

Knowledge Management in the IEO

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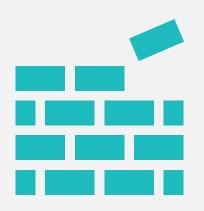
Findings from GEF IEO Knowledge Management Review



PROGRESS

Knowledge Management

- Progress during GEF-7
- Key role in sustainability and scaling up
- Knowledge platforms effective in facilitating knowledge exchange



OPPORTUNITIES TO STRENGTHEN

- Incentivize learning
- Design technical solution
- Strengthened guidance on KM
- Enhance use of knowledge platforms

Sources of knowledge for the IEO and lessons on GEF interventions

Terminal Evaluations (TE) – project/program results, implementation, execution, finances, recommendations and lessons for the future

Mid-term Reviews (MTR) – ongoing projects (progress, challenges, outcomes)

Project Implementation Reports (PIR) annual implementation progress and challenges

On the ground assessments, validations and other evaluation tools



TEs, MTRs, PIRs available through GEF Portal

TEs are also available at the GEF IEO website: https://www.gefieo.org/data-ratings

A Good Terminal Evaluation

- Evaluator is independent from design team (unbiased)
- Discusses outcomes and results
- Consistent and complete in information provided
- Discusses issues related to project sustainability
- Provides information on project finance and co-financing
- Provides information on M&E plan and the use of monitoring information
- Draws lessons and recommendations based on the project experience

Other qualities

- Balanced judgment
- Timely
- Transparent process



Terminal Evaluation Guidelines:

https://www.gefieo.org/about-us/policies-guidelines

KM generated valuable for all evaluations

Thematic

Country (SCCEs) Fragility, LDCs, SIDS

Annual Performance Reports

Programmatic approaches

In developing Frameworks:

Transformational Change

GEF Additionality

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And Knowledge Management as an input is positively associated with better outcomes evaluations

- Programmatic approaches—KM Platforms
- Environmental Safeguards and other policies
- Focal areas (IW Learn)
- Scaling Up
- Innovation



PROJECT DESIGN WELL-ALIGNED WITH EXISTING NEEDS AND CAPACITIES AND NORMS **APPROPRIATE** PROJECT DESIGN ALLOWED FOR FLEXIBILITY AND ADAPTIVE MANAGEMENT. THAT WERE KEY TO INTERVENTION **PROJECT SUCCESS STRATEGY** PROJECT BENEFITTED FROM INTEGRATED APPROACH PROJECT BENEFITTED FROM ROBUST OUTREACH AND DISSEMINATION COMPONENT **GENERAL** PROJECT UTILIZED EXISTING INSTITUTIONAL STRUCTURES FOR PROJECT MANAGEMENT, BUILDING **DESIGN LESSONS ON** CAPACITY AND ENHANCING OWNERSHIP OF PROJECT OUTCOMES **SUPPORTED SUSTAINABILITY** CAPACITY-BUILDING COMPONENTS OF PROJECT ENHANCED SUSTAINABILITY **PROJECT DESIGN STRONG** PROJECT BENEFITED FROM STRONG OWNERSHIP & SHARED VISION ENHANCED THROUGH STAKEHOLDER PARTICIPATION IN PROJECT DESIGN AND/OR IMPLEMENTATION **OWNERSHIP &** SHARED VISION PROJECT BENEFITTED FROM HIGH-LEVEL GOVERNMENT SUPPORT PROJECT BENEFITTED FROM LINKAGES TO OTHER GEF AND/OR IA PROGRAMS **OTHER** PROJECT BENEFITTED FROM DECENTRALIZED DECISION-MAKING STRUCTURE

Source: GEF IEO Annual Performance Report (APR)

OVERAMBITIOUS PROJECT OBJECTIVES

UNREALISTIC OBJECTIVES GIVEN SCOPE OF THE PROJECT

TIME AND EFFORT UNDERESTIMATED

FINANCIAL COSTS UNDERESTIMATED

INCORRECT THEORY OF CHANGE

INACCURATE ASSESSMENT OF EXISTING NEEDS, CAPACITIES, OR RULES

FAILURE TO INVOLVE KEY STAKEHOLDERS

RISKS UNDERLYING PROJECT'S THEORY OF CHANGE UNDERESTIMATED

PROJECT DESIGN DID NOT ALLOW FOR ADAPTIVE MANAGEMENT

OUTCOMES DEPENDED ON KEY FACTORS BEYOND PROJECT'S CONTROL

INAPPROPRIATE/INADEQUATE INDICATORS AND TARGETS

BASELINE, OR PROVISIONS FOR ESTABLISHING BASELINE, ABSENT

M&E DESIGN INSUFFICIENTLY DEVELOPED AT ENTRY

KEY SUSTAINABILITY ISSUES (NON-FINANCIAL) INSUFFICIENTLY ADDRESSED

POST-PROJECT FINANCING STRATEGY INSUFFICIENTLY ADDRESSED IN PD

UNCLEAR ROLES AMONG PARTNERS

INAPPROPRIATE CHOICE OF EXECUTING PARTNERS

LONG DESIGN/APPROVAL ACCOMPANIED CHANGE IN PRIORITIES

PROJECT DESIGN LACKED EFFECTIVE COMMUNICATIONS PLAN

UNREALISTIC CO-FINANCING EXPECTATIONS/COMMITMENTS

LACK OF GOVERNMENT COMMITMENT

INSUFFICIENT COMMUNITY OR STAKEHOLDER SUPPORT (NON-GOVT.)

GENERAL LESSONS ON

DESIGN WEAKNESSES INAPPROPRIATE INTERVENTION STRATEGY

INADEQUATE M&E DESIGN

INADEQUATE STRATEGY FOR ENSURING SUSTAINABILITY

INAPPROPRIATE INSTITUTIONAL ARRANGEMENTS

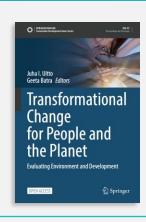
OTHER DESIGN ISSUES

LACK OF OWNERSHIP & SHARED VISION

Sharing Knowledge



- Transformational Change for People and the Planet (GEF IEO Director and Deputy Director, Springer, January 2022)
- Environmental Evaluation and Global Development Institutions:
 A Case Study of the Global Environment Facility
 (Geeta Batra, Juha Uitto, Osvaldo Feinstein. Taylor & Francis Group, October 2021)
- Dissemination of OPS7-Exec summaries in French, Spanish.







Conferences Presentations

- 2nd International Conference on Environmental Peacebuilding (Environmental Peacebuilding Association)
- Coffee talk: Transformational Change for People and the Planet (Independent Evaluation Office of the International Fund for Agricultural Development)
- Seminar: Challenges and Opportunities of Evaluation for Transformational Change (Independent Evaluation Group of the World Bank)





- Training module on evaluation at the nexus of the environment and development for the International Program for Development Evaluation Training
- Online training on environmental evaluation



For discussion

- Is there a need to enhance the lessons learned sections in TEs and MTRs?
- Would it be useful to construct a database of lessons learned?
- How do we effectively utilize the lessons learned from TEs and MTRs across the partnership?