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EVALUATION OF COMPONENTS OF THE GEF'S RESULTS-BASED MANAGEMENT SYSTEM

(Prepared by the Independent Evaluation Office of the GEF)

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QUICK SCAN

1. The results-based management (RBM) system of the Global Environment Facility (GEF) is designed to capture the results of its activities, enhance management effectiveness, and strengthen accountability. The system achieves these goals by setting realistic targets, tracking progress, integrating lessons learned into decision making, and reporting on performance. It is designed to provide reliable data on results while promoting integration, multiple benefits, and simplification.

2. The GEF's approach has significantly evolved, transitioning from a broad set of indicators to a streamlined set that captures not only the targeted outputs and outcomes of GEF projects and programs but also the effectiveness of the GEF partnership in managing these activities. Since the adoption of the initial RBM framework in 2007 through GEF-6, monitoring emphasized a wide range of corporate-level indicators tracked through focal area tools. Starting with GEF-7, this approach was refined to focus on a more concise set of indicators.

3. In GEF-7, a two-tier results measurement framework was introduced: the first tier comprising core indicators measures project and program outcomes and outputs, while the second tier known as the portfolio scorecard assesses the effectiveness of the GEF Partnership in managing these activities. The GEF-8 Policy Directions emphasize the importance of building on GEF-7 progress by enhancing the results toolkit to better track progress and capture the contributions of operational inputs to achieving Core Indicator results.

4. GEF Agencies provide data on Core Indicator results and operational performance throughout the preparation, implementation, and completion phases of individual projects. This data is recorded and managed through the GEF Portal, with progress reported to the GEF Council via the Corporate Scorecard and the Monitoring Report.

5. The GEF Independent Evaluation Office (IEO) has conducted several evaluations, typically aligned with the GEF replenishment cycle, to assess the performance of the GEF RBM system. This Evaluation of Components of the GEF'S Results-Based Management System has been prepared as an input for the Eighth Comprehensive Evaluation (OPS8) of the GEF, to inform the GEF-9 replenishment process.

6. This evaluation examines the performance of key elements of the GEF RBM system during GEF-8, including the GEF Portal, portfolio efficiency, core indicators system, self-evaluations, and the reporting of project results and process indicators. It includes a special focus on monitoring and evaluation (M&E) in fragile, conflict-affected, and violent (FCV) contexts.

1. Findings highlights

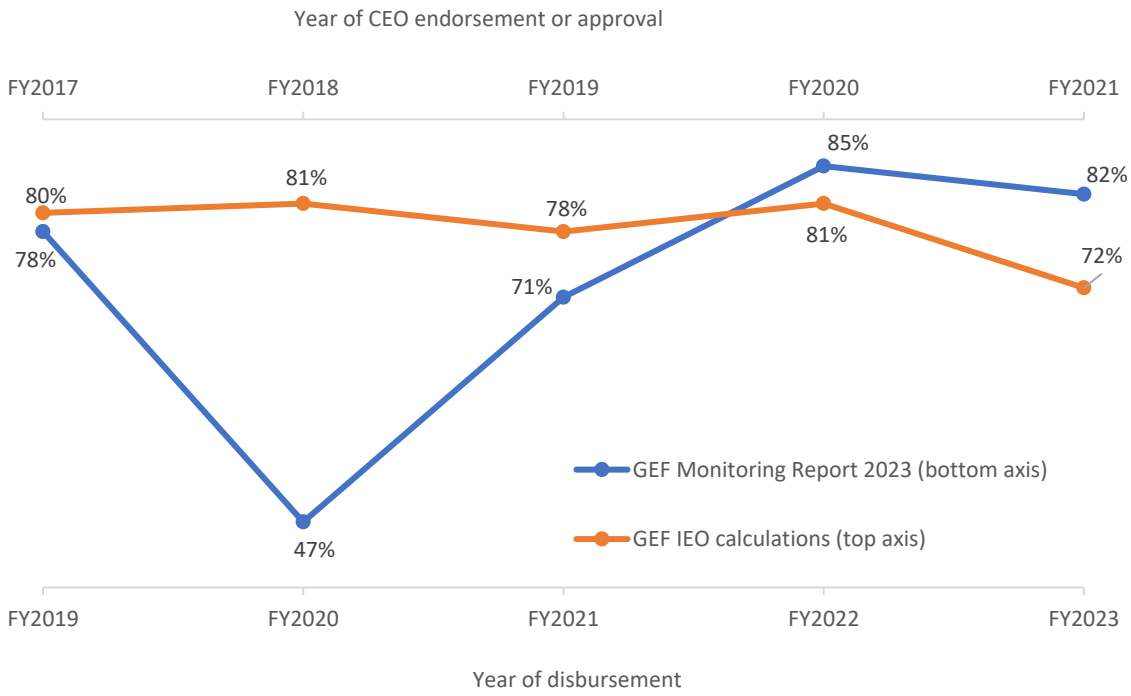
7. **This evaluation highlights progress in implementing recommendations from the GEF IEO's 2023 evaluation of the Agency Self-Evaluation and the GEF Portal.** The Secretariat has

strengthened the guidance for conducting mid-term reviews (MTRs) of projects, improved the tracking of MTR submissions, and enhanced knowledge sharing. The GEF Portal has also been updated to align with GEF-8 programming and policy decisions made through the GEF-8 cycle. Several features, such as automation of key business processes, auto alerts, and auto-validations, were enhanced to improve data quality and user experience. However, the need to align the GEF Portal with GEF-8 programming and Council decisions, combined with limited resources, has left several long-standing issues unresolved. While data entry validations have improved data quality and have automated manual processes, users still face challenges due to unclear error sources, missing key functionalities, and difficulties in accessing consolidated reports. Several Agencies reported that they were maintaining separate datasets to manage their GEF portfolios.

8. **During GEF-8, improvements were made to the GEF results measurement framework to enhance clarity and support for consistent measurement of the core indicators, though several challenges remain.** The terminology for some core indicators was refined to ensure greater clarity and accuracy, and the GEF-8 guidance for results measurement became more detailed. Additionally, the GEF adopted a zero-baseline approach for all core indicators, except those using ratings, to focus on measuring net effects. Despite these improvements, the GEF results measurement framework has gaps. The framework does not effectively capture transformative and long-term impacts. Clear guidance on tracking non-place-specific ecosystem services is lacking, and co-benefits from ecosystem-based projects are often underreported.

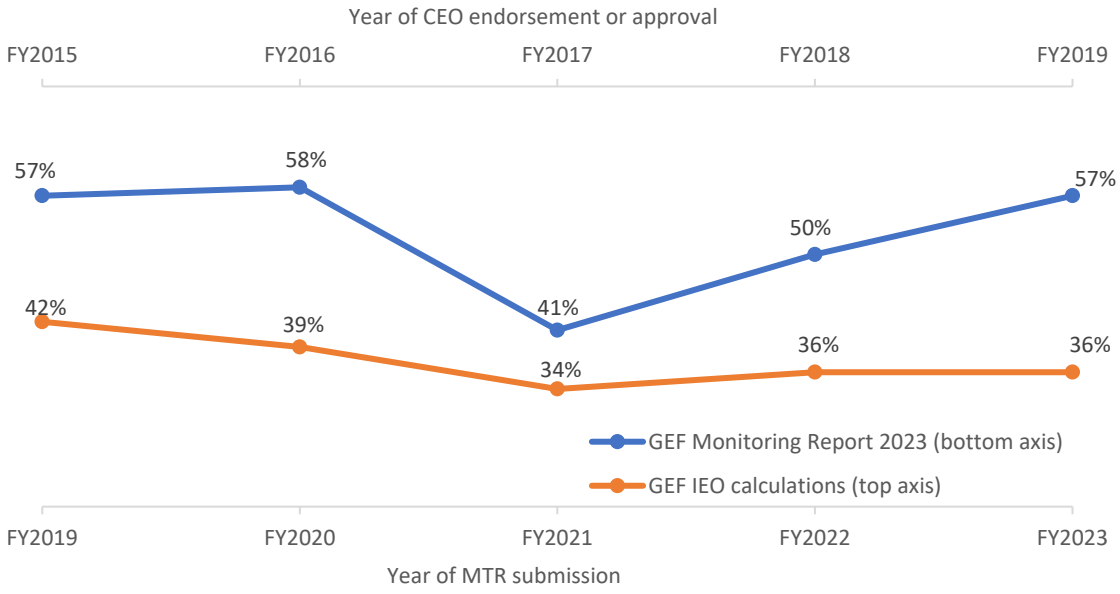
9. **The GEF has established appropriate indicators to track operational efficiency; however, the current method for defining cohorts to compare performance does not reliably capture trends.** Efficiency indicators—such as the percentage of projects making their first disbursement within 18 months or submitting their Midterm Review (MTR) within four years of CEO endorsement or approval—are currently based on the fiscal year in which these actions are reported, rather than the fiscal year of project endorsement or approval. This method can result in fluctuations in the percentage of projects meeting the monitored threshold that do not accurately reflect actual performance (Figure A). Moreover, using the fiscal year of MTR submission can overstate the share of projects meeting the threshold by excluding those that never submit an MTR. Tracking by fiscal year of action also combines projects endorsed or approved at different times, complicating year-over-year comparisons. The evaluation found that calculating the percentage of projects meeting thresholds based on their endorsement or approval year would better capture delays within each cohort and reveal clearer patterns in meeting the monitored thresholds (Figure B).

Figure A. Percentage of projects with first disbursement within 18 months



Source: GEF IEO with data from the GEF Portal and from GEF Monitoring Report 2023.

Figure B. Percentage of projects with MTR submitted in 4 years (both FSPs and MSPs)



Source: GEF IEO with data from the GEF Portal and from GEF Monitoring Report 2023.

10. **The evaluation finds that actions taken by the GEF Secretariat have significantly improved the submission of MTRs for full-size projects (FSPs), although timely completion remains a challenge.** By 2024, retroactive submissions by Agencies increased the availability of MTRs by more than 20 percent for projects completed by 2020 (Table A). The evaluation also found that for the more recent cohorts of GEF projects for which MTRs may be expected—those CEO endorsed from FY2016[1] to FY2019-- MTRs were submitted within four-years of endorsement for 38 to 51 percent of projects.

Table A. Availability of MTRs for the same set of completed projects – completed before 2020

Project type	Number of projects	Percentage for which MTR was available at the GEF Portal in..	
		December 2020	June 2024
Full-Size Projects	95	43	74
Medium-Size projects	55	16	27
All projects	150	33	57

Source: GEF IEO with data from the GEF Portal and GEF IEO 2023[2].

11. **While most terminal evaluations for full-size projects receive satisfactory or higher ratings for overall quality, many exhibit notable weaknesses in key areas.** Nearly all terminal evaluation reports prepared by the Food and Agriculture Organization (FAO), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), and the World Bank receive satisfactory ratings or higher. However, these evaluations often fall short in involving stakeholders during the evaluation process, providing comprehensive discussions on the assumptions and validity of the project's theory of change, and offering clear explanations for variations in co-financing and its contribution to project outcomes.

12. **Candor in self-evaluation reporting remains a challenge.** While 73 percent of terminal evaluations were rated as satisfactory or higher for providing well substantiated performance ratings, focus group participants indicated that ensuring candor in Project Implementation Reports (PIRs) and Midterm reviews (MTRS) remains difficult and may affect the quality of terminal evaluations. An analysis comparing the likelihood of achieving development outcomes (DO) ratings provided in final PIRs with independently validated outcome ratings at project completion shows that the former tends to be overly optimistic. Previous evaluations have highlighted the lack of incentives for GEF Agencies to promote candor, although some Agencies are moving toward greater transparency.[3]

[1] GEF fiscal year runs from July 1 of July to June 30.
[2] GEF IEO. 2023. Results Based Management –Agency Self-Evaluation and the GEF Portal. Available at: https://www.gefieo.org/sites/default/files/documents/evaluations/rbm-2023.pdf
[3] GEF IEO. 2023. Results Based Management –Agency Self-Evaluation and the GEF Portal.

13. **The majority of objectives or outcomes had adequate indicators and were reported on at completion using consistent units.** Each project's results framework included indicators for every objective and outcome, with indicators assessed as adequate for measuring achievement for 79 percent of these objectives and outcomes. Agencies reported on 88 percent of the specified indicators using consistent units, although reporting rates varied. For example, the World Bank, UNDP, and Conservation International (CI) had reporting rates above 90 percent, while other Agencies reported lower rates. Reporting on GEF core indicators had a higher reporting rate with consistent units (92 percent) compared to other indicators (87 percent), reflecting increased focus by Agencies, although near-complete reporting is still expected. Additionally, Agencies reported results indicators for full size projects (FSPs) at a higher rate (91 percent) compared to other project types (85 percent).

14. **Many GEF projects in FCV (fragile, conflict-affected and violent) contexts lack conflict-sensitive objectives, expected outcomes and indicators.** As of 2024, countries classified as FCV by the World Bank represent 26 percent of GEF recipient countries and account for 20 percent of GEF-8 STAR allocations. However, this figure likely underestimates GEF investments in FCV contexts, as it also supports projects in countries recently emerging from conflict and in non-FCV countries with regions affected by FCV conditions. The GEF's Environmental and Social Safeguards Policy (2019)[4] sets basic requirements for conflict resolution and risk management, but lacks detailed guidance on conflict-sensitive monitoring. While the GEF's results framework addresses some aspects of FCV contexts—such as social cohesion, conflict resolution, and cooperation pathways—it does not sufficiently capture key sociopolitical processes vital in these environments, such as progress in building collaborative institutions. Limited guidance on incorporating conflict sensitivity impedes its integration into GEF project design, leaving many GEF projects in FCV contexts without conflict-sensitive objectives, expected outcomes, and indicators. Although conflict analysis is not consistently adopted by GEF Agencies, there is a growing interest in addressing FCV challenges.

2. Conclusions

15. *The GEF has made significant progress in strengthening the availability and the use of MTRs and terminal evaluations* to promote knowledge sharing and adaptive management as well as in aligning the GEF Portal with GEF-8 programming and policy decisions. However, challenges with data entry and user-friendliness persist, and shifting priorities and resource constraints have slowed further enhancements to the Portal.

16. *The Tier 2 indicators in the GEF-8 Results Framework are generally effective for tracking operational performance but require refinements* in measurement methods, such as using appropriate cohorts as comparators, to provide an accurate picture of performance.

[4] GEF Secretariat. 2019. Policy on Environmental and Social Safeguards. Available at: https://www.thegef.org/sites/default/files/documents/gef_environmental_social_safeguards_policy.pdf

17. *Consistency in the measurement and reporting of indicators specified in project result frameworks has improved*. However, the rate of reporting on results indicators varies among Agencies and across different project types. Further, the GEF results measurement framework still does not adequately capture systemic transformation and long-term impacts. Further refinements are needed to address gaps in reporting co-benefits and ecosystem services.

18. *Terminal evaluations for FSPs generally align with GEF IEO guidelines and satisfactorily assess project outcomes and sustainability risks.* However, weaknesses are observed in soliciting feedback from stakeholders**,** providing a clear account of the assumptions and validity of the project's theory of change, and describing reasons for variations in realized cofinancing and their impact on project results. Further, **t**erminal evaluations rely heavily on the evidence presented in project implementation report (PIRs) and MTRs, to assess project results and implementation. Overly optimistic reporting in these self-evaluations can compromise the quality and credibility of terminal evaluations.

19. *Projects in fragile, conflict-affected, and violent (FCV) contexts represent a significant portion of the GEF portfolio and the GEF results framework needs to adapt to these settings.* While some FCV-related issues are addressed through safeguards and indirectly through the core indicators, the current GEF guidelines for project and program results framework is not fully adapted to these settings. There is an opportunity to enhance its relevance by incorporating FCV-specific outcome indicators that capture aspects such as social cohesion, community perceptions of project outcomes, reinforcement of local adaptive practices, and perceptions of security. Additionally, process indicators—such as the use of scenario planning, frequency of community consultations, the proportion of people who find the intervention relevant to their needs, the existence of conflict resolution mechanisms, and the integration of social and conflict considerations into project management—could further strengthen the framework's applicability in FCV contexts.

3. Recommendations

1. Based on the evidence and conclusions, the evaluation presents the following four recommendations.

(a). **The GEF should review its metrics for portfolio effectiveness and efficiency to ensure they remain relevant and aligned with ongoing reforms.** For instance, the GEF should reassess the current method for measuring efficiency indicators, such as first disbursements within 18 months or the submission of mid-term reviews within four years, to ensure that the appropriate project cohorts are used to reliably capture trends.

(b). **The GEF should enhance its results measurement framework to be able to track and report on systemic and transformative changes.** This is crucial, as several key outcomes targeted by GEF programs are not sufficiently captured by the current framework.

(c). **The GEF should prioritize developing user-friendly functionalities and features for the Portal.** While aligning the Portal with GEF-8 programming and Council decisions is essential, addressing user needs in a timely manner is equally important. Balancing these priorities will enhance the user experience and ensure the Portal effectively serves its intended audience.

(d). **The GEF should explicitly address FCV contexts by developing targeted guidance for M&E practices in such contexts and ensuring that relevant indicators are incorporated into project design.**

I. BACKGROUND

1. The role of results-based management (RBM) in improving management effectiveness (learning) and reporting on performance (accountability) is well recognized (Binnendjik 2000, Ireland et al. 2003, Kusek and Rist 2004). In line with these objectives, the Global Environmental Facility (GEF) RBM system aims to enhance management effectiveness and accountability by specifying realistic result targets, tracking the achievement of expected outcomes, integrating lessons into decision making, and reporting on performance (GEF Secretariat 2011). The GEF RBM system seeks to capture the results of GEF activities, including the transformation of targeted systems (GEF Secretariat 2018, 2022). It is designed to "generate more relevant and reliable data and information on results, while promoting integration, multiple benefits, and simplification" (GEF Secretariat 2018).

2. Several actors within the GEF partnership contribute to shaping and implementing RBM activities. The GEF Council sets priorities, the GEF Secretariat oversees monitoring and manages the RBM system at the corporate level, and the GEF Agencies implement activities on the ground and report on their progress and outcomes (GEF IEO 2023c). The GEF Independent Evaluation Office (IEO), which leads the evaluation function, regularly assesses and reports on the effectiveness of the GEF RBM system.

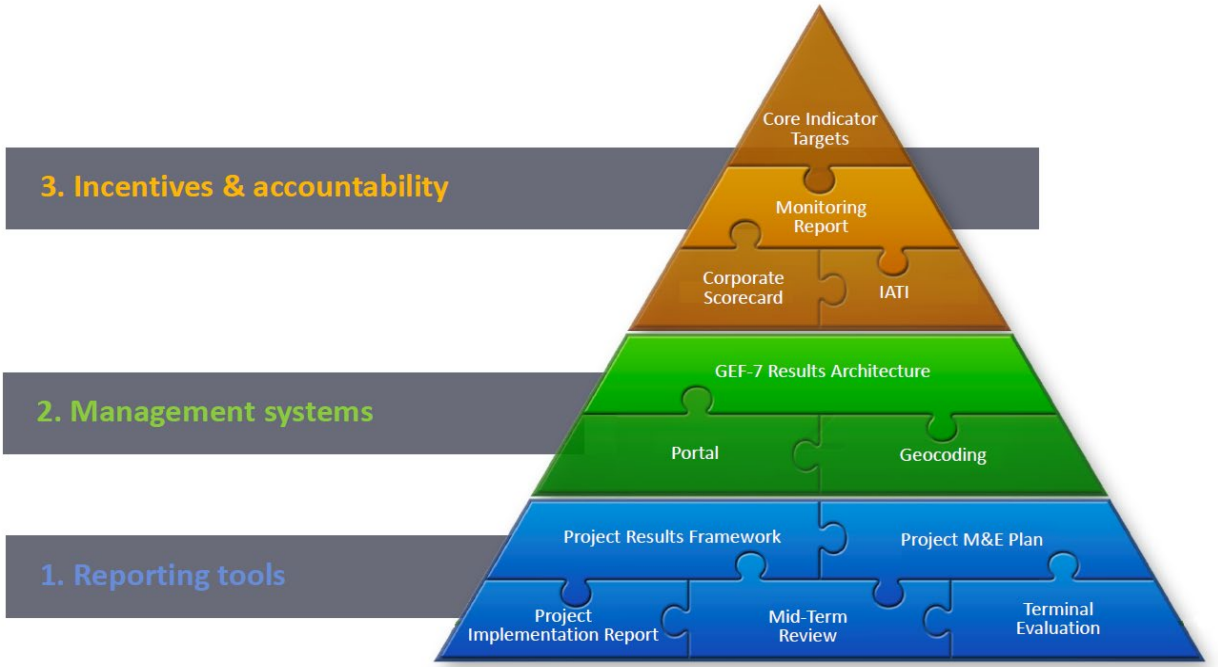
3. Since GEF adopted its first RBM framework in 2007, its approach has continued to evolve. At the corporate level, the focus of results measurement has shifted from tracking a wide array of indicators to monitoring a more streamlined set of core indicators and their sub indicators. In GEF-7, a results measurement framework with two-tiers of indicators was introduced: the first tier (core indicators) measures project and program outcomes and outputs, while the second tier (the portfolio scorecard) assesses the GEF Partnership's effectiveness in managing these activities (GEF Secretariat 2022). The GEF-8 Policy Directions emphasized the need to build on the progress during GEF-7 by improving the results toolkit to track progress and covering contributions of operational inputs to achievement of Core Indicator results. During GEF-8, some of the indicators included in the results measurement framework were clarified and the guidance on implementation of the measurement framework was strengthened.

4. In 2018, the GEF transitioned from the Project Management Information System (PMIS) to the GEF Portal, which has since been enhanced with new modules and features. GEF Agencies can now upload documents related to monitoring and evaluation (M&E) directly to the portal, enabling the GEF Secretariat to analyze data in real-time, including an overview of the completeness of core indicator data (GEF IEO 2023c).

5. The instruments used for reporting on portfolio results and performance have changed and give greater attention to strategic issues and achievements of corporate targets (GEF IEO 2023c). The corporate scorecard, which the GEF Secretariat started publishing in GEF-6, provides an overview of performance on key indicators at regular intervals. The GEF Monitoring

Report, which is prepared annually, assesses the results, effectiveness, and efficiency of GEF-financed initiatives.

Figure 1: GEF Results Framework



Source: GEF Secretariat. 2021. GEF-8 Corporate Programs and Policy Directions: The Enabling Environment for Transformation. Regional Briefing Sessions, GEF-8 Replenishment.

II. Previous Evaluative Evidence on the Results-Based Management System

6. The Independent Evaluation Office (IEO) of the Global Environment Facility (GEF) has conducted several evaluations, typically aligned with the GEF replenishment cycle, to assess the performance of the GEF results-based management (RBM) system. These evaluations not only highlight areas of strength, but also identify significant weaknesses and gaps that require attention. For example, the Fourth Overall Performance Study of the GEF (OPS4) found that tracking tools and environmental results indicators were not fully integrated into GEF strategies and policies (GEF IEO 2010). The Fifth Overall Performance Study of the GEF (OPS5) concluded that the RBM system was overly complex and burdensome (GEF IEO 2014). The Sixth Comprehensive Evaluation of the GEF (OPS6) noted that RBM played a limited role in evidence-based decision making and learning, and that the GEF Project Management Information System (PMIS) was inadequate for meeting the growing needs of the GEF partnership (GEF IEO 2018).

7. As part of the Seventh Comprehensive Evaluation of the GEF (OPS7) (GEF IEO 2022c), the IEO conducted four evaluations and reviews assessing various aspects of the GEF RBM

system. These included the GEF terminal evaluation validation process, the self-evaluation systems of GEF Agencies, the GEF Portal, and the corporate-level core results indicators.

8. The Review of the GEF Terminal Evaluation Validation Process (GEF IEO 2020) found that, while the validation process was well established and facilitated comparisons across the GEF Partnership, it could enhance knowledge sharing and place greater emphasis on the newer Agencies within the Partnership.

9. The evaluation of the GEF Results-Based Management: Agency Self-Evaluation and the GEF Portal (GEF IEO 2023c) was presented to the GEF Council in June 2021. The evaluation found that while self-evaluation approaches are broadly similar across Agencies, minor differences in the ratings process hinder cross-agency comparisons. It also highlighted that mid-term reviews were absent for the majority of projects and identified significant gaps in the submission of project implementation reports (PIRs) (GEF IEO 2023c). The evaluation made two key recommendations: (1) the GEF Secretariat and Agencies should strengthen the use of midterm reviews (MTRs) for learning and adaptive management, and (2) the GEF Secretariat, in collaboration with partners, should enhance learning through its systems, promote cross-agency exchanges, and provide incentives for being candid.

10. The evaluation of the GEF RBM system also found that the GEF Portal has largely achieved its objectives (GEF IEO 2023c). It has improved project review and processing, standardized information capture, integrated GEF strategies and policies into reporting, facilitated activity monitoring, and enhanced transparency and information security. However, performance has been mixed in areas such as taxonomy and tagging, search and analytics, batch document downloading, auto alerts, and the real-time availability of data for external stakeholders and the public. The evaluation recommended (1) strengthening the process for addressing user feedback on the Portal, and (2) developing and implementing a time-bound plan to expedite the Portal's further development.

11. The Annual Performance Report 2021 reviewed the GEF RBM system, focusing on corporate core indicators (GEF IEO 2023a). The review noted improvements in GEF-7, where the number of corporate-level indicators was streamlined, addressing the tracking observed seen in GEF-6. However, it also identified several gaps and challenges. It found that the GEF-7 core indicators did not adequately address the drivers of environmental degradation or system transformation, with some indicators assessed to be unrealistic or prone to double counting. Furthermore, the system's utility for decision making was limited by lengthy feedback loops.

12. The GEF IEO conducted this evaluation as part of the upcoming Eighth Comprehensive Evaluation of the GEF (OPS8) (GEF IEO 2024a). It reviews progress during GEF-8 in key components of the RBM system, including the GEF Portal, self-evaluation, the quality of terminal evaluations, reporting on indicators, and a review of monitoring and evaluation (M&E) in fragile, conflict-affected, and violent (FCV) contexts. The IEO's evaluation of GEF support in Fragile and Conflict-Affected Situations (GEF IEO 2024c) identified M&E as an area of weak performance in projects within FCV contexts. These countries account for 26 percent of GEF

recipient countries and 20 percent of the GEF STAR allocation, highlighting the importance of exploring why M&E design and implementation in these contexts is particularly challenging.

III. Methodological Approach

1. Scope

13. A comprehensive evaluation of the results-based management (RBM) system would require covering aspects of the system such as its objectives and outcomes, theory of change, results and process indicators, monitoring and reporting mechanisms, performance measurement, feedback and learning, accountability and reporting, risk management, and evidence-based decision making.

14. The Independent Evaluation Office (IEO) of the Global Environmental Facility (GEF) has covered several relevant elements of RBM in GEF in its recent evaluative work. For instance, the GEF Annual Performance Report 2021 (APR 2021) assessed the core indicators system and how its data informs corporate decision making (GEF IEO 2023a). The evaluation GEF Results-Based Management: Agency Self-Evaluation and the GEF Portal provided a detailed assessment of how Agencies' self-evaluation systems report on project performance and facilitate feedback and learning (GEF IEO 2023c). Additionally, Assessing Portfolio-Level Risks at the GEF analyzed how portfolio risks are managed within the GEF (GEF IEO 2024e). The evaluation of GEF Support in Fragile and Conflict-Affected Situations identified monitoring and evaluation (M&E) as an area for further exploration (GEF IEO 2024c). This evaluation builds on these contributions by following up on some of the issues raised in these evaluations and examining emerging concerns that require attention.

15. In GEF-6, the GEF piloted three integrated programs, which expanded to five in GEF-7 and further to 11 in GEF-8. These programs are central to the GEF's strategy, targeting key drivers of environmental degradation to achieve transformative and lasting impacts. While robust M&E is essential for assessing performance, this evaluation does not examine the adequacy or implementation quality of program M&E arrangements. These aspects will be addressed separately in the program evaluations for the Eighth Comprehensive Evaluation of the GEF (OPS8). However, reporting on indicators included in the results framework of child projects within the framework of programmatic approach is covered.

16. This review assesses how GEF has addressed key gaps and weaknesses identified in the evaluation GEF Results-Based Management: Agency Self-Evaluation and the GEF Portal (GEF IEO 2023c). The evaluation assesses how GEF has addressed concerns related to gaps in use and availability of midterm reviews (MTRs), insufficient candor in reporting, and weak cross-agency learning. It assesses how the GEF has addressed GEF Portal issues related to user experience and decision-making support and redressal of user feedback.

17. Further, the review considers the role of terminal evaluations as essential sources of information on project outcomes and implementation experiences. It focuses on whether these evaluations provide a systematic, comprehensive, and transparent assessment of performance,

because their potential to offer insights into GEF interventions has been highlighted in past evaluations. Overall, the review scopes both structural and operational issues, assessing the effectiveness of measures put in place to improve performance, usability, and learning across the GEF.

18. This evaluation includes a focused assessment of M&E in GEF activities within fragile, conflict-affected, and violent (FCV) contexts. The IEO's GEF Support in Fragile and Conflict-Affected Situations evaluation found that projects in FCV settings generally receive lower performance ratings for M&E design and implementation (GEF IEO 2024c). The findings highlighted the need to better understand the specific challenges of conducting M&E in these contexts and how to address them. To fill this gap, an assessment of M&E in GEF activities within FCV settings was undertaken.

2. Key questions

This evaluation seeks to answer the following questions:

(1) **To what extent have the GEF IEO's recommendations regarding GEF RBM systems been implemented?**

19. The GEF IEO report GEF Results-Based Management: Agency Self-Evaluation and the GEF Portal, presented to the GEF Council in June 2021, included four recommendations. For Agency Self-Evaluation Systems, it urged the GEF Secretariat and Agencies to strengthen the use of MTRs for learning and adaptive management, and to enhance learning through cross-agency exchanges and promote candor. Regarding the GEF Portal, it recommended improving the process for addressing user feedback and developing a time-bound plan to accelerate the Portal's development. This evaluation assesses the progress in implementing these recommendations.

(2) **How effective is the GEF Core Indicator system in tracking results of GEF activities?**

20. The APR 2021 report identified key issues with the GEF results framework, including gaps in coverage for important environmental results of GEF activities, inadequate attention to systemic transformation targeted, use of aspirational indicators, and the absence of baselines to track net effects. The evaluation assesses the issues that were addressed in GEF-8 and takes stock of those that remain to be addressed.

(3) **How is operational efficiency tracked and reported at the corporate level?**

21. The evaluation examines how the operational efficiency of the GEF Partnership is monitored and reported at the corporate level. It focuses on key milestones including timing of the first disbursement, the timeliness of conduct of MTRs, and the submission timeliness for terminal evaluations.

(4) **Has there been a change in the use and availability of mid-term reviews?**

22. MTRs serve as critical learning tools that facilitate course correction during project implementation. While they are mandatory for full-size projects (FSPs) and encouraged for medium-size projects (MSPs), the GEF IEO's evaluative work covering self-evaluation systems found that these were not available for most FSPs and MSPs. This evaluation investigates whether the use and availability of MTRs has changed over-time.

(5) **To what extent do terminal evaluations prepared by GEF Agencies provide a comprehensive and systematic account of project performance?**

23. The evaluation examines the extent to which terminal evaluation reports submitted by Agencies provide a comprehensive and systematic account of project performance. Although it is too early to assess compliance with the 2023 Terminal Evaluation Guidelines, this evaluation establishes a baseline for future evaluations. It highlights areas where the quality of terminal evaluations tends to be either weak or strong.

(6) **To what extent do terminal evaluations report on achievement of project objectives and outcomes?**

24. The evaluation examines whether the indicators in the project's M&E framework are adequate for measuring progress toward objectives and outcomes, and whether the changes on the specified indicators are measured and reported in terminal evaluations. The evaluation assesses the factors that correlate with measurement of and reporting on specified indicators.

(7) **What are the approaches and strategies used by the GEF Agencies and projects to address M&E challenges and demonstrate results in FCV contexts?**

25. The evaluation examines the approaches and strategies that the GEF Agencies are using to address the unique challenges and opportunities of working in FCV contexts. It assesses effectiveness of the M&E arrangements and results frameworks in capturing the complexities of such environments. It considers the appropriateness of the indicators used to assess results achieved in these environments. It also evaluates whether the results measurement agenda of the GEF projects in FCV contexts is appropriate.

3. Evaluative framework

26. The United Nations Development Group (UNDG) (2011) defines RBM as ".a management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products, and services contribute to the desired results (outputs, outcomes, and higher-level goals or impacts), and use information and evidence on actual results to inform decision making on the design, resourcing, and delivery of programmes and activities, as well as for accountability and reporting."

27. The Organization for Economic Co-operation and Development (OECD) (2024) underscores the significance of RBM, noting that it "helps organizations to reach their desired development results by maximizing the impact of individual and collective interventions." It

highlights that managing for development results involves “providing the framework, tools, and guidance for strategic planning, risk management, performance monitoring, evaluation, and knowledge management” and serves “four complementary purposes: decision making, learning, accountability, and communication” (OECD 2024).

28. Aligned with the definitions provided by UNDG and OECD, the GEF RBM framework aims to improve management effectiveness and accountability by defining realistic expected results and targets, monitoring progress toward their achievement, integrating lessons learned into decision making, and reporting on performance (GEF Secretariat 2011). This evaluation adopts the UNDG definition of RBM and uses the GEF's RBM goals and objectives as guiding principles to assess performance. Additionally, it incorporates the OECD's description of the significance and purpose of RBM as one of the key perspectives in defining what success might look like.

29. This evaluation assesses performance of several key components of the GEF RBM system. It evaluates the progress made during GEF-8 in addressing the gaps and weaknesses identified in the self-evaluation system and the GEF Portal, as highlighted in the GEF Results-Based Management: Agency Self-Evaluation and the GEF Portal (GEF IEO 2023c) evaluation. It examines the measures taken to improve the use of midterm evaluations, enhance candor in reporting, and foster cross-agency learning—areas previously identified as underperforming. Additionally, the review assesses the advancements made in the development of the GEF Portal and the establishment of mechanisms for systematically addressing user feedback, because the Portal is a crucial platform for project cycle management and decision making support.

30. This evaluation assesses the quality of terminal evaluations because it is an important source of information on what works and what does not. Quality has been assessed using 14 key criteria, including timeliness, reporting completeness, stakeholder involvement, theory of change clarity, evaluation methodology, and outcome reporting (annex D.a). Additionally, the review examines risks to sustainability, M&E coverage, financial reporting, project implementation, safeguards, lessons and recommendations, consistency in performance ratings, and report presentation.

31. Building on the APR 2021 findings, this evaluation, in addition to examining the environmental results indicators of the GEF core indicators system, also examines the tier 2 indicators that measure operational effectiveness of the GEF Partnership, focusing on the efficiency indicators.

32. The evaluation also assesses the results framework of the completed GEF-6 and GEF-7 projects to assess the adequacy of the specified indicators to measure the project objectives and outcomes. Indicators specified for individual objectives and outcomes were assessed to determine their collective adequacy in providing evidence for achievement of the respective objective or outcome (annex D.b). Special attention is paid to consistency in the measurement and reporting on specified indicators at project completion to assess whether the provided information is sufficient to determine whether the specified target on a given indicator was achieved.

33. The evaluation also analyzes GEF activities in FCV contexts, assessing how M&E challenges are addressed at the corporate, Agency, and project levels. It reviews FCV-relevant policies, guidelines, and indicators used by the GEF at the corporate level and by GEF Agencies. Additionally, it examines how GEF-funded projects integrate FCV-specific elements into their results frameworks and apply them in practice.

4. Means to answer key questions

34. The GEF IEO draws from several sources of information to answer the key questions (table 1). These sources include datasets from the GEF Portal, the GEF IEO terminal evaluation validation dataset, targeted desk reviews, interviews, and focus group discussions.

Table 1: Evaluation Matrix: The Means to Answer Key Questions

Key questions	Means to answer	Coverage
1. To what extent have the GEF IEO's recommendations regarding GEF RBM systems been implemented?	Management Action Record (MAR), interviews with GEF Secretariat key informants (KIs), focus group with Agency KIs	MAR for FY 2023 and 2024, interviews of four KIs from GEF Secretariat, and inputs from 20 KIs through five focus groups
2. How effective is the GEF Core Indicator system in tracking the results of GEF activities?	Policies and guidance for GEF-8, review of interview transcripts, focus group with Agency KIs	Review of interview transcripts for APR 2021, analysis of GEF-8 Results Framework and Guidelines for Core-Indicators, inputs from 20 KIs through five focus groups
3. How is operational efficiency tracked and reported at the corporate level?	Analysis of monitoring reports and GEF Corporate Scorecard, GEF Portal dataset	GEF Portal data through June 2024
4. Has there been a change in use and availability of MTRs?	Analysis of GEF Portal dataset on submission of MTRs	Portal data on MTRs for projects approved thorough FY2010, interviews
5. To what extent do terminal evaluations prepared by GEF Agencies provide a comprehensive and systematic account of project performance?	Review of terminal evaluations, focus group with Agency KIs	Terminal evaluations for 145 projects (84 FSPs, 61 MSPs) submitted from September 2020 through June 2024, 20 KIs through focus group
6. To what extent do terminal evaluations report on achievement of project objectives and outcomes?	Review of M&E reporting through terminal evaluations and other project documents, GEF Portal data on tracking tools	Completed GEF-6 and GEF-7 projects for which terminal evaluations had been submitted through 2023, GEF Portal
7. What are the approaches and strategies used by the GEF Agencies and projects to address M&E challenges and demonstrate results in FCV contexts?	Review of GEF and Agency policy and guidance, desk review of documentation of 24 projects in FCV countries, four case studies, and interviews of KIs	Review of policies and guidelines documents from 24 sampled projects, four case studies covering five projects, interviews of 25 KIs

Source: GEF IEO

Desk review

Project documents

35. Several desk reviews of project documents were conducted to answer evaluation questions related to effectiveness of the core indicator system (question 2), quality of terminal evaluation reports (question 5), reporting on indicators specified to assess achievement of project objectives and outcomes (question 6), and approaches and strategies used to address M&E challenges and demonstrate results in FCV contexts (question 7).

36. Terminal evaluations and other documents pertaining to 145 completed projects, including 84 FSPs and 61 MSPs, were reviewed (annex C). Quality of the reports was assessed applying 74 criteria (14 lead criteria and 60 sub criteria).

37. The review assessing the measurement of project objectives and outcomes involved examining documents from 122 completed projects approved during GEF-6 (118 projects) and GEF-7 (four projects), for which terminal evaluations had been submitted to the GEF IEO by December 2023. It covered project documents submitted at CEO Endorsement/Approval, as well as project implementation reports (PIRs), MTRs, tracking tools, and terminal evaluations retrieved from the GEF Portal. Data from these documents were gathered to evaluate the reporting on objectives, outcomes, indicators, and target achievement. Of these 122 projects, 21 had been covered in the analysis presented in the GEF Annual Performance Report 2023 (APR 2023).[5]

38. The GEF IEO's Evaluation of GEF Support in Fragile and Conflict-Affected Situations (GEF IEO 2024c) identified projects within the GEF portfolio that were implemented in FCV contexts. Of these projects, documentation for 24 was reviewed to have a better understanding of how FCV is addressed in project documentation, and of these, five were examined in detail through case studies.

39. The transcripts of the interviews conducted for assessment of RBM presented in APR 2021 were reviewed to understand the issues. In addition, the Guidelines on the Implementation of the GEF-8 Results Measurement Framework (GEF Secretariat 2022) were reviewed to assess the changes made to the framework and the extent these changes address the concerns expressed in APR 2021.

GEF Management Action Record

40. The Management Action Record (MAR) for FYs 2023–24 (GEF IEO 2023b and GEF IEO 2024d) was reviewed to assess progress made on implementation of recommendations of the

[5]In APR 2023 (GEF IEO 2024b), 66 projects were initially selected for analysis of results indicators. However, 45 were excluded because their results frameworks lacked direct environmental stress reduction or status change indicators. A detailed review was conducted on the remaining 21 projects that included such indicators. This evaluation, in contrast, considers all completed projects, regardless of whether they featured at least one direct environmental stress reduction or status change indicator.

GEF Results-Based Management (RBM): Agency Self-Evaluation and the GEF Portal (GEF IEO 2023c), which was presented to the GEF Council in June 2021 (question 1).

GEF and Agency Guidance on M&E in FCV context

41. The evaluation also conducted a review of documents from GEF and its Agencies that provide guidance on approaches and strategies for M&E in FCV contexts, along with emerging resources on conflict-sensitive environmental programming and M&E for environmental peacebuilding (question 7).

Datasets

Terminal evaluations dataset

42. As part of the terminal evaluation validation process, the GEF IEO assesses the quality of terminal evaluations. To date, the quality of 2,122 terminal evaluations has been reviewed. Until 2020, the GEF IEO used six criteria to assess evaluation quality. In 2021, this process was revised to include 14 leading criteria and 60 sub criteria. To ensure long-term trend comparability, the assessments are reported based on the six criteria that are common to both periods (question 5).

GEF Portal data

43. The GEF Portal maintains data on project cycle milestones and on the conduct and submission of midterm evaluations. These data have been analyzed to assess how GEF addresses operational performance-related issues (question 3) and the conduct of midterm reviews (question 4). In addition, the data from the GEF Portal were analyzed to assess supplement reporting on core indicators (question 6).

Key Informant (KI) Interviews

44. Key informant (KI) interviews were conducted to assess progress on implementing recommendations from the RBM evaluation presented in OPS7 (question 1) and use of MTRs (question 4) and to gather data on M&E in FCV contexts (question 7). Four GEF Secretariat staff involved in managing the GEF Portal were interviewed to collect information on the measures taken by the Portal team in response to the evaluation recommendations and the changes made to improve the Portal's utility and user experience (annex A).

45. Additionally, 25 key informants were interviewed to gather data on M&E approaches and strategies used by GEF Agencies in FCV contexts (Annex B). Of these, 24 were GEF Agency staff and one was from the GEF Secretariat. The interviews covered the experiences of 10 projects implemented in FCV contexts by three GEF Agencies: the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP), and the United Nations Industrial Development Organization (UNIDO).

Focus Group

46. The GEF IEO organized five focus group cafés, each with four to five participants, to discuss RBM and the GEF Portal and assess the progress made in implementing the recommendations from the RBM evaluation related to the GEF Portal (question 1), effectiveness of the GEF core indicators (question 2), and quality of terminal evaluations (total 20 participants). Participants in each group also discussed the strengths and weaknesses of the GEF core indicators system. In addition, the issue of quality of self-evaluation such as PIRs, MTRs, and terminal evaluations was discussed in a plenary focus group (20 participants). These focus group cafés and plenary focus group were held during the GEF IEO Evaluation Workshop in Rome on October 1 and 2, 2024.

Limitations

47. This evaluation builds upon the evaluative work presented in the recent evaluations prepared by the GEF IEO including those that cover self-evaluation systems and GEF Portal, core indicators, risks, and work in FCV context. It gives less attention to reexamination of issues that have been addressed in depth in these evaluations and gives more attention to issues that were flagged as major concerns. It excludes the assessment of RBM in GEF-integrated programs, which will be covered through targeted reviews conducted within the framework of program evaluations.

5. Conduct of the evaluation

48. The draft approach paper for the evaluation was shared with key stakeholders on May 2, 2023. The evaluation was conducted from May 2023 through October 2024. The special review on M&E in FCV contexts was conducted from May to December 2023, and the rest of the evaluation was implemented from January to October 2024.

49. The evaluation was led by Neeraj Kumar Negi, Senior Evaluation Officer at the GEF IEO. The core evaluation team included Mariana Calderon Cerbon, Evaluation Analyst; and Emanuele Bigagli, consultant. Other team members were Jeneen Garcia, Evaluation Officer; and Anupam Anand, Senior Evaluation Officer.

50. The assessment of the quality of terminal evaluations was coordinated by Jeneen Garcia, with reviews conducted by the following consultants: Emanuele Bigagli, Ines Freier, Nabil Haque, Ritu Kanotra, Mariana Vidal Merino, and Yaxin Zhu. Anupam Anand supported the review of the GEF guidelines on GEF-8 core indicators.

51. The review of M&E in FCV contexts was conducted by the *Universalia* team, under the supervision of Neeraj Kumar Negi as the GEF IEO evaluation team lead. The *Universalia* team comprised Amanda Woomer, Eric Abitbol, and Rennie Jordan.

IV. FINDINGS

1. Implementation of the GEF IEO recommendations related to RBM evaluations

52. **The evaluation indicates significant progress in implementing the recommendations from the Global Environment Facility (GEF) Independent Evaluation Office's (IEO) evaluation of Results-Based Management: Agency Self-Evaluation and the GEF Portal.** The GEF Secretariat has strengthened the guidance for conducting midterm reviews (MTRs), followed up on the timely completion and submission of MTRs, and supported knowledge sharing through the development of a lessons repository and initiatives to facilitate exchanges on operational effectiveness. Improved qualitative analysis in monitoring reports has also aided adaptive management and showcased good practices. Additionally, the GEF Portal has undergone improvements, particularly in aligning with GEF-8 policies and automating key business processes. However, resource constraints have delayed further enhancements requested by GEF Agencies, and users continue to feel that the Portal's performance requires substantial improvement.

Self-evaluation system

53. The GEF IEO's evaluation of the Results-Based Management: Agency Self-Evaluation and the GEF Portal (GEF IEO 2023c) recommended strengthening the use of MTRs for learning and adaptive management. It also recommended that the GEF Secretariat, in collaboration with partners, enhance learning through the systems it manages, promote cross-agency exchanges, and provide incentives for candor. In response, the Secretariat has taken several measures to address these recommendations.

54. **The GEF Secretariat has strengthened its guidance for conducting MTRs and established an efficient review process**. The Guidelines on the Implementation of the GEF-8 Results Measurement Framework (GEF Secretariat 2022) specify key information requirements for MTRs and set a threshold for their submission within four years of CEO Endorsement to monitor performance. The Secretariat has also developed a report outline on good practices for conducting MTRs, which has been shared with GEF Agencies. Furthermore, the Secretariat reviews and synthesizes information from MTRs in its Monitoring Report, ensuring its incorporation into corporate-level reporting.

55. **Through the GEF Portal, the Secretariat has improved the tracking of MTR submissions**. The Annual Monitoring Report specifically tracks the percentage of projects that submit MTRs within four years of CEO endorsement or approval. In December 2022, the GEF Secretariat included a list of full-size projects (FSPs) more than two and a half years old in its bilateral communications with Agencies to incentivize the timely completion of MTRs. These efforts have reportedly encouraged Agencies to submit a significant number of overdue MTRs. The Secretariat also held follow-up meetings with Agencies to address issues related to the conduct and submission of MTRs. Although several GEF Agencies such as the United Nations Development Programme (UNDP), the Food and Agriculture Organization of the United Nations (FAO), and Conservation International (CI) had already developed internal guidelines for

conducting MTRs for GEF projects (UNDP 2014, FAO 2020, CI 2020), the measures undertaken by the GEF Secretariat have facilitated timely conduct of the MTRs. While these measures have led to increase in submission of MTRs, timeliness of conduct of MTRs—discussed later in this report—remains a challenge.

56. **The Secretariat has also taken steps to strengthen learning, support knowledge exchange across GEF Partnership, and promote candid reporting**. It has created templates in the Portal to facilitate the documentation of lessons learned through MTRs and terminal evaluations. Since 2021, the Portal has allowed Agencies to report these lessons, and by March 2023, a repository of more than 1,700 lessons had been compiled. Regular discussions with Agencies on operational effectiveness—such as exchanges on good practices in MTRs (March 2022), budget practices (May 2022), and the quality and timeliness of MTRs (November 2022)—have further supported these efforts. However, its effect on candor in reporting is less clear because reporting through self-evaluations still tends to be optimistic.

57. **The GEF Secretariat is placing increasing emphasis on qualitative and analytical approaches in the preparation of its annual Monitoring Report**. These reports highlight good project practices in achieving results and supporting adaptive management. For example, analyses of project proactivity shed light on how minor amendments can course-correct projects and lead to successful turnarounds. The report also contains a detailed assessment of the risk of the GEF portfolio of active projects. These elements, along with lessons learned, are regularly discussed by the Secretariat during annual bilateral exchanges with Agencies to review portfolio progress and address challenges.

The GEF Portal

58. While the GEF Portal has made significant strides in adapting to the GEF-8 programming directions and aligning with the new policies based on GEF Council decisions, resource constraints have slowed the development of new features.

59. **Significant progress has been made in automating key business processes, including project reviews, approvals, cancellations, and CEO endorsements**. Updates have also been implemented to accommodate changes in the project cycle, integrated program requirements, child project reviews, and the Global Biodiversity Framework Fund (GBFF) activities, which have a distinct appraisal process. To support GEF Agencies with proposal submissions, the GEF Portal team has conducted multiple training sessions. The Portal team, in collaboration with the World Bank ITS team responsible for the Portal's technical development, remains responsive to inquiries regarding project submissions, STAR allocations, and GEF-8 budget ceilings. Weekly meetings between the Portal and ITS teams ensure that programming needs are monitored and addressed. However, the Portal team acknowledged that delays in implementing long-requested features continue due to resource limitations and prioritization of evolving business needs.

60. **Between GEF-7 and GEF-8, significant changes were made to templates to align with updated GEF policies, including the incorporation of risk dimensions—Context, Approach, and**

Execution—into the project identification form (PIF) and CEO Endorsement templates under the GEF Risk Appetite framework. A risk table was also incorporated in the MTR module within the GEF Portal. These urgent updates were essential to ensure that GEF business could continue in accordance with applicable policies and procedures. However, this emphasis on immediate adjustments delayed the automation of processes related to project suspensions, amendments, and the generation of CEO Endorsement and approval letters.

61. **Due to resource constraints, the GEF Portal team's shift in priorities—while justified—has limited progress in addressing long-standing needs and improving the Portal's user-friendliness for GEF Agency users**. Formatting challenges, such as incorrect document orientations, continue to affect reviews, with limited advancements in resolving these issues. The Portal's data entry validations have improved data quality by ensuring compliance with STAR resource allocations and preventing agencies from exceeding country caps during PIF submissions. These validations also automate previously manual processes, like financial data aggregation. However, users report that vague error messages complicate troubleshooting, as they do not clearly indicate the exact source of the error. New features, such as Agency and Country Factsheets, and geolocation capabilities, have been added. However, users note the absence of functionalities like uploading spatial data via Microsoft Excel make data entry cumbersome. Notifications for successful submissions are still lacking. Though some email alerts for upcoming project cycle milestones have been introduced, it is a work in progress.

62. **Users favorably compare the GEF Portal's project cycle actions to the Green Climate Fund (GCF) Portal but note that the GCF Portal is faster for data entry and retrieval**. Data retrieval capabilities for Agencies have improved as they are able to access geo-spatial data through the GEF website. They may request data from GEF Secretariat, which are addressed in a timely manner. At the same time, several Agencies reported that they still maintain separate datasets for managing their GEF portfolios, as consolidated reports—such as those for core indicators—are not easily accessible through the GEF Portal. Despite progress, users feel the Portal's improvements have been incremental, with further development needed to fully meet their operational needs.

2. GEF Results Measurement Framework

63. During GEF-8, improvements were made to the GEF results measurement framework to enhance clarity and support consistent measurement of the core indicators, but several challenges remain. The GEF Annual Performance Report 2021 (APR 2021) highlighted several issues with the GEF results measurement framework, particularly regarding coverage of results pursued by the GEF. It noted that key environmental outcomes like urban biodiversity and ecosystem services are excluded, while the focus remains on physical quantities rather than systemic transformation. Some indicators, like those that measure area restored, did not reflect actual achievements because during a project's implementation period only area under restoration may be realistically measured. The risk of double counting, especially for geographical areas, and the lack of tracking net effects, due to the absence of baselines for aggregate improvements, were also identified. Ambiguities in counting beneficiaries further

lead to inconsistencies in reporting, and long feedback loops limit the use of data for timely decision making. Some of these issues highlighted in APR 2021 have been addressed in GEF-8, whereas several remain.

64. **Improvements to core indicators and guidelines have enhanced consistency in understanding, reporting, and measurement.** The GEF-8 results framework sets a zero-baseline for core indicators to accurately capture net project effects and ensures clear, non-overlapping indicators, such as changing "Area of land restored" in GEF-7 to "area of land and ecosystems under restoration" in GEF-8. SMART criteria were adopted to improve clarity and practicality. Originally issued in GEF-7, the guidelines for core indicators were revised in GEF-8 to provide greater clarity and detail. Corporate effectiveness reporting began in 2020 under GEF-7, with initial guidance provided at that time. This guidance was further clarified and detailed within the GEF-8 framework, which places a stronger emphasis on learning and adaptation. The GEF-8 approach encourages MTRs to support project adjustments and enhance outcomes.

65. **Despite improvements in GEF-8, several issues, such as underreporting of co-benefits, tracking of non-place-specific ecosystem services and systemic environmental changes, and lack of systematic data on costs of generating environmental benefits, remain.** Co-benefits are underreported at the corporate level, because many ecosystem-based projects provide adaptation benefits that are not adequately captured due to gaps in core indicators. While these may be captured at the project level through the project results framework, without standardization and aggregation these are difficult to report at the corporate level. Challenges persist in comprehensively tracking non-place-specific ecosystem services and systemic environmental changes. The lack of systematic data on the costs of generating environmental benefits, as highlighted by APR 2021, affects target setting and cost-effectiveness assessments. Additionally, GEF results measurement framework does not effectively capture transformative, long-term impacts because they are tied to specific project phases.

3. Monitoring of operational efficiency

Box 1: Indicators to measure operational efficiency

The GEF-8 Results Measurement Framework specifies tier 2 indicators to assess operational performance of the GEF Partnership. The indicators measure performance in terms of speed of operations, portfolio management and adaptation, and cofinancing. Four indicators are aimed at assessing performance in terms of speed of operations:

- Time from CEO endorsement or CEO approval to first disbursement under 18 months
- Time from CEO endorsement to MTR submission under four years
- Medium-size project (MSP) age under four years / FSP age under six years
- Completed projects with timely submission of terminal evaluation (%)

These indicators shed light on different aspects of operational performance. Tracking the time to first disbursement reveals delays in start of project implementation. Similarly, monitoring whether the time from CEO endorsement or approval to MTR submission is under four years reflects whether progress is on track and ensures that MTRs are conducted when course corrections can be most effective. The indicator tracking the age of active MSPs and FSPs helps gauge whether a significant portion of projects are experiencing delays during implementation. The indicator on timely submission of terminal evaluations assesses compliance with GEF IEO guidelines.

Several other indicators specified to assess portfolio management performance also address aspects of operational efficiency. These include:

- Over 50 percent disbursed balance after 3 years of implementation for MSPs and 5 years for FSPs
- Projects with financial closure after TE submission

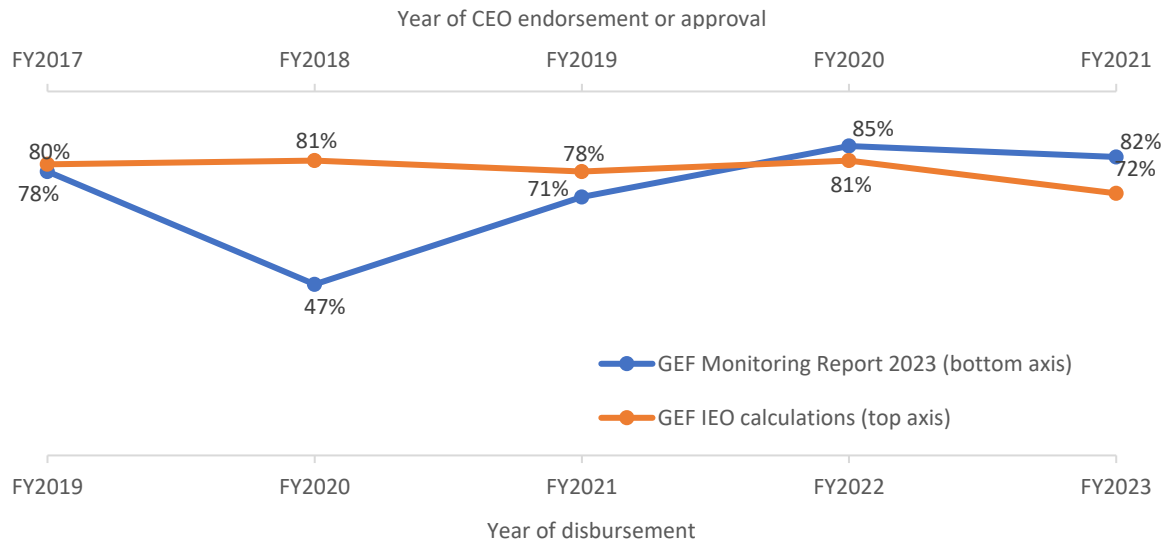
Projects financially closed on time in the last year

Source: Guidelines on the Implementation of the GEF-8 Results Measurement Framework (GEF Secretariat 2022).

66. **The evaluation identified challenges in the measurement approaches used for tracking first disbursement and MTR submission indicators**. GEF has four indicators to assess operational efficiency (box 1). Reporting is currently based on data submitted in the fiscal year of reporting, which may not provide an accurate picture of performance. This method combines project cohorts from different CEO endorsement or approval years, complicating year-over-year comparisons. Consequently, the analysis may reveal spikes or dips that do not reflect true trends—or may show little change even when real trends are present. .

67. A key issue with analyzing performance based on the fiscal year of data submission or action is that, in a fiscal year where a delay is finally resolved, the analysis may suggest ongoing delays, even though the issue was addressed and resolved within that fiscal year. Conversely, if issues remain unresolved, the analysis may fail to reveal underlying problems promptly, causing a substantial delay before these issues become evident. Figure 2 compares the results of the two approaches, for projects achieving first disbursement within 18 months of CEO endorsement or CEO approval, aligning the evaluation's cohort with that of the GEF Secretariat by adjusting the timeline by two years. The comparison shows that while the overall averages are similar, the Monitoring Report shows steeper fluctuations without a clear trend explaining the sharp variations.

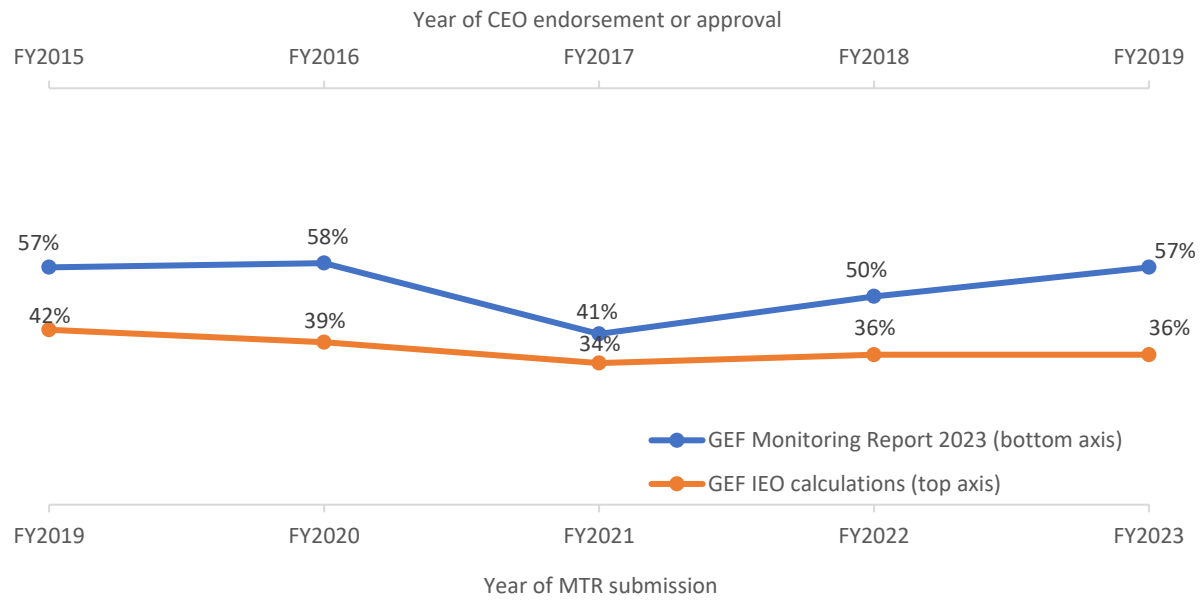
Figure 2: Percentage of projects with first disbursement within 18 months



Source: GEF IEO with data from the GEF Portal and the GEF Monitoring Report 2023.

68. **Using the year of submission to calculate the percentage of projects meeting the four-year MTR submission threshold raises concerns because it uses an incorrect base and does not consider non submission of MTRs.** This method often mixes projects that were CEO-endorsed or approved at different points in time, making year on year comparisons difficult. Additionally, excluding projects that never submit an MTR can result in an overestimation of the percentage of projects meeting the four-year threshold. Figure 3 compares the GEF IEO's calculations, which are based on the year of CEO Endorsement or approval for assessing MTR submissions, with the GEF Secretariat's calculations from the GEF Monitoring Report 2023 (GEF Secretariat 2024a). To align the two approaches, the IEO's calculations have been shifted by four years. The comparison shows that the year-of-submission approach generally results in higher percentages than the year-of-endorsement method, with steeper fluctuations in the Monitoring Report figures compared to the IEO's calculations. Even for submissions made in FY2021, when the estimate of projects submitting their MTRs within four years is at its lowest, the estimate based on the year of MTR submission is substantially higher than that calculated using the year of CEO endorsement or approval.

Figure 3: Percentage of projects with MTR submitted in four years (both FSPs and MSPs)



Source: GEF IEO with data from the GEF Portal and the GEF Monitoring Report 2023.

69. The indicators related to operational efficiency track the share of projects in the **portfolio below a time threshold.** The indicator tracking the age of active MSPs and FSPs is aimed at assessing the speed at which projects are implemented to provide an indication of how quickly the intended project's global environmental benefits are delivered. The share is measured as active projects above the age threshold as percentage of total of active projects. This approach leaves out the projects that were closed before the given time threshold. The guidelines do not clarify whether the age is calculated from the point of CEO Endorsement or Approval, or from a date that signifies start of project implementation. Additionally, because the proportion of projects below the time thresholds is affected by the cyclical inflow of new projects from GEF Council-approved work programs, the actionable value of this indicator may be limited. A more accurate way to track the timeliness of implementation could be to assess the time taken by a cohort of projects from CEO endorsement or approval (or from the start of implementation) to achieve operational completion. Further, this approach is also is not affected by the cyclic nature of the GEF programming.

70. **The Guidelines on the Implementation of the GEF-8 Results Measurement Framework do not specify whether the calculation for submitting a TE within 12 months of project completion is based on the year of TE submission or the year of project completion**. The method used for these calculations can affect the accuracy of the measurements. Data from the GEF Portal indicates that between January 2022 and June 2023, 186 full-size projects were completed. Of these, 86 percent (161 projects) had terminal evaluations submitted, with 72 percent (133 projects) submitted within one year of implementation completion. An analysis of

terminal evaluation submissions from January 2023 to June 2024 shows that 180 terminal evaluations were submitted for FSPs. For 174 of these projects with known implementation completion dates, 71 percent submitted their terminal evaluation within one year of project completion. While both approaches yield similar results, the former provides a more accurate picture by real-time accounting for submission gaps.

4. Midterm reviews

71. The availability of MTRs has improved with the overall tracking by the GEF Secretariat; however, there are variations in the extent to which Agencies prepare MTRs and when they prepare them. The GEF IEO's earlier evaluation, Results-Based Management: Agency Self-Evaluation and the GEF Portal (GEF IEO 2023c) highlighted gaps in the availability of MTRs for completed projects with terminal evaluations. In a sample of projects that had submitted terminal evaluations by August 2020, it found that only 43 percent of FSPs had MTRs, suggesting possible noncompliance with the GEF Monitoring Policy (GEF Secretariat 2019b), which mandates MTRs for all FSPs. A key factor behind this gap was that agencies had not submitted MTRs to the GEF Secretariat. As a result of the Secretariat's proactive approach and Agency responsiveness regarding MTR submissions, several Agencies retroactively submitted reviews that had previously been overlooked. These recent submissions have reduced the availability gap substantially. Nonetheless, variations are observed among Agencies in terms of conduct and timeliness of MTRs.

Actions taken by the GEF Secretariat to improve MTR submissions

72. **The GEF Secretariat began actively monitoring MTR submissions following the GEF IEO's 2021 evaluation of self-evaluation systems**. A dedicated indicator now tracks the completion of MTRs within four years of a project's CEO endorsement, and this indicator is reported in the Annual Monitoring Report.

73. **The Results team at the GEF Secretariat monitors the GEF portfolio data through the GEF Portal**. It uses an outlier report to identify projects that do not meet operational performance thresholds related to, for example, first disbursement and submission of MTR. The Secretariat shares this data bilaterally with the agencies, alerting them to projects that are at risk of missing the MTR submission deadline. Other measures have been adopted that reinforce the importance of timely MTR submission. For instance, GEF policy links the payment of 30 percent of the agency fees for FSPs to MTR submission (GEF Secretariat 2018). This milestone is reflected in the GEF Portal, ensuring that payments are tied to the completion of this requirement.

74. **The availability of MTRs for FSPs has significantly improved from 2020 to 2024**. Table 2 compares the availability of MTRs for completed projects, highlighted in the GEF IEO's earlier evaluation Results-Based Management: Agency Self-Evaluation and the GEF Portal (GEF IEO 2023c), with their status in 2024. By 2020, MTRs were available for only 43 percent of these projects, but by June 2024, this figure had risen to 74 percent. Because the projects analyzed

were already complete by 2020, this increase reflects the effectiveness of the GEF Secretariat's efforts to track MTR submissions and follow up with Agencies to address previous gaps.

Table 2: Availability of MTRs for the same set of completed projects at two different time points

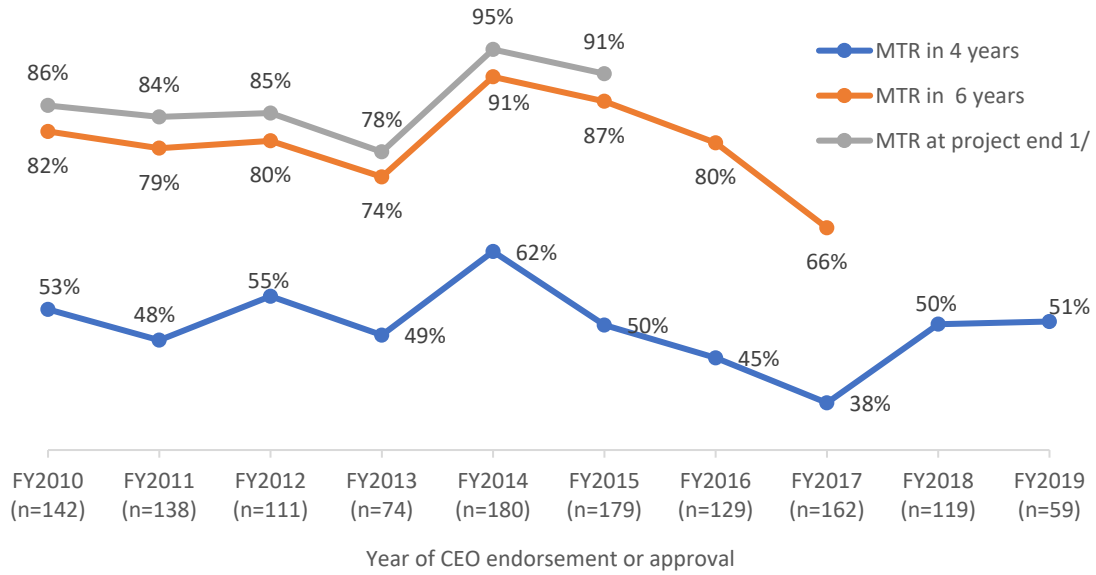
Project type	Number of projects	Percentage for which MTRs are available	
		December 2020	June 2024
Full-size	95	43	74
Medium-size	55	16	27
All	150	33	57

Source: GEF IEO with data from the GEF Portal and GEF IEO 2023c.

MTR availability at different time thresholds

75. **Depending on the year of CEO Endorsement, MTRs were completed for 38 to 62 percent of projects within four years, increasing to 66 to 91 percent when using a six-year threshold (figure 4).** More recent cohorts show MTR completion rates of more than 90 percent by project end. A noticeable dip in MTR preparation occurred for projects endorsed between FY2015 and FY2017, at least part of which may be because of the effects of the COVID-19 pandemic. The Evaluation of the Effects of the COVID-19 Pandemic on GEF Activities (GEF IEO 2022a), presented to the GEF Council in November 2022, noted that agencies faced significant challenges in conducting MTRs during the pandemic. This current evaluation infers that these challenges may have delayed or prevented MTR completion for a significant portion of FSPs during this period, as reflected in the data. Consistent with this inference, the percentage of FSPs from the FY2018 and FY2019 cohorts—likely less affected by the pandemic—shows an uptick in MTR preparation within four years of CEO endorsement.

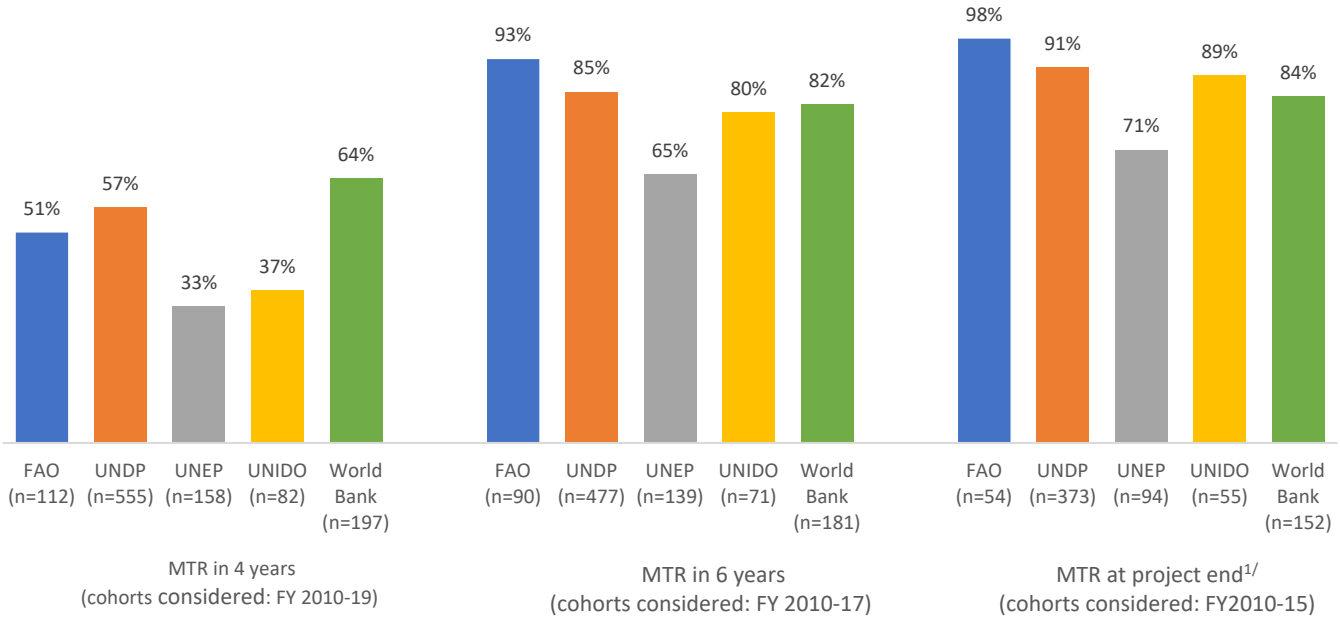
Figure 4: Percentage of FSPs with an MTR at various time thresholds, by year of CEO Endorsement



Source: GEF IEO with data from the GEF Portal.
1/ For projects for which submission of an MTR could be tracked for at least eight years.

76. **World Bank and FAO lead the GEF agencies in preparing MTRs for FSPs within key time thresholds**. Figure 5 compares cumulative performance among GEF agencies, showing that the World Bank prepares MTRs for nearly two-thirds of its FSPs within four years of GEF CEO endorsement. At the six-year mark, FAO stands out, with almost all FAO projects and 91 percent of UNDP projects having MTRs available by project completion. The United Nations Environment Programme's (UNEP) MTR preparation rate appears lower, and while the United Nations Industrial Development Organization (UNIDO) lags at the four-year threshold, it catches up with 89 percent of projects having MTRs by completion.

Figure 5: Availability of MTRs for FSPs at different time thresholds, by Agency



Source: GEF IEO with data from the GEF Portal.
1/ For projects for which submission of an MTR could be tracked for at least eight years.

Quality and Use of MTRs

77. **The Results team at the GEF Secretariat reviews the data submitted with each MTR for quality control, focusing on results and cofinancing data and identifying any inconsistencies or gaps**. When such issues are found, they are flagged for further review. The team examines the content of the MTRs to ensure consistency between the reported values in the Portal and those in the MTR document itself. Generally, data are accepted at face value if no inconsistencies or outliers are found. If a deeper understanding of the methodology is required, the GEF Secretariat consults with the relevant Agency through its focal area experts.

78. **The use of MTRs for developing portfolio-level synthesis reports has increased.** Consistent with the GEF-8 results measurement framework, the content of the MTRs is synthesized to provide evidence-based insights into project results through the annual Monitoring Report. MTRs are valuable for program teams, offering a clear understanding of the emerging results from recent GEF activities. Additionally, MTRs are often used by the GEF Secretariat staff to prepare for the CEO's visits to recipient countries, supporting the GEF's engagement by offering detailed, accessible information on project performance in the early stages of implementation.

5. Quality of terminal evaluations

79. Most terminal evaluations for FSPs align with GEF IEO guidelines, although performance varies by agency. Evaluations submitted by UN agencies like UNDP, UNEP, and FAO are more likely to comply with these guidelines. However, reporting on stakeholder involvement in evaluation report preparation, the project's theory of change, and explanations for variations in cofinancing contributions to project results remains weak in a substantial proportion of evaluations. In contrast, it is common for evaluations to excel in reporting outcomes and sustainability risks. Most agencies ensure that terminal evaluations for MSPs generally meet the quality expectations set for FSPs, despite the absence of specific guidelines for MSPs.

80. **Three of four (77 percent) of the terminal evaluations for full-size projects were rated satisfactory or higher in terms of quality** (table 3). When applying a more lenient standard of moderately satisfactory or higher, 93 percent of the evaluations fell within this range. Nearly all terminal evaluations from UN agencies such as UNDP, UNEP, and FAO were rated satisfactory or higher. These agencies, as noted in the evaluation of Agency self-evaluation systems (GEF IEO 2023c), have integrated GEF IEO guidelines into their internal processes for conducting terminal evaluations. In contrast, a lower proportion of terminal evaluations from the Asian Development Bank (ADB) (13 percent) and the Inter-American Development Bank (IDB) (43 percent) were rated satisfactory or higher. However, when using the moderately satisfactory threshold, most of terminal evaluations from ADB (63 percent) and IDB (86 percent) met the satisfactory range.

Table 3: Percentage of terminal evaluations for FSPs rated satisfactory[1/] on key quality criteria

Quality of reporting	**ADB**	**CI**	**FAO**	**IDB**	**UNDP**	**UNEP**	**WBG**	**Others[2]**	**Total**
TE reviewed (number)	*8*	*4*	*32*	*7*	*15*	*5*	*8*	*5*	*84*
Timeliness	13	100	93	71	100	0	88	60	77
General information	38	100	94	71	100	100	50	60	82
Stakeholder involvement	0	50	70	29	67	0	0	20	44
Theory of change	13	50	72	57	67	100	100	40	65
Methodology	0	50	88	57	100	100	50	60	73
Outcome	38	100	84	86	73	100	100	80	81
Sustainability	50	100	84	57	93	100	13	80	75
M&E	38	75	75	71	87	100	100	60	76
Finance	38	75	72	43	73	80	50	60	64
Implementation	25	75	81	29	80	100	100	60	72
Safeguards	25	100	84	71	53	60	100	100	74
Lessons and recommendations	25	75	90	71	87	100	25	80	75
Ratings	13	100	75	29	87	100	100	80	73
Report presentation	38	75	81	57	73	100	100	60	75
Overall quality	13	75	88	43	93	100	100	60	77

Source: GEF IEO TE Quality Review.

1/ Considers Highly Satisfactory and Satisfactory ratings.
2/ Includes African Development Bank (AfDB), UNIDO, and WWF-US (World Wildlife Fund).

81. **Performance across key quality criteria in terminal evaluations varies significantly. Notable areas of weak performance include gathering and reporting feedback from key stakeholders, clearly explaining the assumptions in the project's theory of change, and reporting on variations in cofinancing and its contribution to project results**. Several gaps are observed across sub criteria. For example, none of the terminal evaluations prepared by the World Bank include the GEF ID of the project evaluated. Additionally, terminal evaluations by all agencies show weaknesses in obtaining and reporting feedback from the relevant Operational Focal Point on draft evaluations for national projects. While nearly all terminal evaluations (94 percent) provide information on the realization of cofinancing during implementation, only about half (51 percent) discuss how cofinancing contributed to project results.

82. **On the positive side, terminal evaluations for FSPs perform well in reporting on the achievement of all outcomes in the project's results framework (94 percent) and in discussing factors that influence the outcomes (89 percent).** Similarly, almost all terminal evaluations (96 percent) identify key risks to sustainability and assess the quality of M&E during project implementation. Furthermore, 96 percent of terminal evaluations present lessons learned based on project experience.

Table 4: Overall quality of terminal evaluation satisfactory or higher

Agency	Full-size projects		Medium-size projects		All projects	
	Number reviewed	Percentage satisfactory or higher	Number reviewed	Percentage satisfactory or higher	Number reviewed	Percentage satisfactory or higher
ADB	8	13	0	NA	8	13
CI	4	75	10	60	14	64
FAO	32	88	9	100	41	90
IDB	7	43	4	50	11	45
UNDP	15	93	9	89	24	92
UNEP	5	100	8	100	13	100
World Bank	8	100	11	9	19	47
Others[1/]	5	60	10	50	15	53
All agencies	84	77	61	64	145	71

Source: GEF IEO TE Quality Review.
1/ Includes AfDB, UNIDO, and WWF-US. NA= not applicable.

83. **The quality of terminal evaluations for FSPs and MSPs is generally consistent across most agencies, with the World Bank being an exception in its distinct approach to MSPs (table 4).** While the GEF IEO has not issued specific guidelines for MSP evaluations, it encourages agencies to adopt a streamlined approach based on the guidelines for FSPs. This

means that, although FSP guidelines may be applied normatively to MSPs, they are not used to assess compliance for the latter. Despite this approach, most GEF agencies appear to give equal attention to ensuring the quality of terminal evaluations for MSPs. The World Bank, however, stands out as an exception. Its internal guidelines do not require a detailed terminal evaluation for MSPs, nor are these evaluations for MSPs—unlike those for FSPs—validated by its Independent Evaluation Group. This difference in the World Bank's approach is reflected in the data: while all terminal evaluations for its FSPs were rated satisfactory or higher, only 9 percent of those for its MSPs received such a rating.

84. **Candor in self-evaluation reporting has been identified and raised as a significant concern by Agency staff.** Although 73 percent of terminal evaluations received satisfactory or higher ratings for credibility and substantiation, focus group participants from GEF Agencies expressed concerns about a weak information base, often due to overly optimistic reporting in Project Implementation Reports (PIRs) and Midterm Reviews (MTRs). Evidence supports these concerns: among projects with Development Objectives (DO) ratings in both final PIRs and independently validated outcome assessments, 96 percent received a satisfactory DO rating in the final PIR, while only 87 percent achieved a satisfactory rating upon independent validation. Additionally, in 10 percent of cases, DO ratings in PIRs were two grades higher than those in validated terminal evaluations. These findings align with a previous evaluation of self-evaluation systems, which noted that GEF Agencies generally lack incentives to promote candor, although some are beginning to cultivate a more transparent evaluation culture (GEF IEO 2023c). The evaluation also highlighted that while PIRs typically document implementation challenges in a timely manner, they may not always convey the level of urgency required to address these challenges effectively.

6. Reporting on project results indicators

85. **Although most GEF projects include indicators for objectives and outcomes, fewer than one-third fully meet both criteria: having adequate indicators for all objectives and consistent reporting on all indicators at project completion.** GEF core indicators show higher reporting rates, reflecting improved focus. There are variations across Agencies and focal areas, although more data is needed to draw strong inferences.

86. **The project M&E plans included specific indicators to measure the achievement of each project objective and outcome outlined in the project documents**. All 544 objectives and outcomes across the 122 projects reviewed had at least one indicator for measuring achievement. Of these, 432 objectives and outcomes (79 percent) were assessed to have adequate indicators to help determine whether they were achieved (table 5). However, aggregating this data at the project level, only 54 percent of projects had adequate indicators for all objectives and outcomes.

Table 5: Adequacy of indicators for measuring achievement of objectives and outcomes

Categories		Projects (number)	Objectives and outcomes		Projects with adequate indicators for all objectives and outcomes (%)
			Number	With adequate indicators (%)	
Project type	Full size	49	217	84	57
	Medium size	70	316	75	50
	Enabling activities	3	11	100	100
Focal area	Biodiversity	14	52	83	64
	Chemicals and waste	8	46	87	50
	Climate change	41	180	86	63
	International waters	10	33	67	50
	Land degradation	4	22	91	75
	Multifocal	45	211	72	42
Lead Agency	CI	11	61	95	82
	FAO	9	42	98	89
	UNDP	69	327	76	51
	UNEP	8	33	79	63
	World Bank	16	41	71	31
	Other Agencies	9	40	73	44
Country category[6]	LDC	32	133	72	53
	SIDS	21	91	75	57
	Other countries	79	368	82	53
Geographic scope	National	82	372	77	52
	Regional	16	51	76	44
	Global	24	121	88	67
Replenishment cycle	GEF-6	118	517	78	53
	GEF-7	4	27	100	100
Trust fund	CBIT	14	60	95	93
	GET	100	451	77	50
	LDCF	3	9	67	33
	SCCF	5	24	88	40
Modality	Programmatic	18	71	75	50
	Stand alone	104	473	80	55
Total		122	544	79	54

Source: GEF IEO review of 122 GEF-6 and GEF-7 completed projects with terminal evaluations.

[6] Does not add up because some countries are both LDC and SIDS. Also, other country category includes recipient countries that are neither a SIDS nor an LDC.

87. **At project completion, the vast majority of indicators were measured and reported using consistent units.** Of the 2,213 indicators listed in the reviewed project M&E plans, 91 percent had their achievement measured and reported. In 88 percent of cases, this reporting consistently used the units specified in the M&E plan (table 6). Previous GEF IEO evaluations (GEF IEO 2017a, GEF IEO 2017b) raised concerns about inconsistent reporting on tracking tools, while the GEF Annual Performance Report 2023 (APR 2023) noted improvements (GEF IEO 2024b). This evaluation confirms the APR 2023 finding, suggesting a continued improvement in the consistent use of units for reporting.

88. **Indicators specified in the results framework of FSPs are more likely to be reported compared to those in other types of projects.** Indicators specified for FSPs (91 percent) were slightly more likely to be reported at project completion using the units specified in the M&E plan compared to those in MSPs (86 percent). A significantly lower reporting rate was observed for indicators in enabling activities, at just 34 percent. The 29 indicators observed for enabling activities were from three projects, which underscores the importance of tracking this group of projects in the future to confirm the finding. Compared to 89 percent of indicators for child projects under programmatic approaches, 87 percent of indicators for stand-alone projects were reported on at completion using the units specified in their project M&E plan. The difference is not statistically significant.

89. **Among agencies with at least eight projects in the review—UNDP, World Bank, CI, FAO, and UNEP—all had a reporting rate of 84 percent or higher for specified indicators using the units outlined in their M&E plans.** The World Bank, CI, and UNDP exceeded a 90 percent reporting rate for indicators at completion using consistent units. However, five other Agencies[7], collectively responsible for the nine projects and 129 specified indicators, reported on these indicators using consistent units in 60 percent of cases at project completion, which is significantly lower than the remainder of the portfolio. However, due to the small number of observations for each of the other Agencies, it is difficult to draw confident conclusions about them individually.

Table 6: Reporting on indicators

Categories		Projects (number)	Objectives & outcomes (number)	Indicators		
				Number	Reported at completion (%)	Units for reporting consistent (%)
Project type	Full size	49	217	1,057	95	91
	Medium size	70	316	1,127	89	86
	Enabling activities	3	11	29	38	34
Focal area	Biodiversity	14	52	158	95	88

[7] These include IDB (3 projects), International Fund for Agricultural Development (IFAD) (1 project), International Union for Conservation of Nature (IUCN) (2 projects), UNIDO (2 projects), and WWF-US (1 project).

	Chemicals and waste	8	46	154	92	88
	Climate change	41	180	691	90	87
	International waters	10	33	178	98	94
	Land degradation	4	22	35	66	37
	Multifocal	45	211	997	91	89
GEF Agency	CI	11	61	222	97	91
	FAO	9	42	197	85	84
	UNDP	69	327	1,352	93	90
	UNEP	8	33	65	86	85
	World Bank	16	41	248	96	92
	Other Agencies	9	40	129	67	60
Country categories	LDC	32	133	581	86	84
	SIDS	21	91	342	83	81
	Other countries	79	368	1,450	93	89
Geographic scope	National	82	372	1,599	92	88
	Regional	16	51	259	93	88
	Global	24	121	355	88	83
Approved in	GEF-6	118	517	2,143	91	87
	GEF-7	4	27	70	99	97
Trust fund	CBIT	14	60	246	92	89
	GET	100	451	1,802	91	87
	LDCF	3	9	38	92	87
	SCCF	5	24	127	94	90
Modality	Programmatic	18	71	299	92	89
	Stand alone	104	473	1,914	91	87
Total		122	544	2,213	91	88

Source: GEF IEO review of 122 GEF-6 and GEF-7 completed projects with terminal evaluations.

90. **Reporting rates in the Land Degradation focal area were lower, but this finding should be interpreted cautiously due to the small sample of just four completed projects**. Of the 35 indicators specified for these projects, 67 percent were reported at completion, with only 37 percent both reported and measured using consistent units. As more projects in this focal area are completed, it will be important to track whether these reporting gaps persist.

91. **The percentage of GEF core indicators reported at project completion is slightly higher than that of other indicators in project results frameworks (94 percent vs. 91 percent) (table 7**). Core indicators also perform better in terms of being reported using consistent units (92 percent vs. 87 percent). While the difference is not substantial, the higher consistency suggests that Agencies are prioritizing reporting on core indicators and are applying the relevant GEF guidance for reporting.

Table 7: Reporting on project indicators at completion by indicator category

Category		Number of indicators	Reporting at completion (% of indicators)	
			Reported on	Using consistent units
GEF results framework	GEF core and sub core indicators	253	94	92
	Other indicators	1,960	91	87
Type of benefit	Environmental stress and status change	243	95	91
	Other environmental benefits	1,409	91	88
	Nonenvironmental benefits	561	89	86
Total		2,213	91	88

Source: GEF IEO review of 122 GEF-6 and GEF-7 completed projects with terminal evaluations.

7. Special review: M&E in FCV context

92. Countries that are in fragile, conflict-affected, and violent (FCV) contexts represent 26 percent of the GEF recipient countries and account for 20 percent of the GEF STAR allocation. This is a conservative estimate of GEF investments in FCV contexts because GEF also supports projects in countries recently emerging from conflict and in non-FCV countries with regions affected by FCV conditions. The recent IEO evaluation of GEF Support in Fragile and Conflict-Affected Situations (2024) found that projects in FCV settings generally receive lower performance ratings for M&E design and implementation. These findings emphasized the need to better understand the specific challenges of conducting M&E in these contexts and how to address them. This special review of M&E in FCV context was undertaken to address this critical information gap.

93. **The review identified significant differences in how GEF Agencies approach M&E in FCV contexts.** While some Agencies incorporate conflict analyses and adopt a long-term outlook, these practices are not standardized. As a result, many GEF projects in FCV settings lack specific objectives, outcomes, and indicators focused on conflict sensitivity. The absence of clear GEF guidelines hinders the mainstreaming of conflict-sensitive approaches, and limited resources restrict adaptability in such contexts. However, interest in addressing FCV dynamics is growing, with Agencies expanding conflict-sensitive environmental work and peacebuilding efforts, signaling broader recognition of these complexities (box 2). Although Agencies are developing more advanced strategies for operating in FCV environments, M&E arrangements remain underdeveloped, with guidance often lacking concrete measures, indicators, or strategies for tracking project results in these settings.

GEF requirements relevant to FCV context

94. The GEF has set limited requirements for project design and M&E in FCV contexts. However, most GEF projects in these settings lack explicit FCV-focused objectives or outcomes. While the GEF's safeguards policy outlines basic requirements for conflict resolution and risk management, and the Risk Appetite Framework (GEF Secretariat 2024c) captures some mitigation of risks related to FCV context, they do not provide detailed guidance for conflict-sensitive monitoring. This gap underscores the need for more comprehensive approaches to effectively address the challenges associated with FCV contexts.

95. **The GEF has only a few requirements that address project design and M&E in FCV contexts.** The GEF Minimum Standard 2 and 9 of the Environmental and Social Safeguards Policy (GEF Secretariat 2019a) address some aspects such as grievance and conflict resolution mechanisms, processes for managing environmental and social risks and impacts, and screening or assessment of risks in conflict and post-conflict contexts. However, the GEF does not provide guidance to explain how these processes may be done. Further, there is no requirement to use conflict-sensitive processes to identify indicators and appropriate measurement strategies that address the FCV context. Similarly, the Risk Appetite Framework endorsed by the GEF Council in February 2024 captures some FCV dimensions but its focus is on risk mitigation (GEF Secretariat 2024c). As a result, most GEF projects implemented in these settings often lack explicit FCV-focused objectives, outcomes, and results and process indicators. Agencies often cite insufficient incentives, flexibility, and resources as reasons for not focusing on FCV issues. As a follow-up to the Gap Analysis of GEF-Funded Activities and Engagement in Fragility, Conflict, and Violence-Affected States (GEF Secretariat 2024b), the Secretariat is developing guidance for Agencies to support the design and implementation of GEF activities, including project M&E, in FCV contexts.

96. **Of the 24 projects implemented in the FCV context and reviewed as part of this evaluation, only two projects included a specific FCV-focused objective or outcome**. The Community-Based Natural Resource Management that Resolves Conflict, Improves Livelihoods, and Restores Ecosystems throughout the Elephant Range project in Mali aims to "protect Mali's elephants in key sites and enhance the livelihoods of the local communities living along the migration route to reduce human-elephant conflict" (GEF ID 9661). Its results framework includes indicators that capture the number of human-elephant conflicts and the enforcement of illegal wildlife trade regulations. Similarly, the Improving the Climate Resilience of Agro-Sylvo-Pastoral Production Systems project in Burkina Faso (GEF ID 10516) aims to achieve the outcome of "strengthened governance and institutional capacity for climate-resilient, conflict-free, and gender-transformative agro-sylvo-pastoral (ASP) community development in three pilot landscapes." While it does not include explicit conflict indicators, it focuses on measuring outcomes such as land tenure security, employment for women and youth, and the integration of climate resilience, which may help mitigate conflict.

97. **Some projects include resilience-related objectives and outcomes, but these are typically focused on strengthening the resilience of livelihoods and of physical or natural assets, and addressing climate risks**. Of the 24 projects reviewed, four included resilience-

related objectives or outcomes that addressed climate risks. However, none of the projects referenced fragility, violence, social cohesion, or inclusion in their objectives or outcomes.

98. **While the GEF's Environmental and Social Safeguards Policy sets basic requirements for operating in FCV contexts, including conflict resolution and risk management processes, it lacks detailed guidance on the depth of analysis required**. While some agencies, like FAO, conduct conflict analyses and reference these in project proposals, there are no specific GEF requirements for incorporating conflict-sensitive monitoring approaches.

99. **The GEF has no specific requirements for incorporating FCV considerations into monitoring approaches, such as using conflict-sensitive, participatory, and inclusive processes during the project design phase to identify indicators and appropriate measurement strategies.** This is despite, as some key informants pointed out, the importance of including local stakeholders in the conversation to understand the risks and opportunities of the context and what to monitor. GEF guidance on core indicators also does not address whether targets can be flexible. However, as per the Guidelines on the Project and Program Cycle Policy (GEF Secretariat 2020), Agencies may potentially adjust the targets as minor amendments if cost implications for GEF are within 5 percent of the approved GEF financing. Lack of awareness of such flexibility is a barrier for identifying more FCV-focused indicators.

100. **The GEF's Results Measurement Framework (RMF) captures certain aspects of FCV contexts, notably through pathways of change related to social cohesion, conflict resolution, and cooperation**. For example, the indicator on management effectiveness of terrestrial protected areas (sub core indicator 1.2) indirectly addresses social cohesion. The indicator is measured through the Management Effectiveness Tracking Tool (METT) score, which is influenced by the level of cooperation and social cohesion among the key stakeholders. The METT also measures the level of influence that communities have on the overall decision-making process, which accounts for the level of stakeholder engagement. Additionally, core indicators related to improved management (e.g., core indicator 2) or improved practices (e.g., core indicator 4) may also be proxies for increased resilience, although resilience in the face of climactic or societal shocks and stressors are not explicitly tackled in the component sub core indicators. The GEF core indicator on gender-disaggregated direct beneficiaries (core indicator 11) captures aspects related to gender equity and empowerment as co-benefits of GEF investments.

101. **GEF does not provide guidance on measuring the sociopolitical processes critical in FCV contexts, such as progress in building collaborative institutions**. Some of the GEF core indicators address some aspects relevant in the FCV context but do not cover measurement of interim steps that may reflect progress. For example, indicators related to land restoration (indicator 3) emphasize long-term outcomes but lack measures for tracking interim progress. Similarly, while sub core indicators (e.g., 7.2 and 7.3) monitor institutional reforms and regional cooperation, they do not assess community engagement, perceptions, or conflict sensitivity. The absence of guidance on measuring interim steps—such as stakeholder agreements or

participation in restoration efforts—risks overlooking key advancements, especially in projects requiring cooperative management of shared ecosystems.

Institutional policies and guidelines

102. **Although the M&E approaches used by Agencies in FCV contexts have several common threads, they vary in their approaches**. The evaluation identified various strategies and mechanisms through which agencies tailor their M&E approach to the FCV context:

(a). **The incorporation of regular conflict analyses**. Conflict or context analysis was identified by at least eight GEF Agencies as important to understanding the interaction between a proposed project and contextual fragility, often referred to as the intervention-context interaction. These analyses are most frequently described as important for project design. For example, the AfDB mandates fragility assessments for its country strategy papers. The World Bank's Risk and Resilience Assessments (RRAs) are another tool for analyzing the drivers of and risks associated with conflict and fragility. Some Agency guidance, such as that from the ADB and FAO, also notes that these analyses can be revisited for monitoring purposes.

(b). **A longer-term view toward outcomes in FCV contexts**. Short-term reporting or evaluations conducted too early often miss the long-term impacts of interventions, especially in FCV contexts. GEF Agencies, such as IFAD, recognize that change takes longer and may follow different paths compared to non-FCV settings. IFAD incorporates institutional development and stakeholder empowerment indicators in its projects. Similarly, UNDP (2016) suggests that monitoring should focus on "positive trends in progressing towards outcomes" rather than absolute outcome values, though it lacks detailed guidance on implementing this approach.

(c). **Incorporating FCV into theories of change and results frameworks**. The guidance used by AfDB, IFAD, UNEP, and World Bank specifically notes the importance of addressing the FCV context in project theories of change. At the ADB, FCV-specific projects have their own results framework that includes 18 tailored indicators. Similarly, the AfDB has a specific results measurement and reporting framework focused on resilience in fragile contexts.

(d). **Inclusion of indicators of conflict sensitivity**. GEF Agencies monitor the degree of conflict sensitivity of a given project in several ways. For example, the FAO references indicators of risk analyses and conflict monitoring systems. IFAD includes indicators of the number of country strategies that include fragility assessments and the percentage of projects in fragile contexts that take fragility into account. The ADB states that indicators should focus on how and the extent to which projects are adaptive as well as how effectively the ADB engages with stakeholders in FCV contexts. The AfDB uses indicators to assess its operations in fragile contexts, while UNEP suggests incorporating both context and interaction indicators. For example, a context indicator might track the frequency of violence between specific groups in an

area, while an interaction indicator could measure the percentage of people who perceive a project as benefiting multiple conflicting communities equally. These indicators support adaptive management, a practice also recommended by CI for addressing challenges in FCV contexts.

(e). **Regular monitoring and reporting on FCV**. Several Agencies promote timely application of indicators of conflict and conflict sensitivity. For example, AfDB, CI, and Brazilian Biodiversity Fund (FUNBIO) promote regular reporting on fragility or conflict, including, if necessary, use of the reported information to change a project's course.

(f). **Increased flexibility in indicators and reporting**. At least four GEF Agencies with FCV-related strategies emphasize the importance of flexibility when working in these contexts. For example, the World Bank's FCV strategy focuses on fit-for-purpose M&E approaches and allows for certain policy exceptions and procedural flexibilities in FCV contexts. The ADB highlights the need for flexible indicator targets. The gap analysis conducted by the GEF Secretariat in 2023 also highlights operational flexibility as important (GEF Secretariat 2023).

(g). **Incorporation of qualitative indicators**. Some GEF Agencies explicitly state that projects should include both quantitative *and* qualitative indicators. For example, the World Bank encourages the collection of beneficiary feedback. The ADB and UNEP similarly advise that perception information be collected. This is important for understanding not only *what* is happening, but also *why*. It can also contribute to the identification of risks, both environmental and conflict related, as a form of early warning.

Box 2: Addressing FCV context in project M&E

Four case studies covering five projects were conducted as part of the evaluation to examine how select projects, regarded by GEF Agencies as examples of addressing FCV challenges, approached these issues. The case studies analyze project design features, strategies, guidance, the tools used to address contextual challenges, and limitations in the Monitoring frameworks.

Case 1: Reducing Conflicting Water Uses in the Artibonite River Basin through Development and Adoption of a Multi-focal Area Strategic Action Programme (UNDP, GEF ID 2929)

The project, which sought to contribute to both natural resource and socioeconomic sustainability along the border between Haiti and the Dominican Republic, took place in a context of heightened political, economic, and environmental fragility that risked devolving into conflict. Implicit in its approach was the theory that bringing groups in conflict together can reduce tensions by increasing understanding and developing institutions that facilitate more peaceful and collaborative interactions. The project included five indicators relevant to the causes and context of FCV, including those related to stakeholder dialogue, government committees, the joint management of information, awareness of varied stakeholder needs, and environmental governance framework. These indicators are largely in alignment with GEF Core Indicator 7 on the cooperative management of shared water ecosystems, and qualitative information on each is provided through regular PIRs.

However, more explicit indicators of or qualitative monitoring information on the conflict management and related factors such as land tenure, land tenure conflicts, the degree of conflict sensitivity of the project and its contributions to social cohesion that are regarded as preconditions for the development of agreements, are absent in the project indicators.

Case 2: Implementing the Socio-Ecosystem Connectivity Approach to Conserve and Sustainable Use Biodiversity in the Caribbean Region of Colombia (FAO, GEF ID 5288), and Contributing to the Integrated Management of Biodiversity of the Pacific Region of Colombia to Build Peace (FAO, UNIDO, GEF ID 9441)

These projects aim to support biodiversity and socioeconomic sustainability in two coastal regions of Colombia—the Caribbean region and the Pacific region—that are affected by conflict, resource extraction, institutional fragility, and environmental degradation. Both projects are firmly grounded in that context and include a focus on institutional and community capacities and stakeholder engagement in addition to environmental objectives related to protected area management and sustainable livelihoods. The projects also share some key staff. The project focused on the Pacific region uses the socioeconomic connectivity approach used in the project in the Caribbean region while more explicitly outlining the connection between the project and peace-building processes. While neither project includes indicators to directly measure contributions to peace building, they do indirectly measure elements of social cohesion, namely, the development of relationships and increased participation. These elements are also monitored and assessed qualitatively in PIRs and MTRs. The project in the Pacific region has also extensively monitored and reported on contextual risks, although project staff acknowledge that the complexity of human-centered dimensions of the project are not well reflected in GEF reporting documents. These projects illustrate the possibility of GEF-supported work contributing to social cohesion and peace-building objectives and the continued challenges and gaps in monitoring that this work presents.

Case 3: Community-Based Natural Resource Management that Resolves Conflict, Improves Livelihoods and Restores Ecosystems throughout the Elephant Range in Mali (UNDP, GEF ID 9661)

The project, which seeks to develop national-level elephant protections via legislation and institutions, enhance local livelihoods, and reduce human-elephant conflict in the Gourma region of Mali, is being implemented in a context characterized by insurgency, institutional fragility, and communal conflict. While the project does not address many of these conflicts directly, it seeks to work at both the national and community levels to strengthen legislation, engage communities in natural resource management, and protect elephants from poaching. The project includes six indicators related directly or indirectly to FCV context, with some potentially serving as proxy indicators to address conflict. Much of the useful information on the FCV context, however, is captured through qualitative reporting in the PIRs. Overall, the project is monitoring and reporting on the FCV context, albeit in an ad hoc manner. The lack of concrete indicators of conflict or other FCV aspects may be, in part, due to the need to remain neutral to stakeholders so as to continue project activities. Additionally, the project does not capture any perception-based indicators, such as community perceptions of project benefits, which could be very useful in understanding its potential contributions to security and stability and its potential to sustainably achieve intended outcomes.

Case 4: Improving the climate resilience of agro-sylvo-pastoral production systems in Burkina Faso (FAO, GEF ID 10516)

The project seeks to improve the climate resilience of agro-sylvo-pastoral communities in Burkina Faso through Dimitra Clubs and the scaling up of Farmer Field Schools, which have components related to technical capacity strengthening, community relations/cooperation, and conflict resolution. The project, which is in the early stages of implementation by the FAO, operates in areas that are affected by food insecurity, conflict, and climate vulnerability. It benefited from a conflict analysis conducted by the FAO, which identified potential causes of conflict and recommendations for conflict-sensitive programming. Although it includes several indicators that address its FCV context, the project does not have any way of measuring conflict management or resolution. It does, however, have multiple approaches to assessing social cohesion, which is seen as a more manageable measure than those related to conflict or peace. Project staff indicates that there are multiple opportunities to further measurement of social cohesion, conflict, and peace, including by making use of existing monitoring tools such as household surveys. Project staff is also keen to go beyond indicators and produce knowledge products that can support broader learning about the project and its approaches.

Opportunities and challenges

103. **M&E of GEF projects in FCV contexts presents both institutional and contextual challenges as well as opportunities**. As highlighted earlier in this report, there are variations across GEF Agencies in their approaches to M&E in FCV contexts. This is partly due to the broad nature of GEF requirements, which offer flexibility but also complicate the streamlining of these approaches across Agencies. Similarly, the GEF's environmental and social safeguards (ESS) policy (GEF Secretariat 2019a) mandates risk assessments in conflict-affected areas, but lacks specificity on execution, application, updates, and monitoring, leading to variability in how various FCV relevant safeguards are applied.

104. **Interviews with stakeholders reaffirm findings from previous GEF IEO evaluations, which emphasized the lack of strong incentives for transparency in self-evaluations (GEF IEO 2022b and GEF IEO 2023c)**. Many agencies, confronted with the fluid and unpredictable nature of FCV contexts, tend to avoid explicitly incorporating FCV considerations into project objectives or indicators. This reluctance is reinforced by a broader absence of incentives from both the agencies and the GEF to prioritize or address FCV issues. Additionally, opportunities for cross-agency learning remain limited, with stakeholders stressing the need for enhanced knowledge-sharing on effective approaches in these complex environments. Despite the Gap Analysis (GEF Secretariat 2023) indicating that projects can be flexibly adjusted when needed, stakeholders remain concerned about the availability of flexible resources in FCV settings. In practice, the ability to adapt and allocate resources to meet the unique demands of these environments is viewed as limited.

105. **PIR narratives offer a useful avenue for documenting conflict-related challenges in these contexts**. Although project staff use PIRs to report such issues, there is no formal requirement for GEF projects to include FCV-specific details, leading to varying levels of detail across reports. Additionally, some project teams expressed uncertainty about how closely the GEF reviews this information, raising questions about the visibility and consideration of FCV-related issues at higher levels of decision making.

106. **Interviews indicate a growing interest among Agencies in engaging with and gaining a deeper understanding of FCV contexts**. FAO is developing specific guidance on operating in conflict settings (FAO 2022) while expanding its portfolio that combines both conflict and nature-related work. Similarly, UNEP is advancing its environmental peacebuilding efforts, particularly in Somalia (UNEP 2022). This trend extends beyond individual Agencies, as evidenced by increased engagement in communities of practice like the Alliance for Peacebuilding's Environment, Climate Change, and Conflict Working Group, and the Geneva Peacebuilding Platform's Community of Practice on Environment, Climate, Conflict, and Peace. Interest is also rising around conflict-sensitive climate action (Erickson-Pearson 2023) and climate finance (Scartozzi 2024), demonstrating a broadening recognition of the importance of addressing FCV dynamics in global environmental efforts.

V. KEY CONCLUSIONS

107. **The Global Environment Facility (GEF) has made significant progress in implementing GEF Independent Evaluation Office (IEO) evaluation recommendations related to results-based management (RBM)**. The GEF Secretariat has made significant strides in addressing the recommendations related to strengthening guidance for midterm reviews (MTRs), encouraging timely submission of overdue reviews, and enhancing knowledge sharing through a lessons repository. The GEF Secretariat has placed greater emphasis on qualitative analysis and learning, using MTRs and terminal evaluations to promote knowledge exchange and adaptive management.

108. **Despite the progress made, challenges with the GEF Portal persist**. While the GEF Portal has improved, particularly in aligning with GEF-8 policies and automating key business

processes, its performance still falls short of user expectations. Resource constraints have delayed further enhancements, and users continue to report issues with user friendliness and data entry processes. Although improvements have been appreciated, more work is needed to meet the operational needs of GEF Agencies fully.

109. **The tier 2 indicators in the GEF-8 Results Measurement Framework are generally effective for tracking the operational performance of the GEF Partnership, particularly regarding the speed of operations.** However, challenges with the measurement approaches for some indicators may not accurately capture underlying performance trends. Specifically, determining cohorts for comparison based on the fiscal year of disbursements and the fiscal year of MTR submissions can obscure underlying performance issues. This issue underscores the need for enhanced measurement strategies that more accurately reflect operational performance.

110. **There has been a significant improvement in the availability of MTRs for full-size projects (FSPs)**. The GEF Secretariat's proactive measures, including monitoring submissions and linking agency fees to MTR completion, have effectively addressed earlier gaps and emphasized the importance of timely MTRs for supporting adaptive management. External challenges, such as the COVID-19 pandemic, are likely to have negatively affected the timely preparation of MTRs for some FSP cohorts. However, more recent cohorts are showing improving completion rates, indicating that while the pandemic disrupted processes, agencies are adapting and enhancing their MTR submission practices moving forward.

111. **Terminal evaluations for FSPs generally align with GEF IEO guidelines though gaps remain in some areas**. Terminal evaluations for FSPs, prepared by the World Bank and UN agencies like the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), and the Food and Agriculture Organization of the United Nations (FAO)—which have successfully integrated these guidelines into their evaluation processes—align with GEF IEO guidelines. However, the level of alignment is lower for terminal evaluations submitted by ADB and IDB. Although Agencies generally perform satisfactorily in reporting project outcomes and sustainability risks, terminal evaluations reveal significant weaknesses in soliciting feedback from key stakeholders, providing a clear account of the assumptions and validity of the project's theory of change, and describing reasons for variations in realized cofinancing and their impact on project results.

112. **Ensuring candor in self-evaluation reporting is challenging but essential for maintaining the quality of terminal evaluations.** Terminal evaluations rely heavily on the evidence presented in project implementation report (PIRs) and MTRs, to assess project results and implementation. Overly optimistic reporting in these self-evaluations can compromise the quality and credibility of terminal evaluations.

113. **The rate of reporting on results indicators varies among Agencies and across project types**. While the majority of GEF projects have monitoring and evaluation (M&E) plans with indicators for objectives and outcomes, reporting rates vary significantly among agencies and project types. Agencies like the World Bank, UNDP, and Conservation International (CI)

achieved high reporting rates, while others achieved lower rates. Additionally, FSPs generally had a higher reporting rate than other projects, highlighting the need for targeted monitoring and improvement.

114. **There is improved consistency in measurement and reporting on indicators specified in the project result frameworks**. The evaluation confirms improvements in the consistent use of units for reporting project outcomes, with about 90 percent of indicators measured and reported using the units specified in the project results framework. Core indicators show higher reporting rates (92 percent) compared to other indicators. However, the expectation for such crucial metrics is close to 100 percent, highlighting the gap that still needs to be covered.

115. **Although projects in fragile, conflict-affected, and violent (FCV) contexts represent a significant portion of the GEF portfolio, the current GEF guidelines for project and program results framework is not fully adapted to these settings**. There is an opportunity to enhance its relevance by incorporating FCV-specific outcome indicators that capture aspects such as social cohesion, community perceptions of project outcomes, reinforcement of local adaptive practices, and perceptions of security. Additionally, process indicators—such as the use of scenario planning, frequency of community consultations, the proportion of people who find the intervention relevant to their needs, the existence of conflict resolution mechanisms, and the integration of social and conflict considerations into project management—could further strengthen the framework's applicability in FCV contexts. GEF Agencies are developing and using increasingly advanced strategies to address the challenges of working in FCV contexts. However, the M&E arrangements still lag, with many Agencies providing guidance but lacking concrete measures, indicators, or strategies for tracking the results of GEF projects in FCV environments.

VI. RECOMMENDATIONS

2. Based on the evidence and conclusions, the evaluation presents the following four recommendations.

(a). **The GEF should review its metrics for portfolio effectiveness and efficiency to ensure they remain relevant and aligned with ongoing reforms.** For instance, the GEF should reassess the current method for measuring efficiency indicators, such as first disbursements within 18 months or the submission of mid-term reviews within four years, to ensure that the appropriate project cohorts are used to reliably capture trends.

(b). **The GEF should enhance its results measurement framework to be able to track and report on systemic and transformative changes.** This is crucial, as several key outcomes targeted by GEF programs are not sufficiently captured by the current framework.

(c). **The GEF should prioritize developing user-friendly functionalities and features for the Portal**, while providing clear guidance for users. While aligning the Portal with GEF-8 programming and Council decisions is essential, addressing user needs in a

timely manner is equally important. Balancing these priorities will enhance the user experience and ensure the Portal effectively serves its intended audience.

(d). **The GEF should explicitly address FCV contexts by developing targeted guidance for M&E practices in such contexts and ensuring that relevant indicators are incorporated into project design.**

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ANNEXES

Annex A: Interviews conducted and participants in focus groups on RBM

Name	Affiliation	Designation	Mode
Peter Lallas	GEF Secretariat	Adviser	Interview
Cyril Blet	GEF Secretariat	Senior Specialist, RBM	
Quynh Xuan Thi Phan	GEF Secretariat	Senior Financial Officer	
Henry Salazar	GEF Secretariat	Senior Operations Officer	
Joseph Mouanda	AfDB	Chief Evaluation Officer	Focus Group
Sarra Ovuike	AfDB	Consultant	
Lesedi Letlhogile	DBSA	GEF Coordination Unit	
Mookho Mathaba	DBSA	Climate Finance Specialist	
Sydwell Lekgau	DBSA	Operations Evaluation Specialist	
Jeffrey Griffin	FAO	Senior Coordinator, GEF-FAO	
Abera Ydidiya	FAO	Programme Officer	
Luisa Belli	FAO	Evaluation Officer	
Tommaso Vicario	FAO	Program Officer, GEF-FAO	
Yan Wei	FECO	Section Chief	
Fabio Leite	FUNBIO	Agency Coordinator, GEF/GCF	
Gmelina Ramirez	IDB	Lead Operations Specialist	
Monica Lomeña-Gelis	IFAD	Senior Evaluation Officer	
Rebecca Welling	IUCN	GEF and GCF Manager	
Yogesh Bhatt	UNDP IEO	Senior Evaluation Specialist	
Janet Wildish	UNEP	Senior Evaluation Officer	
Jakub Michal Kiedrowski	UNIDO	Chief of Independent Evaluation	
Sara El Choufi	World Bank	Environmental Specialist	
Hervé Lefeuvre	WWF-US	Senior Director	
Amelia Kissick	WWF-US	Lead Specialist, RBM	

Annex B: Interviews conducted for monitoring and evaluation in fragile, conflict-affected, and violent contexts and GEF projects covered

Interviewees	Agency	Project Name (GEF ID)
Adam Forbes Dorine Jn Paul Montserrat Xilotl Ana Maria Nunez Lyes Ferroukhi Maria Eugenia Morales	UNDP	Reducing Conflicting Water Uses in the Artibonite River Basin through Development and Adoption of a Multi-focal Area Strategic Action Programme, Regional – Dominican Republic and Haiti (GEF ID 2929).
Karma Lodey Rapten Salima Mohammed	UNDP	Strengthening the Resilience of Rural Livelihood Options for Afghan Communities in Panjshir, Balkh, Uruzgan and Herat Provinces to Manage Climate Change-induced Disaster Risks (GEF ID 5202)
Maria Isabelle Ochoa Botero Alfredo Bruges Lorenzo Campos Aguirre Oscar Alzate Arbelaez Jose Mejia Valencia Valeria Gonzalez Riggio	FAO	Implementing the Socio-Ecosystem Connectivity Approach to Conserve and Sustainable Use Biodiversity in the Caribbean Region of Colombia (GEF ID 5288) Contributing to the Integrated Management of Biodiversity of the Pacific Region of Colombia to Build Peace (GEF ID 9441)
Muhammad Safi Hamed Qurbani Mohammad Qaderi Yurie Naito Ydidiya Abera	FAO	Reducing GHG Emissions Through Community Forests and Sustainable Biomass Energy in Afghanistan (GEF ID 5610) Community-based Sustainable Land and Forest Management in Afghanistan (GEF ID 9285)
Kolade Esan Liu Heng	UNIDO	Promotion of Small Hydro Power (SHP) for Productive Use and Energy Services (GEF ID 9056)
Goetz Schroth	UNDP	Mali- Community-based Natural Resource Management that Resolves Conflict, Improves Livelihoods and Restores Ecosystems throughout the Elephant Range (GEF ID 9661)
Maude Veyret-Picot Pierre Bégat	FAO	Resilient, productive and sustainable landscapes in Mali's Kayes Region (GEF ID 10362) Improving the climate resilience of agro-sylvo-pastoral production systems in Burkina Faso (GEF ID 10516)
Ikuko Matsumoto	GEF Secretariat	Knowledge Management

Annex C

List of projects reviewed for quality of terminal evaluations

GEF ID	Project Title	GEF Agency	Size	Quality of report - Rating
2787	CBPF: Shaanxi Qinling Mountains Integrated Ecosystem Development	ADB	FSP	MS
3435	SFM Sustainable Forest and Biodiversity Management in Borneo	ADB	FSP	MS
3483	PRC-GEF Partnership: Forestry and Ecological Restoration in Three Northwest Provinces (formerly Silk Road Ecosystem Restoration Project)	ADB	FSP	MS
3670	CBPF: Jiangsu Yancheng Wetlands System Protection	ADB	FSP	MU
3744	Integrated Renewable Biomass Energy Development Project	ADB	FSP	S
4130	Kathmandu Sustainable Urban Transport (SUT) Project	ADB	FSP	MS
5142	Sustainable and Climate Resilient Land Management in Western PRC	ADB	FSP	MU
5411	ASTUD: Jiangxi Fuzhou Urban Integrated Infrastructure Improvement Project	ADB	FSP	MU
5204	Building Resilience to Climate Change in the Water and Sanitation Sector	AfDB	FSP	MU
5209	Building Resilience to Climate Change in the Water and Sanitation Sector	AfDB	FSP	MS
5674	Lakes Edward and Albert Integrated Fisheries and Water Resources Management Project	AfDB	FSP	S
5371	Project for the Restoration and Strengthening the Resilience of the Lake de Guiers Wetland Ecosystems (PRRELAG)	AfDB	MSP	S
10230	Strengthening Land Degradation Neutrality data and decision-making through free and open access platforms	CI	EA	S
5668	Innovative Use of a Voluntary Payment for Environmental Services Scheme to Avoid and Reduce GHG Emissions and Enhance Carbon Stocks in the Highly Threatened Dry Chaco Forest Complex in Western Paraguay	CI	FSP	HS
5735	Effectively Mainstreaming Biodiversity Conservation into Government Policy and Private Sector Practice Piloting Sustainability Models to Take the Critical Ecosystem Partnership Fund (CEPF) to Scale	CI	FSP	S
9282	Safeguarding Biodiversity in the Galapagos Islands by Enhancing Biosecurity and Creating the Enabling Environment for the Restoration of Galapagos Island Ecosystems.	CI	FSP	MS
9369	Implementation of the Strategic Plan of Ecuador Mainland Marine and Coastal Protected Areas Network	CI	FSP	S

GEF ID	Project Title	GEF Agency	Size	Quality of report - Rating
5712	Improve Sustainability of Mangrove Forests and Coastal Mangrove Areas in Liberia through Protection, Planning and Livelihood Creation- as a Building Block Towards Liberia's Marine and Costal Protected Areas	CI	MSP	MS
5751	Maintaining and Increasing Carbon Stocks in Agro-silvopastoral Systems in Rural Communities of the Selva Zoque - Sumidero Canyon Complex as a Climate Change Mitigation Strategy.	CI	MSP	MU
5784	Mainstreaming Biodiversity Conservation and Sustainable Management in Priority Socio Ecological Production Landscapes and Seascapes (SEPLS)	CI	MSP	S
5810	Spatial Planning for Protected Areas in Response to Climate Change (SPARC)	CI	MSP	HS
9674	Strengthening National Capacity in Kenya to Meet the Transparency Requirements of the Paris Agreement and Sharing Best Practices in the East Africa Region	CI	MSP	S
9923	Building and Strengthening Liberia's National Capacity to Implement the Transparency Elements of the Paris Climate Agreement	CI	MSP	MU
9941	Structuring and Launching CRAFT: the First Private Sector Climate Resilience & Adaptation Fund for Developing Countries	CI	MSP	MU
9949	Setting the Foundations for Zero Net Loss of the Mangroves that Underpin Human Wellbeing in the North Brazil Shelf LME	CI	MSP	S
9959	Long-term Financial Mechanism to Enhance Mediterranean MPA Management Effectiveness	CI	MSP	HS
10309	Staying within Sustainable Limits: Advancing leadership of the private sector and cities	CI	MSP	S
4356	Securing Biodiversity Conservation and Sustainable Use in China's Dongting Lake Protected Areas	FAO	FSP	S
4434	Strengthening the Adaptive Capacity and Resilience of Rural Communities Using Micro Watershed Approaches to Climate Change and Variability to Attain Sustainable Food Security	FAO	FSP	HS
4526	Securing Biodiversity Conservation and Sustainable Use in Huangshan Municipality	FAO	FSP	HS
4577	Conservation and Sustainable Use of Agro-biodiversity to Improve Human Nutrition in Five Macro Eco-regions	FAO	FSP	HS
4702	Integrating Climate Resilience into Agricultural and Pastoral Production for Food Security in Vulnerable Rural Areas through the Farmers Field School Approach	FAO	FSP	S

GEF ID	Project Title	GEF Agency	Size	Quality of report - Rating
4756	Disposal of POPs and Obsolete Pesticides and Strengthening Life-cycle Management of Pesticides	FAO	FSP	MS
4761	Sustainable Management of Mountainous Forest and Land Resources under Climate Change Conditions	FAO	FSP	MS
4768	Strengthening of Governance for the Protection of Biodiversity through the Formulation and Implementation of the National Strategy on Invasive Alien Species (NSIAS)	FAO	FSP	HS
4770	Integrated Management of Marine and Coastal Areas of High Value for Biodiversity in Continental Ecuador	FAO	FSP	MS
4774	Conservation and Sustainable Use of Biodiversity, Forests, Soil and Water to Achieve the Good Living (Buen Vivir / Sumac Kasay) in the Napo Province	FAO	FSP	S
4775	Promotion of Climate-smart Livestock Management Integrating Reversion of Land Degradation and Reduction of Desertification Risks in Vulnerable Provinces	FAO	FSP	S
4800	Sustainable Forest Management under the Authority of Cameroonian Councils	FAO	FSP	HS
4968	Integrated National Monitoring and Assessment System on Forest Ecosystems (SIMEF) in Support of Policies, Regulations and SFM Practices Incorporating REDD+ and Biodiversity Conservation in Forest Ecosystems	FAO	FSP	S
5014	Integrating Climate Resilience into Agricultural and Pastoral Production for Food Security in Vulnerable Rural Areas Through the Farmers Field School Approach.	FAO	FSP	S
5113	Enhancing Climate Change Resilience in the Benguela Current Fisheries System	FAO	FSP	HS
5123	Sustainable Cropland and Forest Management in Priority Agro-ecosystems of Myanmar	FAO	FSP	S
5124	Strengthening Capacity for Climate Change Adaptation through Support to Integrated Watershed Management Programme in Lesotho	FAO	FSP	S
5288	Implementing the Socio-Ecosystem Connectivity Approach to Conserve and Sustainable Use Biodiversity in the Caribbean Region of Colombia	FAO	FSP	S
5304	Sustainable Management of Bycatch in Latin America and Caribbean Trawl Fisheries (REBYC-II LAC)	FAO	FSP	S
5407	Disposal of Obsolete Pesticides including POPs, Promotion of Alternatives and Strengthening Pesticides Management in the Caribbean	FAO	FSP	S
5429	Mainstreaming conservation and valuation of critically endangered species and ecosystems indevelopment-	FAO	FSP	HS

GEF ID	Project Title	GEF Agency	Size	Quality of report - Rating
	frontier production landscapes in the regions of Arica y Parinacota and Biobío			
5433	Strengthening Capacities of Agricultural Producers to Cope with Climate Change for Increased Food Security through the Farmers Field School Approach	FAO	FSP	HS
5503	Mainstreaming Ecosystem-based Approaches to Climate-resilient Rural Livelihoods in Vulnerable Rural Areas through the Farmer Field School Methodology	FAO	FSP	HS
5506	Strengthening and Development of Instruments for the Management, Prevention and Control of Beaver (Castor Canadensis), an Invasive Alien Species in the Chilean Patagonia	FAO	FSP	HS
5516	Payment for Ecosystem Services to Support Forest Conservation and Sustainable Livelihoods	FAO	FSP	HS
5549	Dynamic Conservation and Sustainable use of Agro-Biodiversity in Traditional Agro-ecosystems of the Philippines.	FAO	FSP	HS
5578	R2R Integrated Land and Agro-ecosystem Management Systems	FAO	FSP	HS
5665	A New Green Line: Mainstreaming Biodiversity Conservation Objectives and Practices into China's Water Resources Management Policy and Planning Practice	FAO	FSP	HS
5667	Climate Change Adaptation in the Eastern Caribbean Fisheries Sector	FAO	FSP	HS
5720	Implementation of the National Biosafety Framework in Accordance with the Cartagena Protocol on Biosafety (CPB)	FAO	FSP	S
5724	Participatory Assessment of Land Degradation and Sustainable Land Management in Grassland and Pastoral Systems	FAO	FSP	S
6955	Strengthening the Adaptive Capacity to Climate Change in the Fisheries and Aquaculture Sector	FAO	FSP	MS
5677	Rehabilitation of Degraded Agricultural Lands in Kandy, Badulla and Nuwara Eliya Districts in the Central Highlands (CH)	FAO	MSP	S
9720	Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)	FAO	MSP	HS
9795	Forest Resources Assessment and Monitoring to Strengthen Forest Knowledge Framework in Azerbaijan	FAO	MSP	S
9833	Strengthening capacity in the agriculture and land-use sectors for enhanced transparency in implementation and	FAO	MSP	S

GEF ID	Project Title	GEF Agency	Size	Quality of report - Rating
	monitoring of Nationally Determined Contributions (NDCs) under the Paris Agreement in Papua New Guinea			
9834	Strengthening Capacity in the Agricultural and Land-use Sectors for Enhanced Transparency in Implementation and Monitoring of Mongolia's Nationally Determined Contribution (NDC)	FAO	MSP	S
9837	Strengthening Capacity in the Agriculture and Land-use Sectors for Enhanced Transparency in Implementation and Monitoring of Cambodia's Nationally Determined Contribution (NDC)	FAO	MSP	HS
9864	Global Capacity-building Towards Enhanced Transparency in the AFOLU Sector (CBIT-AFOLU)	FAO	MSP	HS
10054	Promoting Climate-smart Livestock Management in the Dominican Republic	FAO	MSP	S
10071	Building global capacity to increase transparency in the forest sector (CBIT-Forest)	FAO	MSP	S
4136	TT-Pilot (GEF-4): Promotion and Development of Local Solar Technologies in Chile	IADB	FSP	MS
4454	Integrated Management of the Yallahs River and Hope River Watersheds	IADB	FSP	S
4610	Adaptation to Climate Impacts in Water Regulation and Supply for the Area of Chingaza - Sumapaz - Guerrero	IADB	FSP	S
4849	Sustainable Management and Conservation of Biodiversity in the Magdalena River Basin	IADB	FSP	MS
4880	Climate Technology Transfer Mechanisms and Networks in Latin America and the Caribbean	IADB	FSP	S
4949	Low-Carbon Urban Mobility for Large Cities	IADB	FSP	U
5680	Consolidation of the National System of Protected Areas(SINAP) at National and Regional Levels.	IADB	FSP	MS
5029	Rural Electrification with Renewable Energy in Isolated Areas of Ecuador	IADB	MSP	S
9354	Public Lighting Energy Efficiency Program: Public lighting replacement of low-efficiency VSAP bulbs with high-efficiency LEDs in Colombia	IADB	MSP	MU
9803	Managing the Human-Biodiversity Interface in the Southern Marine Protected Areas of Haiti - MHBI	IADB	MSP	S
9889	Mainstreaming Biodiversity Conservation through Low-Impact Ecotourism in SINAP II (ECOTUR-AP II)	IADB	MSP	MS
9365	Land Degradation Neutrality Target Setting Project	IUCN	EA	MS
9352	Strengthening Capacities for Implementation of the Nagoya Protocol in Nepal	IUCN	MSP	MS

GEF ID	Project Title	GEF Agency	Size	Quality of report - Rating
4550	Strengthening Multi-sectoral Management of Critical Landscapes	UNDP	FSP	HS
4590	Delivering Multiple Global Environment Benefits through Sustainable Management of Production Landscapes	UNDP	FSP	S
4601	POPs Legacy Elimination and POPs Release Reduction Project	UNDP	FSP	HS
4860	Mainstreaming Biodiversity Conservation and Sustainable Land Management into Production Practices in all Bioregions and Biomes	UNDP	FSP	S
4958	Climate Risk Finance for Sustainable and Climate Resilient Rainfed Farming and Pastoral Systems	UNDP	FSP	MS
5271	Global Sustainable Supply Chains for Marine Commodities	UNDP	FSP	S
5318	Strengthening Climate Information and Early Warning Systems in Cambodia to Support Climate Resilient Development and Adaptation to Climate Change	UNDP	FSP	S
5334	Promotion of Environmentally Sustainable and Climate-Resilient Grid Isolated Grid BasedHydroelectric Electricity Through an Integrated Approach in Sao Tome and Principe.	UNDP	FSP	S
5341	South Africa Wind Energy Project (SAWEP) Phase II	UNDP	FSP	HS
5372	Belarus Green Cities: Supporting Green Urban Development in Small and Medium Sized Cities in Belarus	UNDP	FSP	HS
5404	R2R: Testing the Integration of Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries	UNDP	FSP	S
5435	Promoting Climate Resilient Community-based Regeneration of Indigenous Forests in Zambia's Central Province	UNDP	FSP	HS
5463	Securing Watershed Services through Sustainable Land Management in the Ruvu and Zigi Catchments, Eastern Arc Region, Tanzania	UNDP	FSP	S
5671	Building Shoreline Resilience of Timor Leste to Protect Local Communities and their Livelihoods	UNDP	FSP	HS
6962	Advancing IWRM Across the Kura River Basin through Implementation of the Transboundary Agreed Actions and National Plans	UNDP	FSP	S
5326	Generating Global Environmental Benefits from Improved Decision Making Systems and Local Planning in Pakistan	UNDP	MSP	S
5587	Increasing Access to Clean and Affordable Decentralized Energy Services in Selected Vulnerable Areas of Malawi	UNDP	MSP	MS
5653	Capacity Building for the Implementation of the Nagoya Protocol on Access and Benefit Sharing	UNDP	MSP	HS

GEF ID	Project Title	GEF Agency	Size	Quality of report - Rating
5772	Strengthening the Institutional Capacity of African Network of Basin Organization (ANBO), Contributing to the Improved Transboundary Water Governance in Africa	UNDP	MSP	HS
5848	Capacity Development for Implementing Rio Conventions through Enhancing Incentive Mechanism for Sustainable Watershed/Land Management	UNDP	MSP	HS
9112	The Ten Island Challenge: Derisking the Transition of the Caribbean from Fossil Fuels to Renewables	UNDP	MSP	S
9121	Enabling Transboundary Cooperation and Integrated Water Resources Management in the White Drin and the Extended Drin Basin	UNDP	MSP	S
9739	Building Institutional and Technical Capacities to Enhance Transparency in the Framework of the Paris Agreement	UNDP	MSP	S
10029	Establishing Transparency Framework for the Republic of Serbia	UNDP	MSP	HS
9276	Regional Project on the Development of National Action Plans for the Artisanal and Small Scale Gold Mining in Africa	UNEP	EA	MS
3722	Improving Brazilian Capacity to Conserve and Use Biodiversity through Information Management and Use	UNEP	FSP	S
4091	Capacity Building for Access and Benefit Sharing and Conservation and Sustainable Use of Medicinal Plants	UNEP	FSP	S
4167	LGGE Promoting Energy Efficiency and Renewable Energy in Buildings in Jamaica	UNEP	FSP	S
5150	Delivering the Transition to Energy Efficient Lighting	UNEP	FSP	HS
5683	Assisting non- LDC Developing Countries with Country-driven Processes to Advance National Adaptation Plans (NAPs)	UNEP	FSP	S
3337	BS Biosafety Project	UNEP	MSP	S
3348	POPs Monitoring Reporting and Information Dissemination Using Pollutant Release and Transfer Registers (PRTRs)	UNEP	MSP	S
3646	BS Support the Implementation of the National Biosafety Framework of Lesotho	UNEP	MSP	S
4022	BS Implementation of the National Biosafety Framework	UNEP	MSP	HS
4139	Market Transformation for Energy Efficient Lighting in Morocco	UNEP	MSP	S
5662	Defining and Demonstrating Best Practices for Exchange of Information on Chemicals in Textile Products	UNEP	MSP	S
5698	Sustainable Land Management and Climate Change Mitigation Co-benefits SLM CCMC	UNEP	MSP	HS
9675	CBIT Global Coordination Platform	UNEP	MSP	S
5317	Increased Energy Access for Productive Use through Small Hydropower Development in Rural Areas	UNIDO	FSP	HS

GEF ID	Project Title	GEF Agency	Size	Quality of report - Rating
5154	Sustainable Conversion of Waste to Clean Energy for Greenhouse Gas (GHG) Emissions Reduction	UNIDO	MSP	MS
5331	Promoting Investments in Small to Medium Scale Renewable Energy Technologies in the Electricity Sector	UNIDO	MSP	MS
5335	Promoting The Development of Biogas Energy amongst Select Small- and Medium-Sized Agro-Industries	UNIDO	MSP	HS
5342	Biomass Energy for Productive Use for Small and Medium Enterprises (SMEs) in the Olive Oil Sector	UNIDO	MSP	MS
5737	Energy Efficient Low-carbon Transport	UNIDO	MSP	MS
5741	Energy Efficient Low-carbon Transport	UNIDO	MSP	HS
5832	Promoting Accelerated Transfer and Scaled up Deployment of Mitigation Technologies through the Climate Technology Centre & Network (CTCN)	UNIDO	MSP	S
9807	Global Deployment of the Industrial Energy Efficiency Accelerator	UNIDO	MSP	S
3369	SIP: Sustainable Land Management in Ghana	World Bank	FSP	S
3809	Red Sea and Gulf of Aden Strategic Ecosystem Management	World Bank	FSP	S
4617	Municipal Solid Waste Management	World Bank	FSP	S
4637	Marine and Coastal Protected Areas	World Bank	FSP	S
4651	A Landscape Approach to Wildlife Conservation in Northeastern China	World Bank	FSP	S
4901	India: Sustainable Livelihoods and Adaptation to Climate Change (SLACC)	World Bank	FSP	S
4957	Small and Medium Enterprise Energy Efficiency Project	World Bank	FSP	S
5225	Mozambique Conservation Areas for Biodiversity and Development Project	World Bank	FSP	S
612	World Water Vision - Water and Nature	World Bank	MSP	MU
666	Coastal Zone Management along the Gulf of Aden	World Bank	MSP	MU
1302	Conservation of Key Forests in the Sangihe-Talaud Islands	World Bank	MSP	MU
1316	Energy Efficiency Co-Financing Program 2 (HEECP2)	World Bank	MSP	MS
2718	Development Marketplace	World Bank	MSP	U
3837	SPWA-BD: Biodiversity Conservation through Expanding the Protected Area Network in Liberia (EXPAN)	World Bank	MSP	MU
4282	PAS: Grid Connected Solar PV Central Station Project	World Bank	MSP	MS
4283	PAS: PNG Energy Sector Development Project	World Bank	MSP	S
5835	Satellite Monitoring for Forest Management	World Bank	MSP	MS

Annex D

Annex D.a. Terminal evaluation quality criteria

Criteria/indicators of terminal evaluation quality
1. Timeliness: Terminal evaluation was carried out on schedule, and its report was submitted on time. • Terminal evaluation conducted within six months before or after project completion • Terminal evaluation report submitted at the GEF Portal within 12 months of project completion
2. General information: Terminal evaluation provides general information on the project and evaluation. • Provides GEF project ID • Lists evaluators that conducted the terminal evaluation • Lists the executing agencies • Specifies key project milestones (start date, first disbursement date, completion date) • Lists GEF environmental objectives • Identifies parent program, for projects under a program
3. Stakeholder involvement in evaluation: Participation of key stakeholders was sought, and their feedback was addressed. • Key stakeholders of the project were identified in the report. • Feedback of key stakeholders was sought on the draft report. • Feedback of key stakeholders was incorporated in finalization of the evaluation report. • OFP feedback was sought on the draft report of the evaluation, if national project. • OFP feedback was incorporated in finalization of the report, if national project.
4. Theory of change: Terminal evaluation provides solid account of the project's theory of change. • Discusses causal links/mechanisms to achieve intended impact • Presents the key assumptions of the theory of change • Discusses whether the key assumptions remain valid
5. Methodology: Terminal evaluation provides an informative and transparent account of the methodology. • Discusses information sources for the evaluation • Provides information on who was interviewed • Provides information on project sites/activities covered for verification • Describes tools and methods used for the evaluation • Identifies limitations of the evaluation
6. Outcomes: Terminal evaluation provides a clear and candid account of the achievement of project outcomes. • Assesses relevance to GEF priorities • Assesses relevance to country priorities

• Assesses relevance of project design • Reports performance on all outcome targets • Discusses factors that affect outcome achievement in sufficient depth • Reports on timeliness of activities • Assesses efficiency in using project resources • Discusses factors that affected efficiency in use of resources
7. Sustainability: Terminal evaluation presents a realistic assessment of sustainability. • Identifies risks that may affect sustainability • Indicates likelihood of key risks materializing • Indicates the likely effects if key risks materialize • Indicates overall likelihood of sustainability
8. Monitoring and evaluation: Terminal evaluation presents a sound assessment of the quality of the project M&E system. • Analyzes quality of M&E design at entry • Analyzes quality of M&E during implementation • Discusses use of information from the M&E system for project management
9. Finance: Terminal evaluation reports on the use of GEF funding and materialization of cofinancing. • Reports on use of GEF resources • Provides data on materialized cofinancing • Provides data on sources of materialized cofinancing • Provides data on types of cofinancing (cash, in-kind, loan, grant, equity, etc.) • Discusses reasons for excess or deficient materialization of cofinancing • Discusses contributions of cofinancing to project results, including effects of excess or deficient materialization of cofinancing
10. Implementation: Terminal evaluation presents a candid account of project implementation and Agency performance. • Provides account of the GEF Agency performance • Provides account of the performance of executing agency • Discusses factors that affected implementation and execution • Discusses how implementation and execution related challenges were addressed
11. Environmental and social safeguards and gender: Terminal evaluation discusses application of safeguards and gender analysis. • Reports on implementation of social and environmental safeguards • Reports on conduct of gender analysis • Reports on implementation of actions specified in gender analysis
12. Lessons and recommendations: Terminal evaluation was based on project experience and is relevant to future work. • Presents lessons based on project experience • Discusses applicability of lessons

• Presents recommendations that clearly specify what needs to be done • Specifies actions taken for recommendations
13. Performance ratings: Ratings are well substantiated by evidence and are realistic and credible. • Ratings are supported with sufficient evidence. • Evidence provided in support is credible.
14. Report presentation: The report was well written, logically organized, and consistent. • Report is written in English, as required by the terminal evaluation guidelines. • Report is easy to read. • Report is well organized. • Report is consistent. • Report makes good use of tools that make information accessible, such as graphs, charts, and tables.
Overall quality of the report: The 14 terminal evaluation quality criteria will be rated on a six-point scale (HS=6, S=5, MS=4, MU=3, U=2, HU=1). The overall quality will be determined by calculating the average ratings on the 14 criteria and rounding to the nearest digit. If the average is 5.5, 4.5, 3.5, and so on, it will be rounded up.

Annex D.b.

Reviewer and reviewed documents

A.	Review details	
1.	Name of the reviewer	
2.	Date of review	
3.	Check (√) the documents that were used in conduct of this review	Documents submitted during project preparation Project implementation report (or equivalent) Midterm review report (or equivalent) Tracking tools submitted at midterm Tracking tools submitted at project completion Terminal evaluation Other documents (specify)

B. Project information

1.	Project ID	6955
2.	Project Name	
3.	Lead GEF Agency	
4.	Focal Area	

C. General information on objectives/outcomes and indicators

	Questions	Response	Instruction
1.	Is at least one project objective/outcome aimed at environmental results?	Yes No	
2.	Is project exclusively an enabling activity (i.e., targeted at building enabling environment, e.g., a report, diagnostic analysis, conference, etc., but not expected to have attributable environmental results)?	Yes No	
3.	Does project M&E count coverage in terms of countries covered or number of water bodies or water basin covered as an indicator? Check the applicable responses.	1. Countries covered 2. Water bodies 3. Water basins	
4.	Do project objectives/outcomes indicate that the project aims to achieve an attributable environmental stress reduction and/or status change through project activities?	Yes No	
5.	During implementation, were the objectives/outcomes of the project changed?	Yes No	
6.	If changes were made to the key objectives/outcomes, explain the changes made:		
7.	During implementation, were the indicators changed?	Yes No	If no, skip to C.9 in this table.
8.	If changes were made to the indicators, explain the changes made:		
9.	How many objectives/outcomes are listed in the M&E plan? (number)		

Objective/Outcome and specified indicators

D.1 Objective/Outcome

No.	Question	Response	
D.1.1	List the objective/outcome, starting with the first.		
D.1.2	Does this objective/outcome indicate achievement of (check (√) all applicable responses):	Legal, policy, regulatory measures Capacity building and training Knowledge sharing Coordination and collaboration	Environmental stress reduction or status change Socioeconomic results Others (describe)
D.1.3	Do the project documents/project M&E (including revisions) specify at least one results indicator to assess achievement of the objective / outcome?	Yes No	

D.1.4 Fill in the following table based on evidence on each of the indicators relevant for the given objective / outcome.

Indicator Number	Name of the indicator	Indicator characteristics	Baseline provided?	Achievement target at completion	Achievement reported at completion	Achievement reported using consistent units	Instructions: Add another row if there is another indicator.

D.1.5 Do the specified indicators together provide a good sense of the achievement of this objective / outcome? Why? Why not?

(Insert additional lines in section D if there is another objective or outcome that has not been covered yet. Repeat until all have been covered).

Summative questions

E.1 Are the indicators specified in the project M&E framework appropriate for tracking the results and processes of the project?

E.2 Was achievement of the targeted performance on indicators tracked? Was it tracked as per the M&E design provided in project documents (or revised project design)?

E.3 Was achievement of the targeted performance reported on through tracking tools / terminal evaluation? Where there any gaps in reporting?

End of Review