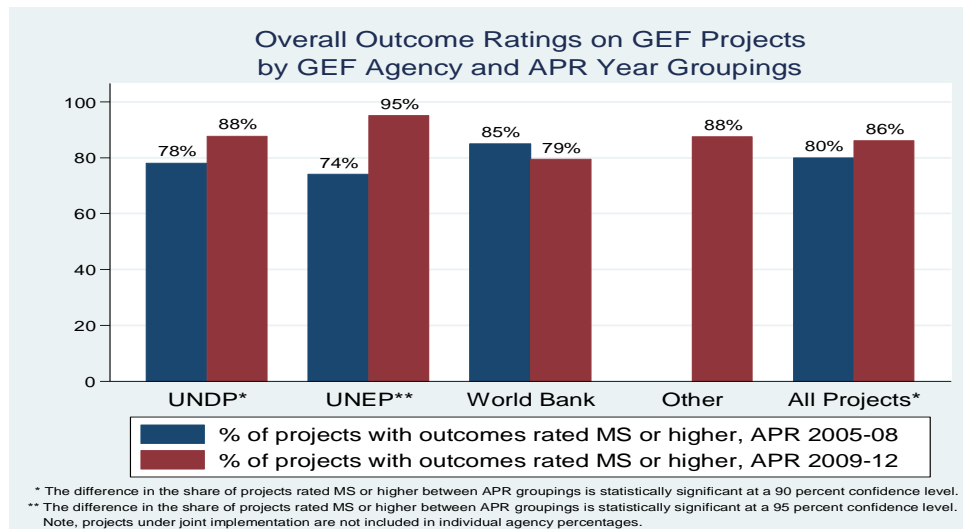
[†] As of April 30, 2013. Excludes Small Grant Program projects and projects involving less than \$0.5 million.

†† Percentage covers only funding in projects with ratings for overall Outcomes.

Overall outcomes can be further assessed by looking at key project traits including the responsible GEF implementing agency(s); executing agency(s); the focal area, size, and scope of the project; and where the project was implemented. Because the number of projects within yearly APR cohorts in these groupings is often small, they are presented here in two four-year APR cohorts: APR 2005-2008 (OPS4), and APR 2009-2012 (OPS5).

Figure 7 shows overall outcome ratings for projects in OPS4 and OPS5 cohorts, by GEF agency. Overall outcome ratings have risen quite dramatically for UNEP, from 74% to 95% of projects having overall outcome ratings of moderately satisfactory or above. A less striking but still pronounced increase occurred for UNDP projects, with 88% of projects in the OPS5 cohort having ratings of moderately satisfactory or above compared with 78% in the previous four-year OPS4 cohort. Projects implemented by the World Bank Group show a slight decline in overall outcome ratings between the two four-year cohorts, from 85% to 79% of projects with ratings of moderately satisfactory or above. While the increase in outcome ratings for UNEP, UNDP, and all projects is statistically significant at a 90% confidence level, the difference in performance between four-year APR cohorts for World Bank Group projects is not statistically significant at this level of confidence.

Figure 7. Trends in project performance by implementing agency and APR year grouping.



GEF agencies other than UNDP, UNEP, and the World Bank Group are not represented in the APR 2005-2008 cohort, but are among the implementing agencies in the 2009-2012 cohort, implementing eight projects. For these eight projects, four of which are implemented by UNIDO, three by the Inter-American Development Bank, and one by the Asian Development Bank, seven have overall outcome ratings of moderately satisfactory or above. This is similar to the figures for the overall GEF portfolio.

A separate category, not shown in figure 6, includes projects under joint implementation by two or more GEF agencies. There are seventeen projects under joint implementation in the APR 2005-2012 cohort – three within the OPS4 cohort, and eleven within the OPS5 cohort. Thirteen of these jointly implemented projects, or 76%, have overall outcome ratings of moderately satisfactory or above. This is below the

eight-year average of 84%, however the difference is not statistically significant. Projects under joint implementation also have lower ratings for Quality of Implementation, for which an association with lower outcome ratings has been found in the APR 2005-2012 cohort (see chapter 4).

Figure 8 shows overall outcome ratings on projects in the two OPS cohorts by GEF Focal Area and region. Although a fair amount of variability is visible between both focal areas and within the two OPS cohorts, much of this can be attributed to the small number of projects in each focal area/four-year cohort. For example, the focal area exhibiting the biggest swing in overall outcome ratings – Land Degradation – has only four projects in the OPS4 cohort. None of the differences in four-year Outcome ratings in focal areas or regions is statistically significant. Among regions, projects in Africa have performed, on average, below projects in other regions, with 77% of African projects having overall Outcome ratings of moderately satisfactory or above for the APR 2005-2012 cohort, vs. 85% for non-African projects. The difference is statistically significant to a 95% confidence level.

Other project groupings not shown in figures 7 and 8 but presented in table 7 are those based on the type of executing agency, country characteristics, the size and scope of the project, and the GEF-replenishment phase from which projects originate. Among these groupings, projects implemented in Small-Island Developing States (SIDS) have performed on average below projects in other countries. For the eight year APR 2005-2012 cohort, seventy-four percent of projects implemented in SIDS have overall outcome ratings of moderately satisfactory or above compared with 84% for non-SIDS projects. This difference is statistically significant at a 90% confidence level. With the exception of differences between African vs. non-African projects described above, none of the variances in outcome ratings between other project groupings were found to be statistically significant.

Figure 8. Trends in project performance by focal area and region.

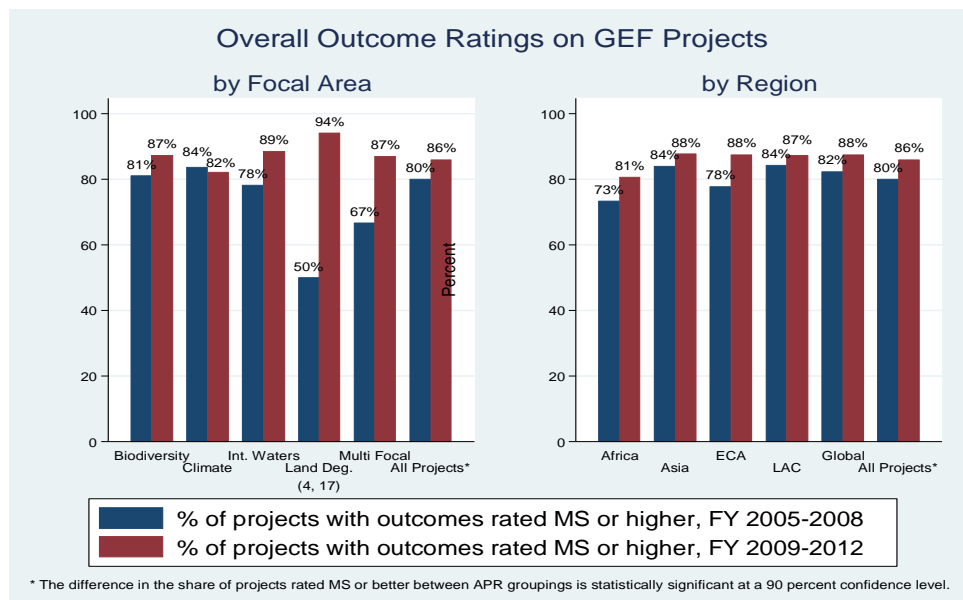


Table 7. Overall project outcome ratings for APR 2005-2008, 2009-2012, and 2005-2012 cohorts, by alternate groupings.

Grouping		Number of rated projects, APR 2005-08	Percentage of projects with outcomes rated MS or higher, APR 2005-08	Number of rated projects, APR 2009-12	Percentage of projects with outcomes rated MS or higher, APR 2009-12	Number of rated projects, APR 2005-12	Percentage of projects with outcomes rated MS or higher, APR 2005-12
GEF agency responsible for Implementation	UNDP	82	78%	146	88%	228	84%
	UNEP	27	74%	41	95%	68	87%
	World Bank	93	85%	72	79%	165	82%
	Other	0	-	8	88%	8	88%
	Joint Implementation	3	67%	14	79%	17	76%
Executing agency	Government or parastatal agency	108	82%	159	84%	267	84%
	NGO or foundation	53	79%	48	90%	101	84%
	Bilateral or multilateral agency	35	71%	65	89%	100	83%
	Other, including private sector organizations	9	100%	9	78%	18	89%
Focal area	Biodiversity	116	81%	126	87%	242	84%
	Climate Change	49	84%	67	82%	116	83%
	International Waters	23	78%	35	89%	58	84%
	Land Degradation	4	50%	17	94%	21	86%
	Multi Focal	9	67%	23	87%	32	81%
	Other	4	100%	13	77%	17	82%
Region	Africa**	45	73%	57	81%	102	77%**
	Asia	56	84%	57	88%	113	86%
	Europe and Central Asia	36	78%	72	88%	108	84%
	Latin America and the Caribbean	51	84%	63	87%	114	86%
	Global	17	82%	32	88%	49	86%
Country characteristics^β	Fragile state	12	67%	17	88%	29	79%
	Small Island Developing State*	14	71%	13	77%	27	74%*
	Least Developed Country	22	77%	23	83%	45	80%
	Landlocked	25	84%	43	93%	68	90%
Size^α	Full-sized project	114	78%	160	85%	274	82%
	Medium-sized project	91	84%	121	88%	212	86%
Scope	National (single-country project)	147	83%	204	85%	351	84%
	Regional	41	71%	45	89%	86	80%
	Global	17	82%	32	88%	49	86%
GEF Phase	Pilot Phase	11	73%	1	0%	12	67%
	GEF – 1	52	81%	15	80%	67	81%
	GEF – 2	125	81%	77	83%	202	82%
	GEF – 3	17	82%	159	89%	176	88%*
	GEF – 4	0	-	29	86%	29	86%
All projects		205	80%	281	86%	486	84%

^α The full-sized project class includes 2 Enabling Activities based on size of GEF grant.

^β For regional and global projects, includes only those projects in which all participating countries were members of the relevant group.

* The difference in the share of SIDS and non-SIDS projects with outcome ratings of MS or higher is statistically significant at a 90 percent confidence level. The difference in the share of GEF-2 and GEF-3 phase projects with overall outcome ratings of MS or higher is statistically significant at a 90 percent confidence level.

** The difference in the share of African and non-African projects with outcome ratings of MS or higher is statistically significant at a 95 percent confidence level.

3.3 Sustainability

Of the 491 projects in the APR 2005-2012 cohort, 468 have been rated on Sustainability of outcomes, which assess the likelihood of project benefits continuing after project closure. Table 8 presents ratings on Sustainability of project outcomes. For those projects with Sustainability ratings in the APR 2012 cohort, 66% have ratings of moderately likely or above. This is a bit higher than the eight-year average of 61%. Similar numbers appear when assessing sustainability ratings by GEF funding. For the APR 2012 cohort, the percentage of GEF funding in projects with sustainability ratings of moderately likely or above is 65%, which is just above the eight-year average of 63%.

Table 8. Percentage of GEF projects and funding with Sustainability ratings of Moderately Likely or above, by APR year. Shaded rows: percentage of GEF projects and funding with Outcomes rated Moderately Satisfactory or above and Sustainability ratings of Moderately Likely or above, by APR year.

Criteria	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	All cohorts
Percentage of projects with Sustainability ratings of ML or higher	49%	65%	59%	57%	71%	63%	58%	66%	61%
Percentage of projects with Outcomes rated MS or higher and Sustainability rated ML or higher	44%	61%	51%	55%	67%	63%	55%	59%	57%
Number of rated projects	39	54	39	60	55	46	99	76	468
Percentage of GEF funding in projects with Sustainability ratings of ML or higher	65%	60%	55%	58%	66%	75%	60%	65%	63%
Percentage of GEF funding in projects with Outcomes rated MS or higher and Sustainability rated ML or higher	60%	56%	44%	56%	65%	75%	55%	61%	58%
Total GEF funding in rated projects (millions USD)	255.3	218.3	182.1	251.4	207.8	158.6	411.6	258.4	1943.5

To provide some insights into the perceived threats to project sustainability, key risks to the continuation of project benefits following project closure, including financial risks, sociopolitical risks, institutional/governance risks, and environmental risks are identified in terminal evaluation reviews. Figure 9 presents the findings from this assessment of risks to sustainability for the APR 2005-2012 cohort. As shown in the figure, financial risk present the most common perceived threat to project sustainability, with 29% of project outcomes either unlikely or moderately unlikely to be sustained due to financial risks (out of 405 rated projects). Threats to project sustainability arising from institutional or governance risks are not far behind, with 21% of project outcomes either unlikely or moderately unlikely to be sustained for institutional or governance reasons (out of 407 rated projects).

Figure 9. Perceived risks underlying projects with sustainability ratings of moderately unlikely or below, APR 2005-12 cohort.

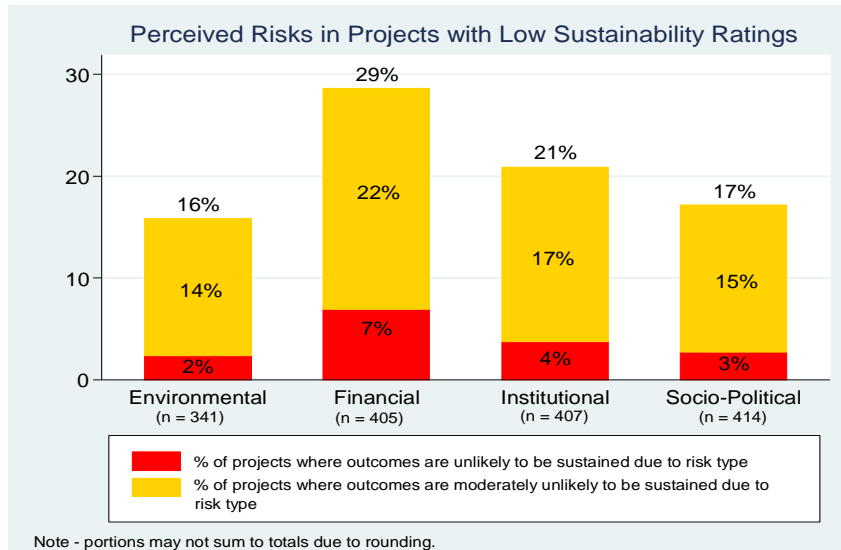
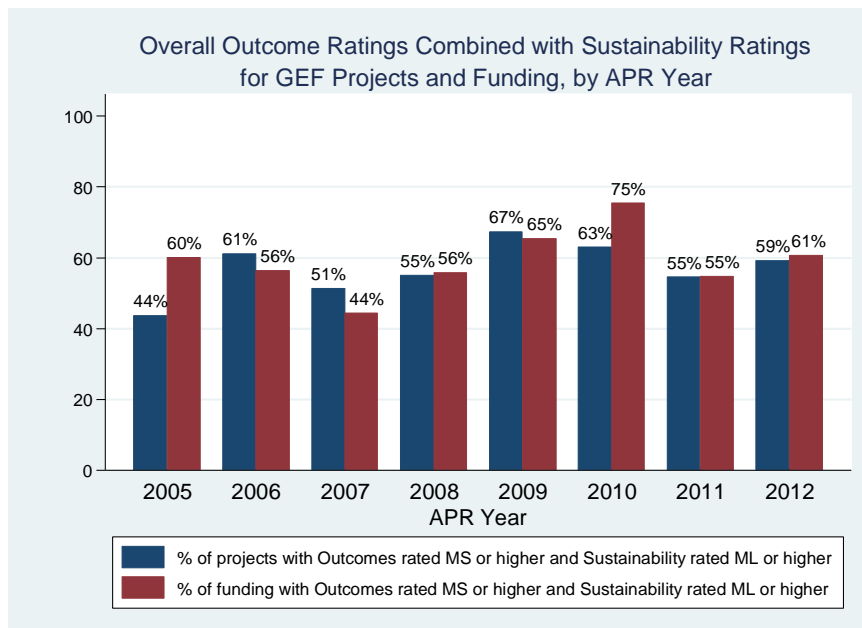


Figure 10 and table 8 as well (in shaded rows) presents information on the percentage of projects that have both overall outcome ratings of moderately satisfactory or above, and sustainability ratings of moderately likely or above. Fifty-nine percent of projects and 61% of GEF funding within the APR 2012 cohort meet this threshold, compared with 57% and 58% respectively in the eight-year APR cohort. In short, a little over half of GEF projects and funding are meeting both commonly used thresholds for positive outcomes and sustainability ratings within the APR 2005-2012 cohort.

Figure 10. Percentage of GEF projects and funding with Outcomes rated Moderately Satisfactory or above and Sustainability rated Moderately Likely or above, by APR year.



4. Factors Affecting Attainment of Project Results

Many factors may affect project outcomes, from project design and quality of project implementation and execution, to the operational context in which projects take place, to exogenous factors beyond the control of project management. Given the range and complexity of these factors, it is difficult to isolate variables and determine their specific effects on project outcomes. At the same time, associations between factors and project outcomes, and between factors themselves, can be determined.

This chapter reports on three factors for which strong associations to project outcomes have been found in the APR 2005-2012 cohort: Quality of project Implementation, Quality of project Execution, and realization of promised co-financing (see Appendix C for the methodology and results of this analysis). In addition to reporting on ratings for these factors, the GEF EO conducted a desk review of terminal evaluations within the APR 2009-2012 cohort to identify in more detail factors associated with higher and lower performing projects – i.e., projects with overall outcome ratings of moderately satisfactory and above, and those with outcome ratings below this threshold. The results of this analysis are presented here. Lastly, trends in project completion extensions are reported.

4.1 Quality of Implementation and Execution

From FY 2008 onwards, the Evaluation Office has assessed quality of project implementation and execution. As noted in chapter two, Quality of Implementation covers the quality of project design, as well as the quality of supervision and assistance provided by implementing agency(s) to executing agency(s) throughout project implementation. Quality of Execution primarily covers the effectiveness of the executing agency(s) in performing its roles and responsibilities. In both instances the focus is upon factors that are largely within the control of the respective implementing and executing agency(s).

Table 9 presents ratings on Quality of project Implementation and Execution. For both criteria, the percentage of projects with ratings of moderately satisfactory and higher is above 80% for all cohorts except APR 2008, where the percentage of projects with Quality of Implementation ratings of moderately satisfactory or higher was 72%. Five-year averages for Quality of Implementation and Execution are 82% and 84% respectively.

Table 9. Quality of Project Implementation and Execution, by APR year.

Criteria	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	All cohorts
Percentage of projects with Quality of Implementation rated MS or higher	72%	85%	86%	81%	86%	82%
Number of rated projects	60	55	43	101	76	335
Percentage of projects with Quality of Execution rated MS or higher	83%	87%	86%	81%	86%	84%
Number of rated projects	59	54	43	98	76	330

Table 10 looks at Quality of project Implementation by GEF Agency and APR year. A fair amount of variation can be seen in the ratings from year to year, due in part to the small number of projects in individual APR year cohorts for any given agency. The percentage of UNEP projects within the five-year APR 2008-2012 cohort with quality of implementation ratings of moderately satisfactory or above (80%) is a bit below that of UNDP and World Bank Group projects. The difference is not statistically significant,

however. What is significant is the share of projects under joint implementation with quality of implementation ratings of MS or higher. Only 63% of rated projects (10 of 16 projects) under joint implementation have Quality of Implementation ratings of MS or higher, compared with 83% of non-jointly implemented projects, suggesting that jointly implemented projects do not receive the same degree or quality of implementation support as non-jointly implemented projects. The difference is statistically significant at a 95% confidence level.

Table 10. Quality of Implementation, by GEF agency and APR year.

Criteria	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-year avg. or total
Percentage of UNDP projects with Quality of Implementation rated MS or higher	68%	77%	93%	88%	86%	83%
Number of rated projects	28	22	15	58	51	174
Percentage of UNEP projects with Quality of Implementation rated MS or higher	71%	87%	67%	80%	82%	80%
Number of rated projects	7	15	6	5	11	44
Percentage of World Bank projects with Quality of Implementation rated MS or higher	78%	94%	89%	76%	100%	84%
Number of rated projects	23	17	19	29	6	94
Percentage of jointly implemented projects with Quality of implementation rated MS or higher	50%	-	67%	50%	100%	63%**
Number of rated projects	2	0	3	8	3	16
Percentage of all projects with Quality of Implementation rated MS or higher	72%	85%	86%	81%	86%	82%
Number of rated projects	60	55	43	101	76	335

** The difference in the share of jointly and non-jointly implemented projects with quality of implementation ratings of MS or higher is significant at a 95 percent confidence level.

4.2 Co-financing and realization of promised co-financing

APR 2009 concluded that the GEF gains from mobilization of co-financing through efficiency gains, risk reduction, synergies, and greater flexibility in terms of the types of projects it may undertake. Given these benefits, co-financing has been a key performance indicator for the GEF.

Figure 11 displays both the median and total¹⁰ ratio of promised co-financing to GEF grant, by APR year. The figure clearly shows a general increasing trend in the level of promised co-financing to GEF funding among APR cohorts from 2005-2012. When assessed in four-year APR cohorts, as shown in the top half of table 10, the change in co-financing is considerable. The amount of total promised co-financing to the total GEF grant has risen from 2 times for the OPS4 cohort, to 2.8 times for the OPS5 cohort – an increase of 40%.

Perhaps more important than the amount of promised co-financing within APR year cohorts is the percentage of promised co-financing realized, as this gives an indication of the degree to which project financing needs anticipated in project design documents have been met. As shown in the bottom half of table 11, there has been a substantial increase in the percent of promised co-financing realized from FY 2005 to FY 2012. For the OPS4 cohort, a little over 90% of promised co-financing materialized. For the OPS5 cohort, more than 140% of promised co-financing materialized – an increase of some 55%. At the

¹⁰ Total refers to the total amount of promised co-financing over the total amount of GEF funding for an APR year cohort.

same time, the increase in the median ratio of actual to promised co-financing is far less dramatic – from 1 to 1.1 – indicating that a few outlying projects are responsible for generating large amounts of additional co-financing.

Figure 11. Median and total ratio of promised co-financing to GEF funding, by APR year.

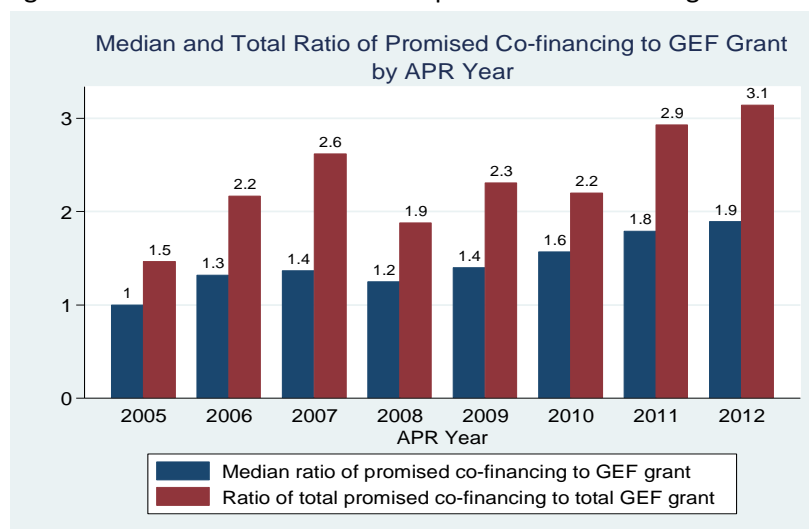


Table 11. Promised and realized co-financing for APR 2005-2008, 2009-2012, and 2005-2012 cohorts.

	APR 2005-2008	APR 2009-2012	APR 2005-2012
Total projects with data on promised co-financing	210	281	491
Total GEF funding (millions USD)	988.7	1,070.3	2,058.9
Total promised co-financing (millions USD)	1,970.1	2,952.9	4,923
Median ratio promised co-financing to GEF grant	1.2	1.6	1.4
Ratio of total promised co-financing to total GEF grant	2.0	2.8	2.4
Total projects with data on actual (realized) co-financing	162	264	426
Total realized co-financing[†] (millions USD)	1,425.6	4,008.3	5,433.8
Ratio of total realized co-financing to total GEF grant^{††}	2.0	4.0	3.2
Median ratio of realized to promised co-financing^{††}	1.0	1.1	1.0
Ratio of total realized to total promised co-financing^{††}	0.9	1.4	1.3

[†] note – total realized co-financing is likely higher than reported figure as data is missing on 65 projects within the APR 2005-12 cohort.

^{††} note – ratios include only projects for which data on realized co-financing is available.

Trends in co-financing can also be distinguished by GEF agency, as shown in figure 12. The amount of promised co-financing to GEF funding has more than doubled for UNDP projects, rising from 1.4 dollars of co-financing per dollar of GEF funding for projects within the APR 2005-2008 cohort, to 3 dollars of co-financing per dollar of GEF funding for projects within the APR 2009-2012 cohort. The same ratio has risen for World Bank projects, although less dramatically, and fallen slightly for UNEP projects. Considering all projects within the APR 2005-2012 cohort, the ratio of total promised co-financing to total GEF grant is higher for World Bank and UNDP projects compared with UNEP projects, at 2.7, 2.4, and 1.3 respectively.

Figure 12. Trends in the ratio of total promised co-financing to total GEF grant, by GEF agency and four-year APR groupings.

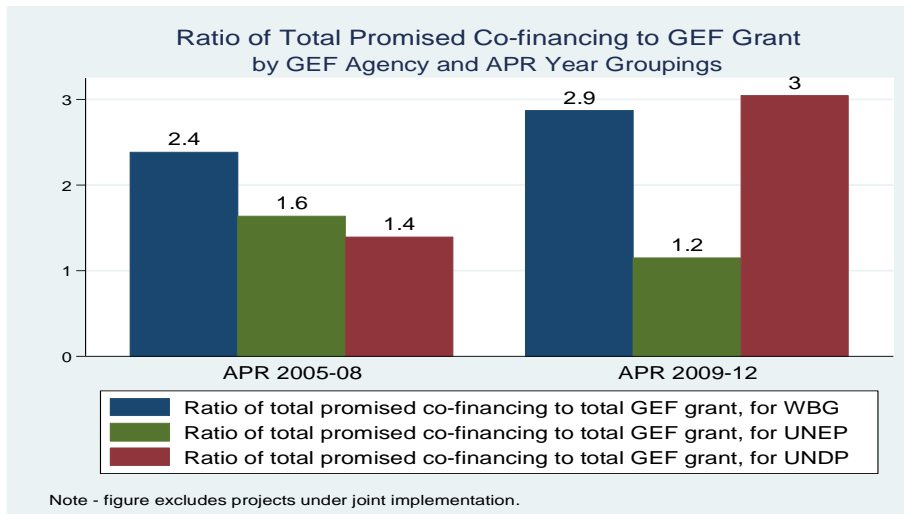
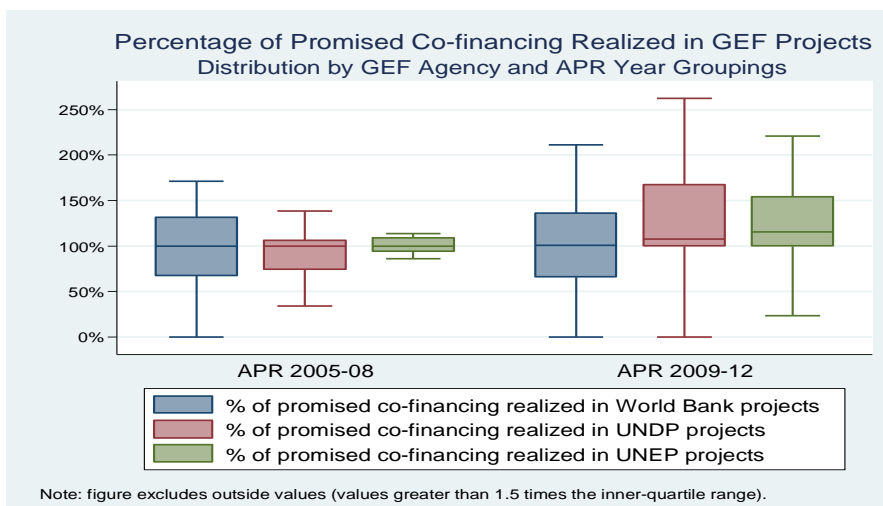


Figure 13 shows distribution among projects by GEF agencies of the percentage of promised co-financing that materialized. While the median value is at or close to 100% for all three GEF agencies¹¹ in both four-year APR groupings, some movement is seen in materialized co-financing for UNDP and UNEP projects within the APR 2005-2012 cohort. For both these agencies, the percentage of projects realizing more than 100% of promised co-financing has risen to where 75% of all projects in the APR 2009-2012 grouping realized at least 100% of promised co-financing, and 25% of projects realized at least 150% of promised co-financing. For World Bank projects the numbers have remained fairly stable, with the inner-quartile (25th to 75th percentile) of projects in the APR 2005-2012 cohort realizing between 67% and 134% of promised co-financing.

Figure 13. Distribution among GEF projects by GEF agencies and four-year APR groupings of the percentage of promised co-financing realized.



¹¹ There is currently insufficient data to report co-financing percentages for GEF agencies other than WBG, UNEP, and UNDP.

4.3 Factors associated with higher and lower performing projects

To provide additional insights into the kinds of factors associated with higher and lower performing projects – i.e., projects with overall outcomes of moderately satisfactory or higher, and those below this threshold - the GEF EO conducted an in-depth desk review of the 281 terminal evaluations within the OPS5 (APR 2009-12) cohort, looking for evidence within the evaluations' narratives. A similar analysis looking at factors associated with lower performing projects was performed on 40 terminal evaluations in the OPS4 cohort (APR 2005-08), and reported in APR 2008 (see chapter two for a complete description of the methodology used in both studies). Findings of both studies are presented here.

Results, shown in figures 14 and 15, suggest that project outcomes of both higher and lower performing projects are highly reflective of the quality of project management; that poor project design is a factor in a large proportion of projects with overall outcome ratings below moderately satisfactory; and that strong non-state stakeholder support is an important factor in a majority of projects with overall outcome ratings of moderately satisfactory or higher.

Seventy-one percent of the 233 assessed terminal evaluations of projects with overall outcome ratings of moderately satisfactory or above cite project management as positively contributing to the project's overall outcome rating. Among the 41 assessed projects in the OPS5 cohort with overall outcomes ratings below moderately satisfactory, 29 projects (71%) cite poor project management as a factor in the poor performance of the project. Poor project design, which included significant problems in the project's logical framework, failure to tailor the project adequately to the local context, failure to adequately budget project activities, over-ambitious project goals, and poor choices in executing arrangements, is the factor most often cited as hindering project performance among the 41 assessed projects with overall outcome ratings below moderately satisfactory.

For factors associated with lower performing projects, the percentages and categories are largely consistent between the two studies (OPS4 and OPS5 cohorts; shown in figure 15). Among projects in the OPS5 cohort, a fourth category emerged – Low Country Support - representing projects for which weak support/commitment from the Country (or some levels or sectors of Country Administration) is reported in the terminal evaluation as hindering the project's outcome ratings. Evidence cited includes excessive delays regarding permitting of project activities; failure to advance legislation or policy critical to the success of the project; and development plans that conflict with the project.

Figure 14. Results of a GEF EO analysis of factors attributed to high performing projects. Sample includes 223 terminal evaluations of projects in the OPS5 cohort with Outcome ratings of MS or above, and that identified factors that directly or indirectly contributed to project outcome achievements.

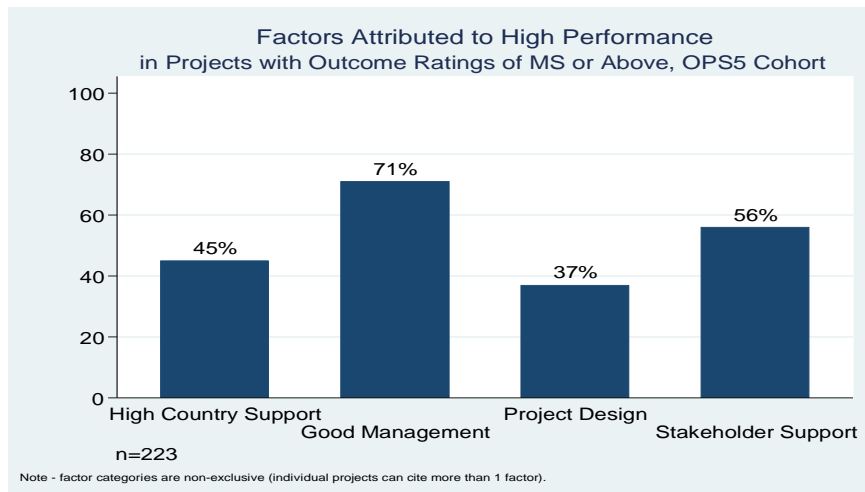
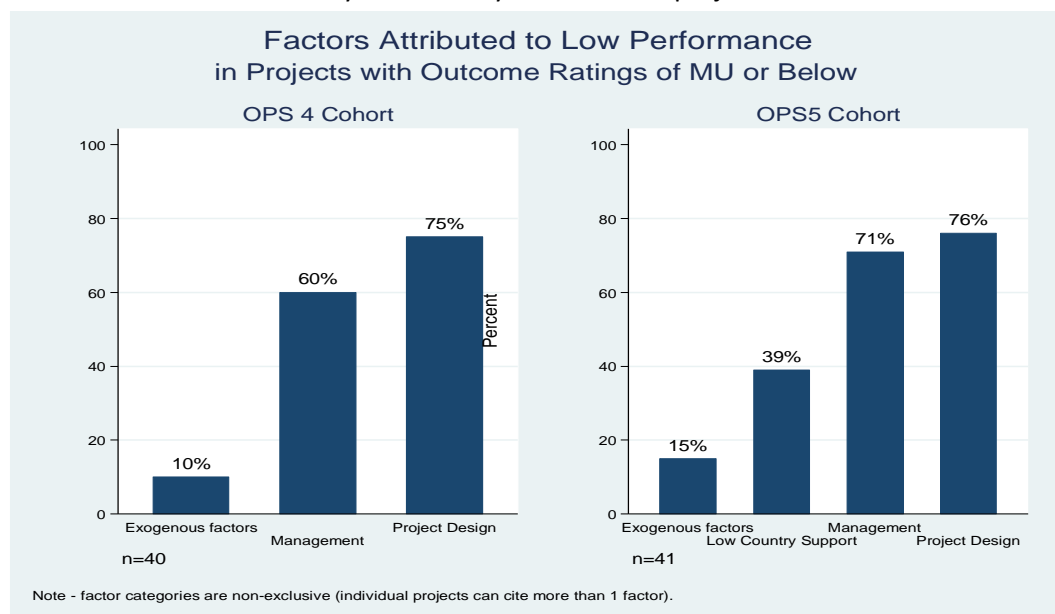


Figure 15. Results of a GEF EO analysis of factors attributed to low performing projects. Sample includes 40 terminal evaluations of projects in the OPS4 cohort (shown on the left), and 41 terminal evaluations of projects in the OPS5 cohort (shown on the right), with Outcome ratings of MU or below, and that identified factors that directly or indirectly hindered the projects outcome achievement



Some evidence is found in assessed terminal evaluations that strong project management can sometimes overcome weaknesses in project design. Thirty-one, or 19%, of the 223 assessed projects with outcome ratings of moderately satisfactory had important weaknesses in design, according to the terminal evaluations, but succeeded in large part in meeting project expectations due to strong project management. However, further analysis is needed to understand under what conditions strong project management can or cannot overcome weaknesses in design, and how this is accomplished.

A few examples from the OPS5 cohort study help to illustrate the identified factors more clearly:

- **Strong management** – The UNDP implemented “Conservation of Globally significant Biodiversity in the Landscape of Bulgaria’s Rhodope Mountains” project (GEF project #1042) achieved most of its intended outcomes despite starting with a design that was “too complex”, with “too many activities,” (110 activities in all) and that did not consider failure to establish Nature Parks – a key component of the project - as a possibility (project’s Terminal Evaluation, pg 6). Evidence of strong management included adaptive management following a critical mid-term evaluation, efficient coordination of subcontracts, effective project monitoring, and strong trust built between the management team and local stakeholders through continuous consultation.
- **Poor design** - The World Bank implemented “Vilnius Heat Demand Management” project (GEF project #948), which sought to reduce GHG emissions from the residential building sector of the city through a demand-side management program, suffered from several design issues identified in the terminal evaluation. These included design assumptions that two of the project’s executing agencies would closely coordinate their efforts, which proved to be false; splitting of the GEF grant into two sub-grants, which prohibited reallocation of GEF funds between project components during project execution; and insufficient consultation with homeowners associations regarding demand for the project’s outputs.
- **Strong non-state stakeholder support** – During execution of the UNDP “Biodiversity Conservation in the Sierra Gorda Biosphere Reserve in Mexico” project (GEF project #887), project managers sought the participation and involvement of various stakeholders, many of whom collaborated with the project on a volunteer basis. Because of these partnerships, which included domestic private sector organizations as well as international donor institutions, the project was able to triple the amount of projected co-financing realized, as well as obtain pro bono advice from experts, both of which facilitated strong results and enhanced project efficiency.
- **Poor project management** – The World Bank “Rural Environment Project” project (GEF project #1535), which sought to improve biodiversity conservation and introduce sustainable natural resource management in two mountainous areas of Azerbaijan, was burdened with understaffing in early years of the project’s execution, in particular the lack of a qualified procurement specialist; severe delays in production of key project outputs; and by high staff turnover in the project management team, which disrupted communication between Bank and the Local Ministry of Environment. As a result, investments in park infrastructure and equipment called for in the project design were not made, and no national park or protected area staff benefitted from the training programs implemented by the project (ICR pages 17-18).

4.4 Trends in Project Extensions

Project extensions – defined as time taken to complete project activities beyond what was anticipated in project approval documents¹² – can occur for reasons both within and outside of management’s control, and are not a strong predictor of project outcomes within the APR 2005-2012 cohort. That is, no statistically significant difference is found in the proportion of projects with outcome ratings of

¹² This definition excludes any delays that may occur prior to the start of project activities.

moderately satisfactory or higher between projects that did or did not have project extensions. The same holds true when projects are sorted on the basis of those having extensions of more than one, or even two years¹³. Moreover, project extensions may allow for the realization of intended project outputs, and may be a consequence of good adaptive management.

At the same time, project extensions likely mean that the intended return on GEF funding – project outputs and environmental outcomes – have not materialized in the timeframe anticipated in project approval documents. When a trend in project extensions appears over time, it may signal that project timeframes or strategies are unrealistic given the conditions in which projects take place. Project extensions are therefore one aspect of project performance that is tracked in the APR.

Table 14 presents summary statistics on project extensions for projects in four-year APR cohorts, and the eight-year APR 2005-2012 cohort, where data is available. Overall, 80% of assessed projects in the APR 2005-2012 cohort have project extensions, and the percentages within the four-year APR cohorts differ by only 3%. A small difference is also seen between full-sized and medium-sized projects, with 81% of full-sized projects in the APR 2005-2012 cohort having project extensions vs. 78% of medium-sized projects.

More distinction is found when assessing project extensions by GEF agency¹⁴. The percentage of UNDP projects within the APR 2005-2012 cohort with project extensions is 87%, vs. 79% for UNEP, and 71% for World Bank projects.¹⁵ At the same time, the percentage of UNDP and UNEP projects with project extensions has declined between four-year APR cohorts: from 93% to 83% for UNDP, and from 82% to 77% for UNEP. For World Bank projects, the percentage of projects with extensions are essentially unchanged between four-year APR cohorts.

Because GEF agencies differ with respect to the proportion of full-sized and medium-sized projects in their respective portfolios, comparisons between agency trends in project extensions need to be separately assessed for full-sized and medium sized projects. As table x indicates, even when accounting for these differences, the trends in project extensions among UNDP, UNEP, and the World Bank projects is largely consistent with numbers on agencies' overall portfolios. That is, World Bank projects typically experience fewer and shorter project extensions than UNDP and UNEP projects.

Using two thresholds: the percentage of projects with extensions greater than one year, and the percentage of projects with extensions of greater than two years, illustrates the same point more clearly. As shown in figure 15, more than half of all full-sized UNDP and UNEP projects have project extensions beyond one year, vs. 43% for World Bank projects. For medium-sized projects the numbers are 35% for both UNDP and UNEP, and 28% for the World Bank. Likewise, 38% of full-sized UNDP

¹³ A very small (2/10ths of a point) difference is found in the mean outcome rating between projects with and without extensions of more than 1 and 2 years when using a 6-point rating scale for outcomes.

¹⁴ There is currently insufficient information on project extensions to report on GEF agencies other than UNDP, UNEP, and the World Bank group.

¹⁵ Of these figures, the difference in the proportion of UNDP and WB projects with project extensions is statistically significant at a 95% confidence level. Differences in the proportion of projects with project extensions between other GEF agencies is not statistically significant.

projects have project extensions of greater than two years, compared with 22% and 20% for UNEP and the World Bank respectively. For medium-sized projects, the percentages are 13%, 10% and 5% for UNDP, UNEP, and the World Bank, respectively.

Table 14. Project extensions by project type, GEF agency, and APR groupings.

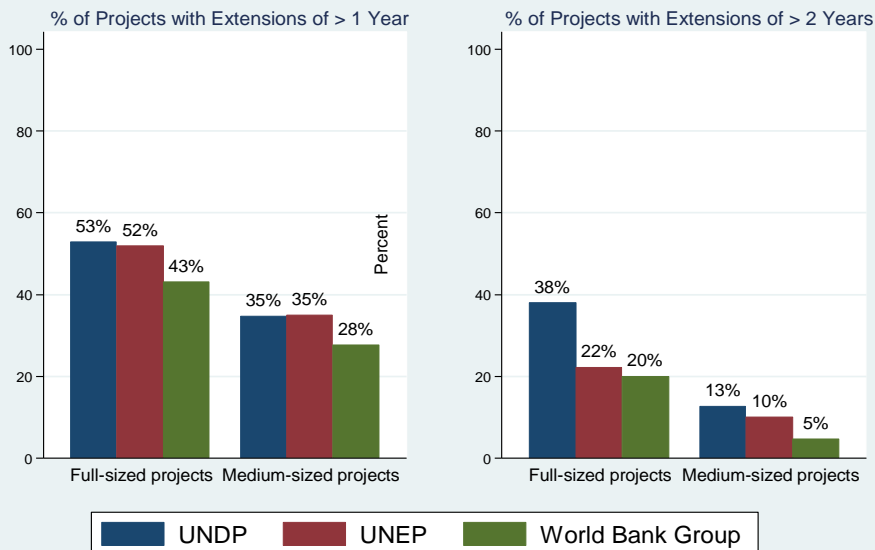
Criteria		APR 2005-08	APR 2009-12	APR 2005-2012	
# of projects with data on project extensions		198	268	466	
Percentage of projects with project extensions	All projects	81%	78%	80%	
	FSPs	81%	80%	81%	
	MSPs	81%	76%	78%	
	UNDP	93%	83%	87%	
	UNEP	82%	77%	79%	
	World Bank	71%	72%	71%	
Median length of project extension (months)**	All projects	14	14	14	
	FSPs	All FSPs	23	18	18
		UNDP	26	17	20
		UNEP	22	20	21
		World Bank	23	18	18
	MSPs	All MSPs	11.5	12	12
		UNDP	14	12	12
		UNEP	6	12	9.5
		World Bank	10	13	12
	Percentage of projects with extensions of > 1 year	All projects	42%	40%	41%
FSPs		All FSPs	50%	46%	48%
		UNDP	63%	48%	53%
		UNEP	45%	56%	52%
		World Bank	43%	43%	43%
MSPs		All MSPs	34%	31%	32%
		UNDP	47%	28%	35%
		UNEP	35%	35%	35%
		World Bank	21%	38%	28%
Percentage of projects with extensions of > 2 years		All projects	23%	18%	20%
	FSPs	All FSPs	35%	23%	28%
		UNDP	51%	31%	38%
		UNEP	18%	25%	22%
		World Bank	26%	12%	20%
	MSPs	All MSPs	9%	10%	9%
		UNDP	12%	13%	13%
		UNEP	6%	13%	10%
		World Bank	8%	0%	5%

* FSP=full-size project (includes 2 Enabling Activities based on size of GEF grant); MSP=medium-size project

**Includes only those projects with project completion extensions.

Figure 15. Summary statistics on 1 and 2-year project extensions, by GEF agency and project size, within the APR 2005-2012 cohort.

Percentage of Projects with Extensions of More Than 1 and 2 Years APR 2005-2012 Cohort, by GEF Agency and Project Size



5. Quality of M&E Design and Implementation

Project monitoring and evaluation (M&E) systems provide real-time information to managers on the progress made in achieving intended results, and facilitate adaptive management. Effective M&E systems also allow for the evaluation of project impacts and sustainability following project closure. They are therefore among the key project performance indicators tracked and reported on by the GEF Evaluation Office in the APR.

5.1 Ratings Scale

As discussed in the methodology section of chapter two, M&E systems are assessed in terminal evaluations on two principle dimensions: (1) the design of a project's M&E system, and (2) the implementation of a project's M&E system. A six-point rating scale is used to assess overall M&E Design and M&E Implementation, with the following categories:

- **Highly satisfactory.** The project had no shortcomings in M&E Design/Implementation.
- **Satisfactory.** The project had minor shortcomings in M&E Design/Implementation.
- **Moderately satisfactory.** The project had moderate shortcomings in M&E Design/Implementation.
- **Moderately unsatisfactory.** The project had significant shortcomings in M&E Design/Implementation.
- **Unsatisfactory.** The project had major shortcomings in in M&E Design/Implementation.

Among projects that have been rated on both M&E Design and Implementation by the GEF EO or GEF agency evaluation offices, strong associations are found between the two ratings. That is, projects with M&E Design ratings of MS or higher are more likely than not to have M&E implementation ratings of MS

or higher as well, and vice versa (see appendix C for the full methodology and results of this analysis). At the same time, project M&E systems can be, and often are, modified and improved upon during project implementation.

5.2 Findings

Table 12 shows the percentage of rated projects with quality of M&E Design ratings of moderately satisfactory or higher. Only 66% of rated projects (n=421) have M&E design ratings of moderately satisfactory or higher. Also noteworthy, M&E design ratings between four-year APR cohorts¹⁶ are essentially flat: 67% of projects within the APR 2005-2008 cohort and 65% of projects within the APR 2009-2012 cohort have M&E Design ratings of moderately satisfactory or higher. In short, only two-thirds of rated GEF projects are meeting the commonly used threshold for satisfactory M&E design, and the percentages have remained fairly stable for the past seven APR years.

Some differentiation is found between medium- and full-sized projects, with a higher percentage of medium-sized projects at or above the moderately satisfactory threshold compared with full-sized projects. The difference is not statistically significant however.

Table 12. Quality of M&E Design, by APR year and project size.

Criteria	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	7-year avg. or total
Percentage of all projects with M&E Design rated MS or higher	59%	68%	72%	72%	70%	65%	57%	66%
Number of rated projects	49	40	61	54	46	94	77	421
Percentage of full-sized[†] projects with M&E Design rated MS or higher	44%	50%	77%	57%	67%	67%	64%	63%
Number of rated full-sized projects	25	20	31	28	21	55	47	227
Percentage of medium-sized projects with M&E Design rated MS or higher	75%	85%	67%	88%	72%	62%	47%	69%
Number of rated medium-sized projects	24	20	30	26	25	39	30	194

† Note – includes 2 Enabling Activities based on size of GEF grant.

Ratings on the quality of M&E implementation are presented in table 13 and figure 16. The proportion of projects with M&E Implementation ratings of MS or higher largely tracks, and is similar to, ratings on M&E Design shown in table 12 above. Of the 390 projects for which ratings are available, only 68% of projects have M&E implementation ratings of moderately satisfactory or higher. Between four-year APR cohorts, the percentage of projects with M&E implementation ratings of moderately satisfactory or higher has declined slightly, from 71% in the APR 2005-2008¹⁷ cohort to 66% in the APR 2009-2012 cohort. The decline in ratings between OPS cohorts is not statistically significant, however.

As with ratings on M&E design, ratings on M&E Implementation can be distinguished by project size. Among rated projects, a higher proportion of medium-sized projects have M&E implementation ratings of moderately satisfactory or above compared to full-sized projects, at 73% vs. 64% respectively.

¹⁶ Ratings for M&E design are not available in APR year cohorts prior to FY 2006, so here the four-year APR 2005-2008 cohort includes ratings from only three years.

¹⁷ Ratings for M&E implementation are not available in APR year cohorts prior to FY 2006, so here the four-year APR 2005-2008 cohort includes ratings from only three years.

Whether this is due to the increased complexity or more stringent M&E requirements for full-sized projects, or some other factors, is not known. The difference is statistically significant at a 95% confidence level.

Table 13. Quality of M&E Implementation, by project size and APR year.

Criteria	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	7-year avg. or total
Percentage of all projects with M&E implementation rated MS or higher	78%	61%	70%	63%	57%	70%	69%	68%
Number of rated projects	46	33	50	49	42	94	77	390
Percentage of full-sized† projects with M&E implementation rated MS or higher	62%	44%	67%	68%	48%	67%	70%	64%**
Number of rated full-sized projects	21	16	27	28	21	58	47	218
Percentage of medium-sized projects with M&E implementation rated MS or higher	92%	76%	74%	57%	67%	74%	67%	73%
Number of rated medium-sized projects	25	17	23	21	21	35	30	172

† Note – includes 2 Enabling Activities based on size of GEF grant.

** The difference in the overall share of full-size and non-full size projects with quality of M&E implementation ratings of MS or higher is significant to a 95 percent confidence level.

Figure 16. Percentage of projects with M&E implementation ratings of MS or higher, by project size and APR year.

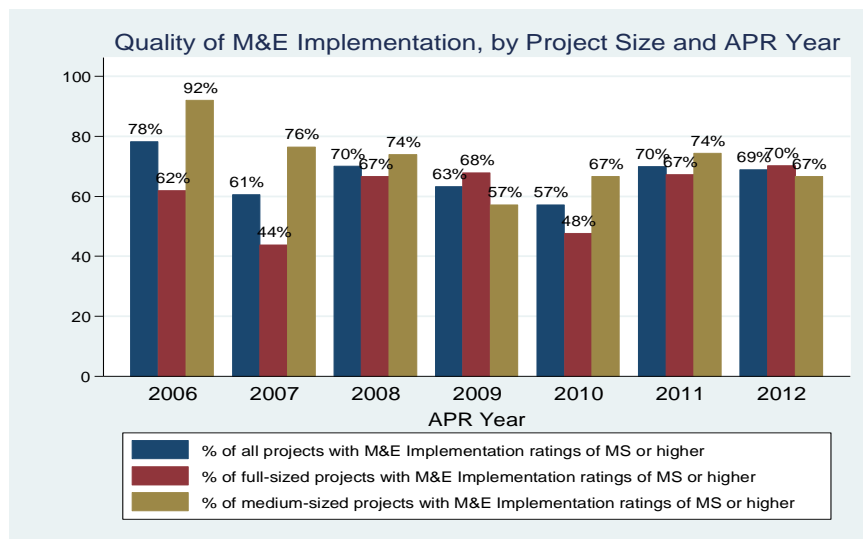
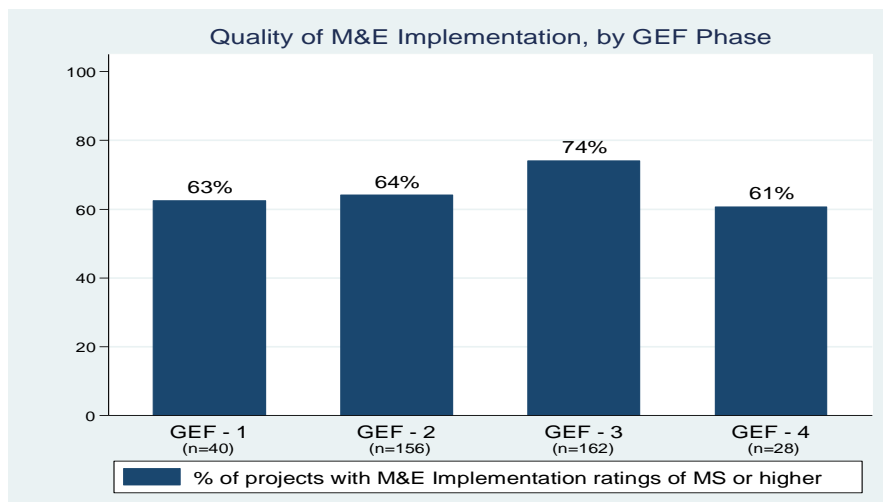


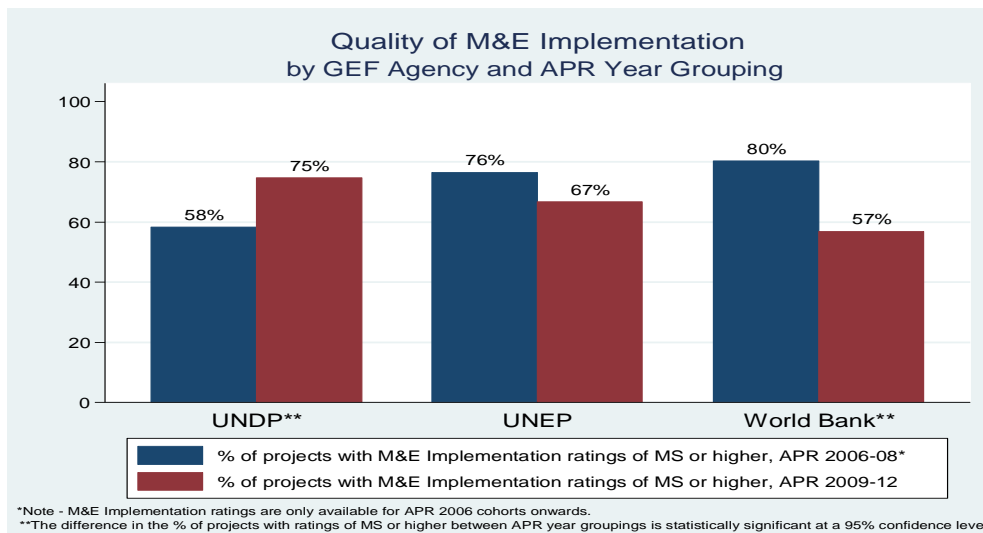
Figure 17 shows M&E implementation ratings by GEF-replenishment phase. Because GEF phase cohorts are not complete, and a very limited number of ratings are available for GEF-1 and GEF-4 phases, care must be taken in assessing any trends in M&E implementation ratings by GEF phase at this time. That said, among rated projects, a greater proportion (74%) of projects authorized in during the GEF-3 replenishment period have M&E implementation ratings of moderately satisfactory or higher compared to projects authorized during the GEF-2 replenishment period (64%). The difference is statistically significant at a 90% confidence level.

Figure 17. Percentage of projects with M&E implementation ratings of MS or higher, by GEF phase. Note that GEF phase cohorts are not complete, and a very limited number of ratings are available for GEF -1 and GEF -4 phases.



Between OPS4 and OPS5 cohorts, significant shifts in the M&E Implementation ratings of two GEF Agencies are found. As shown in figure 18, the percentage of UNDP projects with M&E Implementation ratings of moderately satisfactory or higher has risen from 58% of projects in the OPS4 cohort (ratings not available for FY 2005), to 75% of projects in the OPS5 cohort. The difference is statistically significant at a 95% confidence level. In contrast, M&E Implementation ratings between OPS cohorts have declined for both UNEP and World Bank projects. For World Bank projects the decline from 80% to 57% of projects with M&E Implementation ratings of moderately satisfactory or higher is statistically significant at a 95% confidence level. The decline in M&E Implementation ratings for UNEP projects is not statistically significant.

Figure 18. Percentage of projects with M&E Implementation ratings of MS or higher, by GEF Implementing agency and OPS cohorts.



6. Quality of Terminal Evaluation Reports

Terminal evaluation reports provide one of the principle ways by which the GEF Council, management, Agencies, GEF Evaluation Office, and other stakeholders, are able to assess the performance of GEF projects. This assessment facilitates continued learning and adaptation throughout the GEF partnership. The integrity and quality of terminal evaluations is therefore essential to the validity of any findings that may arise from analysis of terminal evaluations.

The GEF EO has been reporting on the quality of terminal evaluations since APR 2004. To date, 566 terminal evaluations have been submitted to the GEF EO. Of these, 527 have been rated by either the GEF EO or GEF agency evaluation offices. Year of terminal evaluation completion is used for analysis rather than APR year, as year of terminal evaluation does a better job of capturing when the actual work of reporting took place.

As noted in chapter two, terminal evaluations are assessed and rated by the GEF EO and GEF agency evaluation offices based on the following criteria:

- Did the report present an assessment of relevant outcomes and achievement of project objectives in the context of the focal area program indicators, if applicable?
- Was the report consistent, the evidence complete and convincing, and the ratings substantiated?
- Did the report present a sound assessment of sustainability of outcomes?
- Were the lessons and recommendations supported by the evidence presented?
- Did the report include the actual project costs (total and per activity) and actual co-financing used?
- Did the report include an assessment of the quality of the project M&E system and its use in project management?

Performance on each of these criteria is rated on a six point scale, from Highly Satisfactory to Highly Unsatisfactory. The overall rating for the terminal evaluation is a weighted average of the six sub-ratings, with the first two sub-ratings receiving more weight than the other four (see Appendix B).

6.1 Findings

Table 15 and figure 19 present overall ratings on terminal evaluation reports by project size, GEF agency, and year of TE completion. While a fair amount of annual variability in the ratings is apparent, in most years, the percentage of terminal evaluations with ratings of moderately satisfactory or higher is above 80%. Overall, 86% of rated terminal evaluations have ratings of moderately satisfactory or higher¹⁸.

The quality of terminal evaluations of medium-sized projects has typically lagged behind that of full-sized projects, with 83% of assessed terminal evaluations rated moderately satisfactory or above

¹⁸ Note that the 2011 and 2012 cohorts are not yet complete. Dashed lines on figure x are used to indicate that trend lines are provisional and may change as additional ratings of terminal evaluations become available in subsequent APRs.

compared with 89% of full-sized projects. This difference is statistically significant to a 95% confidence level, and becomes more pronounced when a more stringent yardstick of satisfactory and above is used (shown in table 15 in shaded rows). Only 46% of rated medium-sized project evaluations compared with 59% of rated full sized project evaluations meet the threshold of satisfactory and above.

Little distinction is seen in overall reporting quality between GEF agencies when using the moderately satisfactory or above threshold. However, differences in the overall quality of terminal evaluations between GEF agencies become more visible when using the satisfactory and above threshold. The percentage of assessed UNDP terminal evaluations with overall ratings of satisfactory or above is 44%, compared with 63% for UNEP evaluations, and 61% for World Bank Group evaluations. This difference is statistically significant at a 95% confidence level.

Table 15. Percentage of terminal evaluation reports rated Moderately Satisfactory or above (top), and Satisfactory and above (bottom shaded rows), by project size, GEF agency, and year of TE completion.

Criteria	Year of TE Completion									All cohorts
	2004 & earlier	2005	2006	2007	2008	2009	2010	2011	2012	
Percentage of terminal evaluation reports rated Moderately Satisfactory or above										
All projects	72%	89%	87%	90%	91%	93%	85%	82%	86%	86%
Full-sized projects	71%	91%	93%	100%	96%	91%	89%	86%	83%	89%
Medium-sized projects	72%	85%	83%	82%	86%	96%	80%	74%	90%	83%**
UNDP projects	75%	95%	86%	100%	92%	90%	81%	82%	86%	86%
UNEP projects	50%	63%	100%	100%	100%	100%	78%	80%	100%	84%
World Bank Group projects	83%	91%	88%	78%	85%	93%	92%	75%	100%	87%
Percentage of terminal evaluation reports rated Satisfactory or above										
All projects	43%	53%	40%	60%	55%	73%	61%	38%	49%	53%
Full-sized projects	43%	60%	45%	67%	68%	72%	75%	46%	48%	59%
Medium-sized projects	44%	44%	35%	54%	43%	74%	40%	21%	50%	46%**
UNDP projects	25%	55%	33%	50%	54%	59%	54%	31%	42%	44%**
UNEP projects	40%	25%	33%	71%	57%	88%	67%	60%	86%	63%
World Bank Group projects	50%	59%	48%	65%	55%	81%	67%	75%	100%	61%
Total number of rated terminal evaluations	67	62	53	52	53	74	61	56	49	527

Note – numbers may not sum to 100% due to rounding.

** The difference in the share of terminal evaluations with overall ratings of MS or higher between medium-sized and full size projects is significant to a 95 percent confidence level. The difference in the share of terminal evaluations with overall ratings of S or higher between medium-sized and full size projects is significant to a 95 percent confidence level. The difference in the share of terminal evaluations with overall ratings of S or higher between UNDP and non-UNDP evaluations is significant to a 95 percent confidence level.

As noted above, overall ratings on terminal evaluations are based on an assessment of the quality in terminal evaluation reporting along six criteria. Figure 20 shows how reporting on these six criteria has fared over the 2004-2012 cohort, in terms of ratings. In general, reporting on most dimensions has been strong, with more than 80% of terminal evaluations rated as moderately satisfactory or above for reporting on outcomes, consistency, sustainability, and lessons and recommendations. Reporting on project financing and M&E systems has not been as strong, with only 67% and 66% of rated terminal evaluations within the 2004-2012 cohort receiving ratings of moderately satisfactory or above, respectively.

The performance of terminal evaluations along these two dimensions has improved within the FY 2012 cohort. However, as the dotted lines in figure x indicate, this cohort is not yet complete, and ratings may change as more terminal evaluations from this year become available in subsequent APRs.

Figure 19. Percentage of terminal evaluation reports with overall quality rated moderately satisfactory or higher, by project size, implementing agency, and year of terminal evaluation completion.

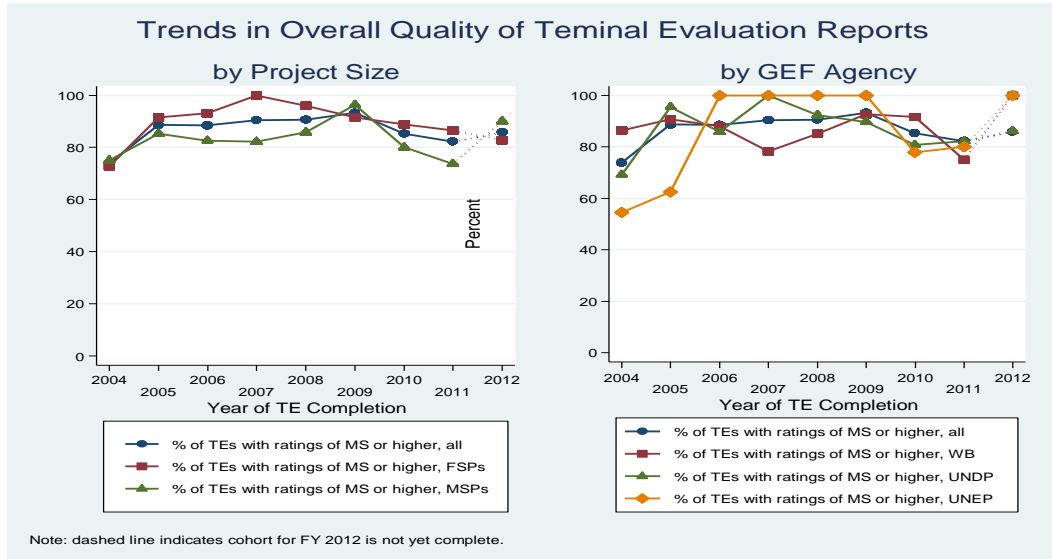
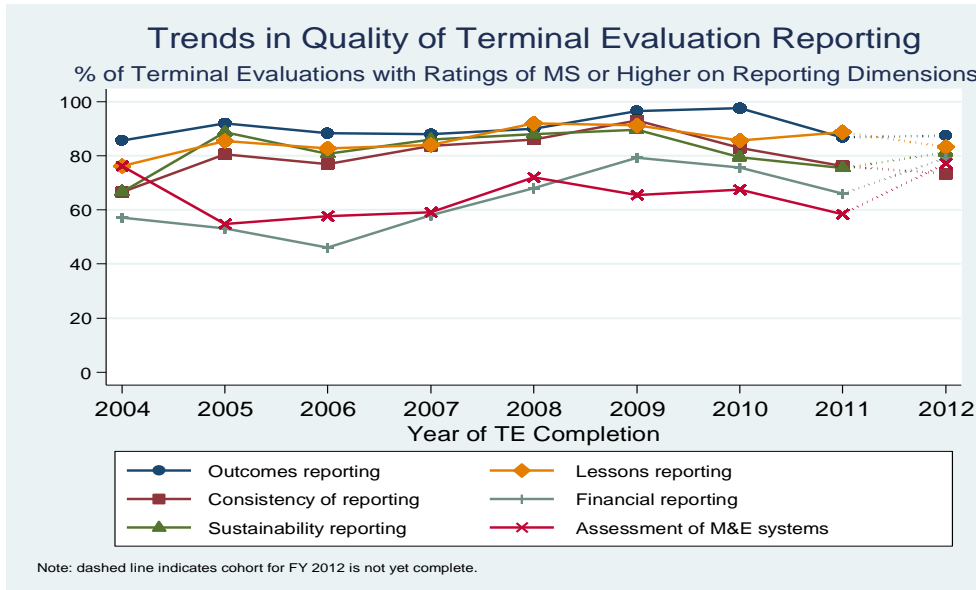


Figure 20. Quality of terminal evaluation reporting on individual dimensions, by year of terminal evaluation completion.



6.2 Comparison of ratings from GEF EO and Evaluation Offices of GEF Agencies

As discussed in Chapter 2, a number of GEF Agencies have independent evaluation offices that provide oversight and review of ratings provided in their agency's respective terminal evaluations. Beginning in 2009, the GEF EO began accepting ratings from the independent evaluation offices of the World Bank

Group, UNEP, and subsequently UNDP. This approach, which reduces duplicative work, follows the GEF EO finding that ratings from these three evaluation offices are largely consistent with those provided by the GEF EO (GEF EO 2009).

The GEF EO continues to track the consistency between ratings provided from Agencies' independent evaluation offices and the GEF EO. This is accomplished by GEF EO review of a random sample of terminal evaluations that have also been reviewed by the evaluation offices of GEF Agencies.

Table 16 shows the how ratings on overall Outcomes compare between Agency evaluation offices and the GEF EO, for all projects where two sets of ratings are available (127 projects). Overall, ratings provided by GEF Agencies continue to be largely consistent with those provided by the GEF EO. Among sampled reviews, a small, 4% difference in the percentage of projects with overall Outcome ratings of MS or higher is found between ratings from agencies' evaluation offices and those from the GEF Evaluation Office. This difference is not statistically significant however. Moreover, adjusting for a possible bias would not lead to significant changes in the finding presented in APRs from 2009 onwards. The GEF Evaluation Office will continue to track the consistency of ratings between Agency evaluation offices and the GEF Evaluation Office going forward.

Table 16. Comparison of overall Outcome ratings from independent evaluation offices of GEF Agencies and the GEF Evaluation Office, for all jointly rated projects, APR 2005-2012.

GEF Agency	Number of projects with ratings from both GEF Agency EO and GEF EO	Percentage of projects rated MS or higher by Agency EO	Percentage of projects rated MS or higher by GEF EO	Difference in ratings between GEF Agency EO and GEF EO
ADB	1	100%	100%	0%
UNDP	24	88%	83%	5%
UNEP	37	96%	89%	7%
UNIDO	3	67%	67%	0%
World Bank Group	62	89%	84%	5%
Total	127	89%	85%	4%

6. Management Action Record

The GEF Management Action Record (MAR) tracks the level of adoption by the GEF Secretariat and/or the GEF agencies (together here referred to as GEF Management), of GEF Council decisions that have been made on the basis of GEF EO recommendations. The MAR serves two purposes: "(1) to provide Council with a record of its decision on the follow-up of evaluation reports, the proposed management actions, and the actual status of these actions; and (2) to increase the accountability of GEF management regarding Council decisions on monitoring and evaluation issues." ¹⁹

The format and procedures for the MAR were approved by the GEF Council at its November 2005 meeting. They call for the MAR to be updated and presented to the Council for review and follow-up on an annual basis.

¹⁹ GEF Council, "Procedures and Format of the GEF Management Action Record." GEF/ME/C.27/3., GEF Council November, 2005.

MAR 2012 tracks 21 separate GEF Council decisions: 10 that were part of MAR 2011, and 11 new decisions that are included for tracking in MAR 2012. In addition, to the GEF Council decisions, this year the Evaluation Office has also started tracking adoption of the decisions of the SCCF/LDCF Council. In APR 2012 one decision of the SCCF/LDCF Council is tracked. A complete version of MAR 2012 is available at the GEF Evaluation Office website (www.gefeo.org).

6.1 Rating Approach

For each tracked Council decision, self-ratings are provided by GEF Management on the level of adoption, along with commentary as necessary. Ratings and commentary on tracked decisions are also provided by the GEF Evaluation Office for verification. The rating categories for the progress of adoption of Council decisions were agreed upon through a consultative process of the Evaluation Office, the GEF Secretariat, and the GEF Agencies. Categories are as follows:

- **High:** Fully adopted and fully incorporated into policy, strategy or operations.
- **Substantial:** Decision largely adopted but not fully incorporated into policy, strategy or operations as yet.
- **Medium:** Adopted in some operational and policy work, but not to a significant degree in key areas.
- **Negligible:** No evidence or plan for adoption, or plan and actions for adoption are in a very preliminary stage.
- **Not possible to verify yet:** verification will have to wait until more data is available or proposals have been further developed.
- **N/A:** Not-applicable or no rating provided (see commentary).

Tracked GEF Council Decisions

MAR 2012 tracks management actions on GEF Council decisions based on 11 GEF Evaluation Office documents. Seven of these evaluations were included in MAR 2011:

- Annual Performance Report 2006 (GEF/ME/C.31/1, May 2007)
- Joint Evaluation of the Small Grants Program – Executive Version (GEF/ME/C.32/2, October 2007)
- Annual Country Portfolio Evaluation Report 2009, (GEF/ME/C.35/1, June 2009)
- Annual Report on Impact 2009, (GEF/ME/C.36/2, November 2009)
- Annual Performance Report 2009 (GEF/ME/C.38/4, June 2010)
- Evaluation of the GEF Strategic Priority for Adaptation (GEF/ME/C.39/4, October 2010)
- Annual Thematic Evaluations Report 2011 (GEF/ME/C.41/02, October 2011)

Four additional evaluations are the source of 11 new tracked Council decisions. These evaluations are:

- Annual Performance Report 2011 (GEF/ME/C.42/01, May 2012)
- Annual Country Portfolio Evaluation Report 2012 (GEF/ME/C.42/03, May 2012)
- Annual Thematic Evaluations Report 2012 (GEF/ME/C.43/02, October 2012)
- GEF Annual Impact Report 2012 (GEF/ME/C.43/04, October 2012)

Tracked LDCF/SCCF Council Decision

One decision based on the recommendations contained in the 'Evaluation of the Special Climate Change Fund' (GEF/LDCF.SCCF.11/ME/02) is tracked.

6.2 Findings

Adoption of the Decisions of the GEF Council

Of the 21 decisions tracked in MAR 2012, the Evaluation Office was able to verify Management's actions on 14. None of the tracked decisions will be graduated this year, either because there has been insufficient time for Management to act on Council decisions, or the Evaluation Office is unable to verify that a high level of adoption of the relevant Council decisions has occurred. Moreover, all 21 decisions are still considered by the Evaluation Office to be relevant, and will be tracked in next year's MAR.

Five of the 10 decisions tracked in previous MARs and that are tracked in MAR 2012 have been rated by the Evaluation Office as "Substantial" for the level of adoption (see Table 17). In two cases, Management is finalizing new policy guidelines based upon Council recommendations, in another two minor issues are still being addressed, and for the fifth case there are too few observations to justify a "high" rating at this time. For the other five previously tracked decisions, adoption has been slow, and in one case, Management has not acted upon Council's request (see below). For the majority of newly tracked decisions, it is not yet possible to verify the level of adoption by Management.

Decisions with Adoption Rated at a High or Substantial Level

An example of progress made in adopting Council recommendations includes the Council decision based on the Evaluation of the Strategic Priority for Adaptation. Council's request to the Secretariat that screening tools to identify and reduce climate risks to the GEF portfolio be developed has been acted on through development of the "Climate Risk Screening Tool" and "Adaptation Monitoring and Assessment Tools." Further work to integrate climate resilience considerations across all focal areas and improve GEF-6 focal area strategies in this regard is ongoing.

Nine of the tracked MAR 2012 decisions were rated by Management as "Substantial" or "High." For one of these – a decision by the Council, based on review of the 2009 GEF Annual Report on Impact, that the Secretariat should incorporate lessons from the GEF's positive experience working with the private sector in the Ozone Layer Depletion focal area into other focal areas, where appropriate – the Evaluation Office is presently undertaking a review of GEF involvement in the private sector engagement and has withheld rating the adoption of this Council decision until the findings of this review are complete.

Three decisions rated by Management as "Substantial" were rated lower by the GEF Evaluation Office. Differences between Management and GEF EO ratings in MAR 2012, which include four decisions in all, are discussed below.

Table 17. GEF Management and GEF Evaluation Office ratings of the 21 tracked Council decision in MAR 2012.

		GEF Evaluation Office ratings						Sum of Management ratings
		High	Substantial	Medium	Negligible	Not possible to verify yet	Not applicable	
Management ratings	High	0	1	0	0	1	0	2
	Substantial	0	4	2	1	0	0	7
	Medium	0	0	4	0	5	0	9
	Negligible	0	0	0	0	0	0	0
	Not possible to verify yet	0	0	0	0	0	0	0
	Not applicable / Not rated	0	0	0	2	1	0	3
Sum of Evaluation Office ratings		0	5	6	3	7	0	21

Note: Highlighted cells show agreement between GEF Management and GEF EO ratings. Values to the right of highlighted cells represent higher ratings by Management than those provided by the Evaluation Office, except in cases where a rating of “not possible to verify yet” is given.

Decisions That Have Shown No Change in Ratings

Eight of the ten MAR 2012 decisions that were included in MAR 2011 show no change in the ratings provided by the GEF EO. For five of these decisions, lack of movement from the MAR 2011 ratings is not reflective of a lack of progress being made to address Council recommendations. For example, the Council decision based on the Joint Evaluation of the Small Grants Program (SGP), that country program oversight needs to be strengthened, has seen continued responsive action taken by Management. Efforts include regular coordination and consultation meetings with the Central Program Management Team, plans by UNDP for risk-based audits in 2013, and work on improving and streamlining the SGP’s monitoring system as part of the design of GEF-6.

Another example where progress has been made despite no change in the ratings is in the Council decision based on the Evaluation of the Strategic Priority for Adaptation. Council’s request that the Evaluation Office, the STAP, and the Adaptation Task Force provide guidelines for SPA projects to learn from the outcomes and impacts of these projects has been acted on, with revised guidelines for terminal evaluations applying to SPA projects nearly finalized.

Adoption of three Council decisions tracked in MAR 2011 has been slow, and in one case, it’s not clear that actions taken by Management are adequately addressing Council’s concerns. In the latter case, Council decided in June 2007, based upon review of the 2006 Annual Performance Report, that special attention is required to ensure continued and improved supervision by GEF agencies during project implementation, and that adequate funding should be provided for this supervision from project fees. While a new fee structure was developed and approved by Council in June 2012, project fees for MSPs

and FSPs were reduced from their previous level.²⁰ The GEF Secretariat and GEF Agencies have worked on measures to streamline the project cycle, some of which were approved by the GEF Council in November 2012. However, there is little information on how these activities have resulted in greater resources being made available for project supervision, especially considering that overall project fees have declined.

Council's decision based on the 2009 Annual Performance Report, that Management and the GEF EO should work together to improve the quality of information available through the GEF Project Management Information System (PMIS) on the status of projects, has been acted upon to some degree. However, a recent review of PMIS data undertaken by the EO shows that concerns related to the poor quality of information on project statuses still remain. In particular, while the quantity of information on project status has increased in PMIS, relatively little attention from the Secretariat has focused on the quality of information provided.

Lastly, the GEF Secretariat has not acted on a June 2009 Council decision requesting the Secretariat to conduct a survey of countries in exceptional situations concerning limited access to GEF partner International Financial Institutions.

Comparison between the Evaluation Office and Management Ratings

Management and the Evaluation Office are in agreement on the level of adoption for only 8 of the 21 tracked decisions in MAR 2012, although for 7 tracked decisions the Evaluation Office was unable to verify ratings either because insufficient information is available at this time, or proposals need more time to be developed. Excluding the 7 decisions where the EO was unable to verify ratings, the level of agreement between Management and the EO is 57% - in-line with that found in MAR 2011 (58%) and MAR 2010 (66%). At the same time, in all cases where ratings have been provided by both Management and the EO, ratings by the GEF EO are lower than those provided by Management, and in one case, substantially lower.

The largest gap between ratings provided by Management and the GEF EO is found in assessing the level of adoption of Council's request, based upon the Annual Country Portfolio Evaluation Report of 2012, that the Secretariat reduce the burden of monitoring requirements of multifocal area (MFA) projects to a level comparable to that of single focal area projects. While the GEF Secretariat rates adoption of this decision as "Substantial," the GEF EO has assessed the actions taken thus far in response as "Negligible." The GEF EO finds "no evidence that tracking tools burdens for MFAs have been reduced." This finding is supported by UNDP and UNEP commentary included in the Management response as separate responses from these agencies.

Graduated Decisions

²⁰ Project fees for projects up to \$10 million in GEF funding were reduced from 10% to 9.5% of GEF funding, while project fees for grants above \$10 million were reduced from 10% to 9%. No changes were made to the fee structure for Programmatic Approach grants or grants awarded under the Small Grants Program.

Since the commencement of the Management Action Record in June 2006, the Evaluation Office has tracked the adoption of 111 Council decisions based on recommendations of 32 evaluations. Overall, the GEF has been highly responsive to Council decisions, allowing for an ongoing reform process. Evidence of this reform process is seen in the “High” or “Substantial” level of adoption reached on 65 of the decisions at the time of their graduation. The Evaluation Office graduates decisions for which a “High” level of adoption rating has been achieved or those that are considered no longer relevant. To date, 86 (77%) of tracked decisions have been graduated.

Table 18 provides a summary of Council decision graduated from the MAR.

Table 18. Council decisions, final GEF EO ratings, and reason for adoption, by MAR year.

MAR	Reason for Graduation and Final GEF EO Rating						Total
	Fully Adopted		No Longer Relevant				
	High	Substantial	Medium	Negligible	Not Possible to Verify Yet	Not Applicable	
2005	5	15	7	3	-	-	30
2006	5	1	-	-	-	-	6
2007	7	8	-	-	2	-	17
2008	5	-	-	-	-	-	5
2009	5	-	-	-	-	-	5
2010	9	3	4	3	-	2	21
2011	2	-	-	-	-	-	2
Total	38	27	11	6	2	2	86

Adoption of Decisions of the LDCF/SCCF Council

This year the Evaluation Office has started tracking decisions of the LDCF/SCCF Council in the Management Action Record. MAR 2012 tracks the level of adoption of a single decision with three sub-components from the LDCF/SCCF Council’s November 2011 meeting, based on the Evaluation of the Special Climate Change Fund. Both the Evaluation Office and the Secretariat are in agreement that overall, a Substantial level of adoption of Council’s recommendations has occurred, particularly with respect to the LDCF/SCCF Council’s request that the Secretariat prepare proposals to ensure “transparency of the project pre-selection process and dissemination of good practices through existing channels.” The Secretariat developed a document detailing the pre-selection process and criteria for SCCF-funded projects that was circulated during the 12th LDCF/SCCF Council meeting. These guidelines were included in the *Updated Operation Guidelines for the SCCF*, approved by the LDCF/SCCF Council in November 2012. Regarding the LDCF/SCCF Council’s request that proposals be prepared to ensure “visibility of the fund by requiring projects to identify their funding source,” the Evaluation Office finds that additional work is needed by the Secretariat to fulfill Council’s request, and that the Secretariat may wish to consider adopting measures such as a separate logo to enhance visibility of the fund.

This LDCF/SCCF Council decision will be included in MAR 2013, as the level of adoption is not yet sufficient to warrant graduation of this decision, and the decision is still relevant to the SCCF.

7. Performance Matrix

This chapter presents a summary, in table form, of the performance of GEF agencies²¹ across a range of parameters including results, processes affecting results, and M&E. Some of the parameters included in the “performance matrix,” such as Outcome ratings and co-financing, are covered in the preceding chapters, while others are only reported here. Values presented are two- and four-year averages depending upon the parameter, or, in the case of parameters six and eight, assessments of oversight processes and M&E arrangements updated as needed (see below). Ten parameters are covered, for which information is available on nine.

7.1 Performance Indicators

The ten performance indicators and associated reporting methodology used are as follows:

- Overall Outcome ratings, co-financing, project extensions, and quality of M&E Implementation (parameters 1, 3a, 3b, 4, and 9) are four-year averages (APR 2009-2012). For averages on Outcome ratings, project extensions, and Quality of M&E Implementation, each project is given equal weight. Averages on co-financing are four-year averages of total materialized co-financing in a given APR year cohort to the total GEF grant in a given APR year cohort; and percentage of total promised co-financing materialized in a given APR year cohort. Percentages and values on individual GEF agencies exclude projects under joint implementation.
- Quality of supervision and adaptive management (parameter 2) and Realism of risk assessment (parameter 7) are findings from a 2009 follow-up assessment of project supervision, and candor and realism in project supervision reporting, first conducted in FY 2006. Forty-seven projects under implementation during FY 2007-08 were sampled for this review (See APR 2009 for complete details on the methodology used). A follow-up study is anticipated for APR 2013.
- Parameter four – average time required to prepare projects – is the subject of an ongoing assessment, and will be reported on in OPS5.
- Parameter five - average length of project extensions – is a four-year average (APR 2009-2012) of the time taken to complete project activities beyond that anticipated in project approval documents. The averages include all projects with and without project extensions for which data on project extensions is available. Values on individual GEF agencies exclude projects under joint implementation.
- Parameter six, which assesses the independence and integrity of the process followed by GEF agencies in conducting terminal evaluations, and independent review of terminal evaluations (where applicable) are findings from an assessment last updated in FY 2011. Ratings were provided on a six-point scale from Highly Unsatisfactory (HU) to Highly Satisfactory (HS), and separately assessed for full-sized and medium-sized project evaluations. The following six dimensions were evaluated in arriving at overall ratings: (1) the extent to which the drafting of the terms of reference is independent of the project management team; (2) the extent to which the recruitment of the evaluator was independent of the project management team; (3) the extent to which the Agency recruited the appropriate evaluator for the project; (4) the extent to

²¹ There is currently insufficient information to report on the individual performance of GEF agencies other than UNDP, UNEP, and the World Bank group.

which the M&E system provides access to timely and reliable information; (5) the extent to which there was any undue pressure from management on the evaluators regarding the evaluation process (for example, in terms of site selection, selection of informants, confidentiality during interviews, information disclosure, and ratings); and (6) the extent to which the evaluation was subjected to an independent review process.

- Parameter eight assesses the extent to which projects' M&E design, as specified in the final version of an Agency's respective project approval document, meet "critical" parameters, as specified in the GEF's 2010 M&E Policy. Values shown are different from the M&E Design ratings presented in Chapter four, as the ratings here are from a set of projects currently under implementation. Percentages shown are of 80 full-sized projects randomly sampled from the full FY2011 cohort of 137 approved full-sized projects. For a complete description of the methodology used please see APR 2011.
- Parameter ten – percentage of terminal evaluations rated moderately satisfactory or above – is a two year average of terminal evaluation completion, and includes FY2011-12.

7.2 Findings

For the OPS5 cohort (APR 2009-12), outcome achievements on two-hundred and eighty-one completed projects were assessed in terminal evaluations. Of these, 86% were rated in the satisfactory range. Within this four-year cohort, 88% of UNDP projects (out of 146), 95% of UNEP projects (out of 41), and 79% of World Bank Group projects (out of 72) had overall Outcome ratings in the satisfactory range.

For the OPS5 cohort there were reportedly four dollars of co-financing realized per dollar of GEF funding (based upon 264 projects for which data on actual co-financing is available). Among agencies, UNDP realized nearly six dollars in co-financing per dollar of GEF funding. For UNEP and the World Bank Group, the numbers are 1.7 and 3 dollars, respectively, per dollar of GEF funding. As a percentage of promised co-financing overall, GEF projects in the OPS5 cohort realized 144% of promised co-financing. By GEF agency, UNDP realized 190% of promised co-financing, UNEP realized 145% of promised co-financing, and the World Bank Group realized 106% of promised co-financing. Figures are based on information provided by the Agencies in terminal evaluation reports or through other communications, and have not been verified.

Projects within the OPS5 cohort had on average a 15 month project extension. While not indicative of project performance (see Chapter 4), it does suggest that in general, project timeframes may be unrealistic given the conditions in which projects take place. By GEF agency and among the same cohort of projects, full-sized UNDP projects received on average a 20 month extension, and full-sized UNEP and World Bank Group projects received on average 18 and 13 month extensions, respectively. For medium-sized projects there is less distinction among agencies in terms of project extensions, with UNDP and UNEP projects receiving on average 12 month extensions, and World Bank projects receiving on average 11 month extensions.

The independence and integrity of process followed by GEF agencies in conducting terminal evaluations and independent review of terminal evaluations (parameter 6) is satisfactory for the GEF overall, and

highly satisfactory for GEF agencies UNDP, UNEP, and the World Bank Group, according to the most recent assessment conducted in FY 2011. The Independent Evaluation Group (IEG) of the World Bank does not review medium-sized project evaluations, and thus the rating of Not Applicable was assessed for the World Bank Group's independent review of MSPs.

Findings from the most recent assessment of the Realism of risk assessment, undertaken for APR 2009, show that of the 47 sampled GEF projects under implementation during FY 2007-08, 77% were rated in the satisfactory range for candor and realism of risk reporting in project monitoring. By GEF agency, 77% of sampled UNDP projects, 73% of sampled UNEP projects, and 80% of sampled World Bank projects were rated in the satisfactory range for Realism of risk assessment.

Findings from the most recent assessment of project M&E arrangements at entry, undertaken in FY 2011, suggest that 80% of GEF projects at the point of entry (based upon the final version of project approval documents submitted for GEF CEO endorsement) are compliant with critical M&E parameters called for in the 2010 GEF M&E Policy guidance document. By GEF agency, the percentage of sampled projects rated in the satisfactory range on this parameter were 88% for UNDP, 92% for UNEP, and 100% for the World Bank Group.

Only 66% of GEF projects in the OPS5 cohort have M&E Implementation ratings in the satisfactory range. By GEF agency, the percentage of projects with M&E Implementation ratings in the satisfactory range is 75% for UNDP, 67% for UNEP, and 57% for the World Bank Group. Ratings of M&E systems provided in terminal evaluations since APR 2006 continue to show gaps in performance relative to other performance metrics (see Chapter 4).

For the APR 2011-12 cohort, more than 80% of terminal evaluations are rated in the satisfactory range for overall quality of reporting. By GEF agency, 83% of UNDP terminal evaluations, 92% of UNEP terminal evaluations, and 83% of World Bank Group terminal evaluations meet the threshold of moderately satisfactory or above.

Table 19. Performance Matrix.

Parameter	UNDP	UNEP	World Bank Group	Overall GEF Performance
Results				
1. Percentage of projects with overall Outcome ratings of moderately satisfactory or higher (FY 2009-12)	88%	95%	79%	86%
Factors affecting results				
2. Quality of supervision and adaptive management: percentage of projects rated moderately satisfactory or higher (FY 2007-08)	92%	73%	86%	85%
Reported co-financing				
3a. Reported materialization of co-financing per dollar of GEF funding (FY 2009-12)[†]	5.8	1.7	3.0	4.0
3b. Reported materialization of co-financing as a percentage of promised co-financing (FY 2009-12)[†]	190%	145%	106%	144%
Efficiency				
4. Project preparation elapsed time: average number of months required to prepare projects	-	-	-	-
5. Average length of project extensions^{††} (months; FY 2009-12)	16	14	12	15
Quality of M&E				
6. Independence of terminal evaluations and review of terminal evaluations (where applicable) (FSPs/MSPs)	HS/HS	HS/HS	HS/NA	S
7. Realism of risk assessment (robustness of project-at-risk systems): percentage of projects rated moderately satisfactory or above in candor and realism in supervision reporting (FY 2007-08)	77%	73%	80%	77%
8. Quality assurance of project M&E arrangements at entry: percentage of projects compliant with critical parameters	88%	92%	100%	80%
9. Percentage of projects with M&E Implementation ratings of moderately satisfactory or above (FY 2009-12)	75%	67%	57%	66%
10. Percentage of terminal evaluations rated moderately satisfactory or above (FY 2011-12)	83%	92%	83%	84%

[†] Ratios include only projects for which data on realized co-financing is available.

^{††} Average includes all projects with and without extensions.

Annex A: List of Projects included in APR 2012 cohort

GEF ID	Name	Agency	Type	Focal Area
963	Environmental Protection and Maritime Transport Pollution Control in the Gulf of Honduras	IADB	FP	IW
1515	Consolidation of Ecosystem Management and Biodiversity Conservation of the Bay Islands	IADB	FP	BD
2686	Integrated Management of the Montecristo Trinational Protected Area	IADB	FP	BD
503	Paraguayan Wildlands Protection Initiative	UNDP	FP	BD
668	Coastal and Wetland Biodiversity Management at Cox's Bazar and Hakakuki Haor	UNDP	FP	BD
776	Conservation and Sustainable Use of Medicinal Plants in Arid and Semi-arid Ecosystems	UNDP	FP	BD
834	Promoting Biodiversity Conservation and Sustainable Use in the Frontier Forests of Northwestern Mato Grosso	UNDP	FP	BD
843	Removal of Barriers to Rural Electrification with Renewable Energy	UNDP	FP	CC
1029	Renewable Energy Technology Development and Application Project (RETDAP)	UNDP	MSP	CC
1036	Conservation of "Tugai Forest" and Strengthening Protected Areas System in the Amu Darya Delta of Karakalpakstan	UNDP	MSP	BD
1043	Establishing Conservation Areas Landscape Management (CALM) in the Northern Plains	UNDP	FP	BD
1100	Community-based Conservation of Biological Diversity in the Mountain Landscapes of Mongolia's Altai Sayan Ecoregion	UNDP	FP	BD
1104	Conservation of the Montane Forest Protected Area System in Rwanda	UNDP	FP	BD
1128	Biodiversity Management in the Coastal Area of China's South Sea	UNDP	FP	BD
1137	Promoting the Use of Renewable Energy Resources for Local Energy Supply	UNDP	FP	CC
1148	In-Situ Conservation of Kazakhstan's Mountain Agrobiodiversity	UNDP	FP	BD
1177	Biodiversity Conservation in the Russian Portion of the Altai-Sayan Ecoregion	UNDP	FP	BD
1246	Partnerships for Marine Protected Areas in Mauritius	UNDP	MSP	BD
1308	Strategic Planning and Design for the Environmental Protection and Sustainable Development of Mexico	UNDP	MSP	MFA
1338	South Africa Wind Energy Programme (SAWEP), Phase I	UNDP	FP	CC
1343	Demonstrations of Integrated Ecosystem and Watershed Management in the Caatinga, Phase I	UNDP	FP	MFA
1399	Capacity Building for Implementation of Malaysia's National Biosafety Framework	UNDP	FP	BD
1557	Removing Barriers to the Reconstruction of Public Lighting (PL) Systems in Slovakia	UNDP	MSP	CC
1612	Second National Communication of Brazil to the UNFCCC	UNDP	FP	CC
1713	Improved Management and Conservation Practices for the Cocos Island Marine Conservation Area	UNDP	MSP	BD
1725	Biodiversity Conservation in Altos de Cantillana	UNDP	MSP	BD
1854	Biodiversity Conservation and Sustainable Development in the Gissar Mountains of Tajikistan	UNDP	MSP	BD
1899	Regional Programme on Electrical Energy Efficiency in Industrial and Commercial Service Sectors in Central America	UNDP	FP	CC
2068	Integrating Protected Area and Landscape Management in the Golden Stream Watershed	UNDP	MSP	BD
2104	Catalyzing Sustainability of the Wetland Protected Areas System in Belarusian Polesie through Increased Management Efficiency and Realigned Land Use Practices	UNDP	FP	BD

2107	Removing Barriers to Energy Efficiency Improvements in the State Sector in Belarus	UNDP	FP	CC
2193	Enabling Sustainable Dryland Management Through Mobile Pastoral Custodianship	UNDP	MSP	LD
2257	Demonstration of Fuel Cell Bus Commercialization in China, Phase 2	UNDP	FP	CC
2440*	Sustainable Land Management in Drought Prone Areas of Nicaragua	UNDP	FP	LD
2492	Strengthening the Protected Area Network (SPAN)	UNDP	FP	BD
2509	Sustainable Land Management for Combating Desertification (Phase I)	UNDP	FP	LD
2589	Institutionalizing Payments for Ecosystem Services	UNDP	FP	BD
2730	Conservation of Globally Important Biodiversity in High Nature Value Semi-natural Grasslands through Support for the Traditional Local Economy	UNDP	MSP	BD
2800	Developing Institutional and Legal Capacity to Optimize Information and Monitoring System for Global Environmental Management in Armenia	UNDP	MSP	MFA
2836	Conservation and Sustainable use of Biodiversity in the Kazakhstani Sector of the Altai-Sayan Mountain Ecoregion	UNDP	FP	BD
2848	Improved Conservation and Governance for Kenya Coastal Forest Protected Area System	UNDP	MSP	BD
2863	Ensuring Impacts from SLM - Development of a Global Indicator System	UNDP	MSP	LD
2915	CPP Namibia: Adapting to Climate Change through the Improvement of Traditional Crops and Livestock Farming (SPA)	UNDP	MSP	CC
3062	Strengthening Institutional Capacities for Coordinating Multi-Sectoral Environmental Policies and Programmes	UNDP	MSP	MFA
3068	Mainstreaming the Multilateral Environmental Agreements into the Country's Environmental Legislation	UNDP	MSP	MFA
3069	Strengthening Capacity to Integrate Environment and Natural Resource Management for Global Environmental Benefits	UNDP	MSP	MFA
3163	Strengthening Capacity to Implement the Global Environmental Conventions in Namibia	UNDP	MSP	MFA
3235	CACILM Rangeland Ecosystem Management-under CACILM Partnership Framework, Phase 1	UNDP	MSP	LD
3237	Demonstrating Local Responses to Combating Land Degradation and Improving Sustainable Land Management in SW Tajikistan-under CACILM Partnership Framework, Phase 1	UNDP	MSP	LD
3310	Environmental Learning and Stakeholder Involvement as Tools for Global Environmental Benefits and Poverty Reduction	UNDP	MSP	MFA
3355	CPP Namibia: Enhancing Institutional and Human Resource Capacity Through Local Level Coordination of Integrated Rangeland Management and Support (CALLC)	UNDP	MSP	LD
3557	Catalyzing Financial Sustainability of Georgia's Protected Area System	UNDP	MSP	BD
3620	The Caspian Sea: Restoring Depleted Fisheries and Consolidation of a Permanent Regional Environmental Governance Framework	UNDP	FP	IW
3706	CBPF: Emergency Biodiversity Conservation Measures for the Recovery and Reconstruction of Wenchuan Earthquake Hit Regions in Sichuan Province	UNDP	MSP	BD
886	Implementation of Strategic Action Program for the Bermejo River Binational Basin: Phase II	UNEP	FP	IW
1022	Integrated Ecosystem Management of Transboundary Areas between Niger and Nigeria Phase I: Strengthening of Legal and Institutional Frameworks for Collaboration and Pilot Demonstrations of IEM	UNEP	FP	MFA
1097	Development of a Wetland Site and Flyway Network for Conservation of the Siberian Crane and Other Migratory Waterbirds in Asia	UNEP	FP	BD

1281	Solar and Wind Energy Resource Assessment	UNEP	FP	CC
1353	Nature Conservation and Flood Control in the Yangtze River Basin	UNEP	FP	MFA
1776	Strengthening the Network of Training Centers for Protected Area Management through Demonstration of a Tested Approach	UNEP	MSP	BD
2178	Promoting Sustainable Transport in Latin America (NESTLAC)	UNEP	MSP	CC
2538	Assessment of Risk Management Instruments for Financing Renewable Energy	UNEP	MSP	CC
2796	Building the Partnership to Track Progress at the Global Level in Achieving the 2010 Biodiversity Target (Phase I)	UNEP	FP	BD
3037	Conservation and Use of Crop Genetic Diversity to Control Pests and Diseases in Support of Sustainable Agriculture (Phase 1)	UNEP	FP	BD
3309	Participatory Planning and Implementation in the Management of Shantou Intertidal Wetland	UNEP	MSP	IW
3811	International Commission on Land Use Change and Ecosystems	UNEP	MSP	BD
1254	Integrating Watershed and Coastal Area Management (IWCAM) in the Small Island Developing States of the Caribbean	UNEP/UNDP	FP	IW
1520	Development of a National Implementation Plan in India as a First Step to Implement the Stockholm Convention on Persistent Organic Pollutants (POPs).	UNIDO	FP	POPs
2715	Disposal of PCB Wastes in Romania	UNIDO	MSP	POPs
3011	Introduction of BAT and BEP methodology to demonstrate reduction or elimination of unintentionally produced POPs releases from the industry in Vietnam	UNIDO	MSP	POPs
87	Protected Areas Management Project	World Bank	FP	BD
1081	Lima Urban Transport	World Bank	FP	CC
1221	Coastal and Biodiversity Management Project	World Bank	FP	BD
1531	Coral Reef Targeted Research and Capacity Building for Management	World Bank	FP	IW
2654	Consolidation of the Protected Area System (SINAP II) - Third Tranche	World Bank	FP	BD
1092	Integrated Ecosystem Management in Indigenous Communities	World Bank/IADB	FP	BD
112	Photovoltaic Market Transformation Initiative (IFC)	World Bank / IFC	FP	CC
1093	Reversing Land and Water Degradation Trends in the Niger River Basin	World Bank / UNDP	FP	IW

*FAO and IFAD were part of the project steering committee for GEF project 2440, implemented by UNDP.