



## Results Based Management at the GEF

GEF Expanded Constituency Workshop  
11<sup>th</sup> to 13<sup>th</sup> December 2012  
Antalya, Turkey

### Presentation Overview

1. Results Based Management at the GEF
2. Project Level Results
3. Portfolio Monitoring
4. Management Effectiveness & Efficiency
5. Reporting and Accessibility



## Results Based Management at the GEF



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### Results-Based Management: Definition

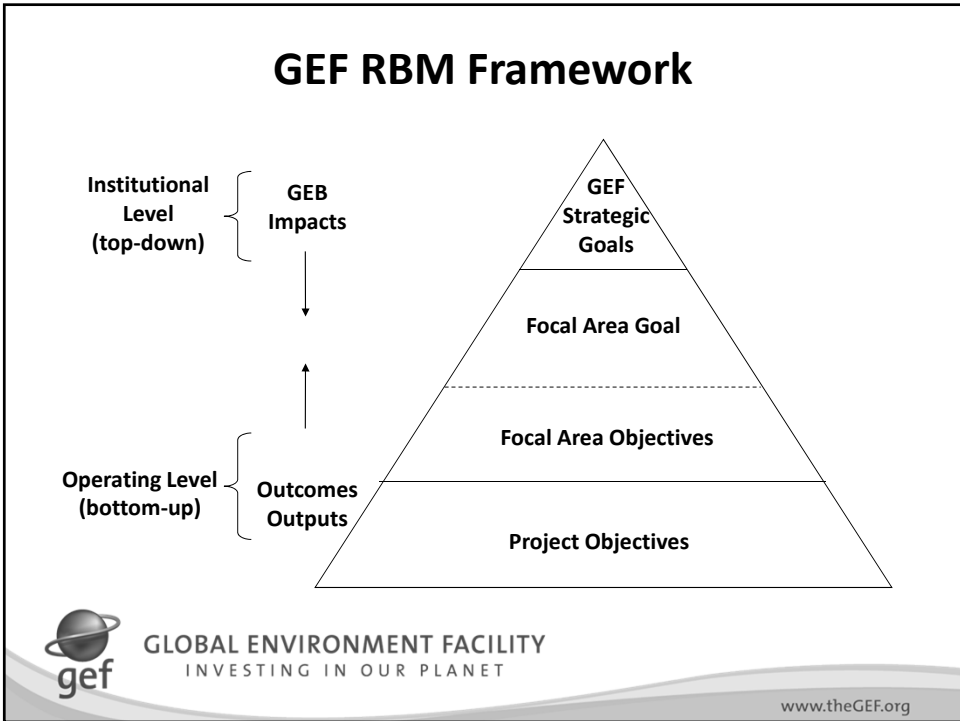
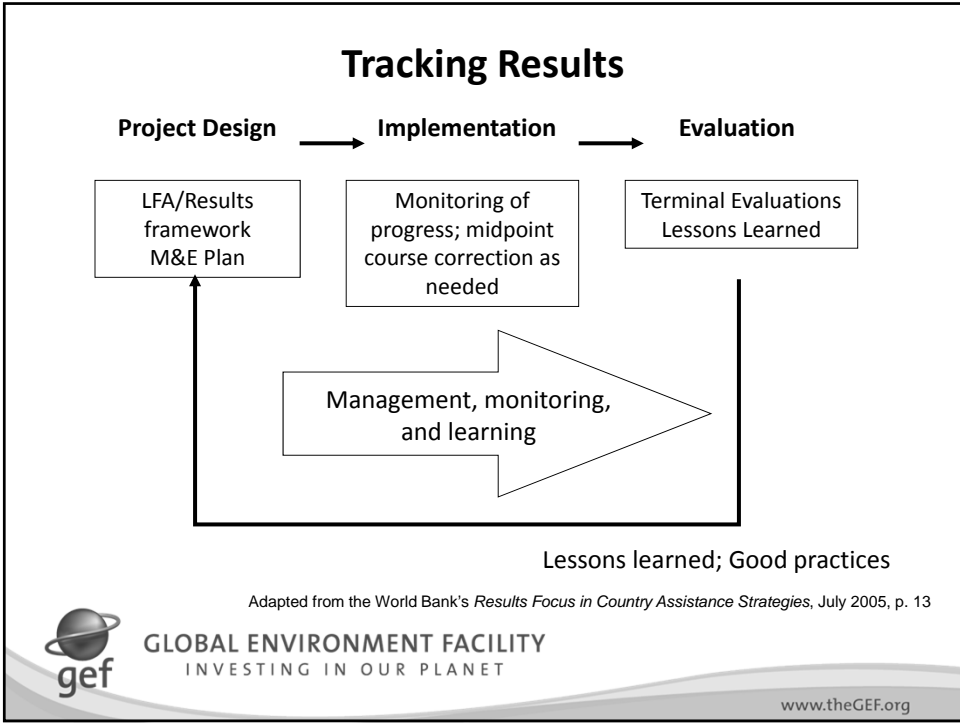
A results-based approach aims to improve management effectiveness and accountability by “defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance.”

*Canadian International Development Agency (CIDA), 1999*



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## GEF-5 Strategic Goals (1-2)

- Strategic Goal 1 - Conserve, sustainably use, and manage biodiversity, ecosystems and natural resources globally, taking into account the anticipated impacts of climate change.
- Strategic Goal 2 - Reduce global climate change risks by
  - 1) stabilizing atmospheric GHG concentrations through emission reduction actions; and
  - 2) assisting countries to adapt to climate change, including variability.



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## GEF-5 Strategic Goals (3-4)

- Strategic Goal 3 - Promote the sound management of chemicals throughout their lifecycle to minimize adverse effects on human health and the global environment.
- Strategic Goal 4 - Build national and regional capacities and enabling conditions for global environmental protection and sustainable development.



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## Alignment of Focal Area Objectives to Strategic Goals

- Each focal area's goals and objectives align with GEF Strategic Goals
- Project level goals align with focal area objectives
- *Example:*
  - *BD Objective:* Improved sustainability of protected area systems
    - Strategic Goal 1: Conserve, sustainably use, and manage biodiversity, ecosystems and natural resources globally
  - *CC Objective:* Promote the demonstration, deployment, and transfer of innovative low-carbon technologies
    - Strategic Goal 2: Reduce global climate change risks by stabilizing atmospheric GHG concentrations through emission reduction actions



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## Project Level Results



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# Indicators

“A quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention, or to help assess the performance of a development actor”

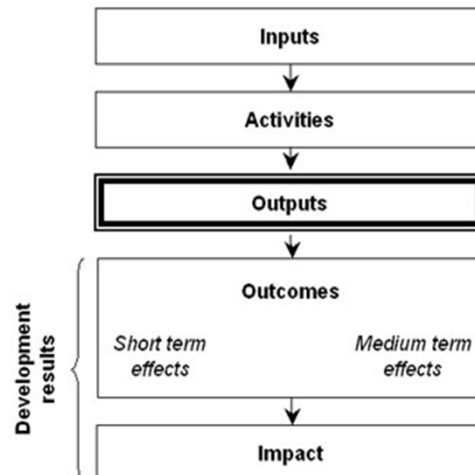
-- OECD /DAC 2002



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## OECD DAC Results Chain



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**Inputs :** Funds for road construction, equipment & staff

**Activities :** Construction of road



**Outputs:** Improved road

**Outcomes:** Travel time reduced, more products sold



**Impact:** Trade activities improved, household income increased



Adapted from World Bank *Module 2 Results Chain*, Europe and Central Asia Region, 2007



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**Inputs:** GEF and co-finance resources



**Activities:** Allocate forest land to local communities to manage with appropriate sustainable forest management policies;

**Outputs:** ha of forest under community sustainable forest management



**Outcomes:** ha of improved forests

**Impact:** Sequestration of carbon and biodiversity conserved



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## Baselines

- Initial data on project participants or other project aspects collected prior to the project intervention
- When baseline data are not available it is difficult to:
  - Set future targets of the project
  - If you do not know where you **are**, how can you know where you **are going**?
  - Estimate changes as a project proceeds in monitoring
  - Compare the initial conditions and changes of project in an evaluation



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## Baselines for GEF Projects

- Must be in place by CEO Endorsement/approval
- If there is not a baseline figure for every indicator → a plan must be outlined as to how to capture baseline during first year of implementation



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## Portfolio Monitoring



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## Portfolio Monitoring

- Monitoring the entire set of interventions funded by the GEF
- Secretariat's Monitoring Focused on Overall GEF Portfolio
  - Global Environmental Benefits
  - Focal Area Goals
  - Focal Area Objectives



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## A Few Key Indicators for the GEF

- Green House Gas (GHG) emissions reduced
- ha (hectares) of protected area (PA) supported
- ha brought under sustainable land management (SLM)
- Number of strategic partnerships funded to produce measurable pollution reductions in water bodies
- Number of countries receiving support for POPs reduction activities



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BD Focal Area Objective	Outcome	Indicator - Outcome	Indicator - Output
Improved sustainability of protected area systems	Increased revenue for protected area systems to meet total expenditures required for management	Total annual revenue is sufficient for management of protected area	Total annual revenue- \$  Sustainable financing plans (No.)
CC Focal Area Objective	Outcome	Indicator - Outcome	Indicator - Output
Promote the demonstration, deployment, and transfer of innovative low-carbon technologies	Technologies successfully demonstrated, deployed, and transferred	Percentage of technology demonstrations reaching planned goals	Innovative low-carbon technologies demonstrated and deployed on the ground (No.)



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## GEF Tracking Tools for Portfolio Performance

- Tracking tools (TTs) are the Secretariat's Portfolio monitoring tool
- TTs are intended:
  - to roll up indicators from the individual project level to the portfolio level
  - To track overall portfolio performance in focal areas



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## Tracking Tools Requirements

- Each focal area has its own tracking tool to meet its unique needs
- TTs must be complete at CEO Endorsement/approval for MSPs)
- TTs submitted again at mid-term and project completion
- TT & their associated guidelines can be found: [http://www.thegef.org/gef/tracking\\_tools](http://www.thegef.org/gef/tracking_tools)



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## Management Effectiveness and Efficiency



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### Management Indicators

- Secretariat tracks a number of management indicators with the aim of tracking organization effectiveness
- Indicators tracked provide a general picture of how well the GEF:
  - mobilizes and uses its resources
  - the visibility of the GEF as a global environmental leader
  - the efficiency of the GEF partnership in meeting service standards and project cycle efficiency, and
  - the effectiveness of collaboration with partners



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## GEF Business Standards

Improve Efficiencies in Project Cycle		
Improved timeliness of program design	FY 2011	Target
Share of processed PIF/PPG that exceed the 10 day standard service	21%	20%
Average time from project approval to CEO endorsement for GEF-4 (through the end of FY 2011)"	17 months	22 months
Average time from project approval to CEO endorsement for GEF-5	NA	18 months



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## Reporting and Accessibility



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## Project Implementation Reports (PIR)

- PIR is a yearly report submitted by Agencies to Secretariat
- Report on Project Status: Start, Close, Project Delays, Project Cancellations
- Amount disbursed to date
- Report on project ratings:
  - Implementation Progress (IP)
  - Development Objective (DO)
  - Risk Rating



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## Annual Monitoring Review

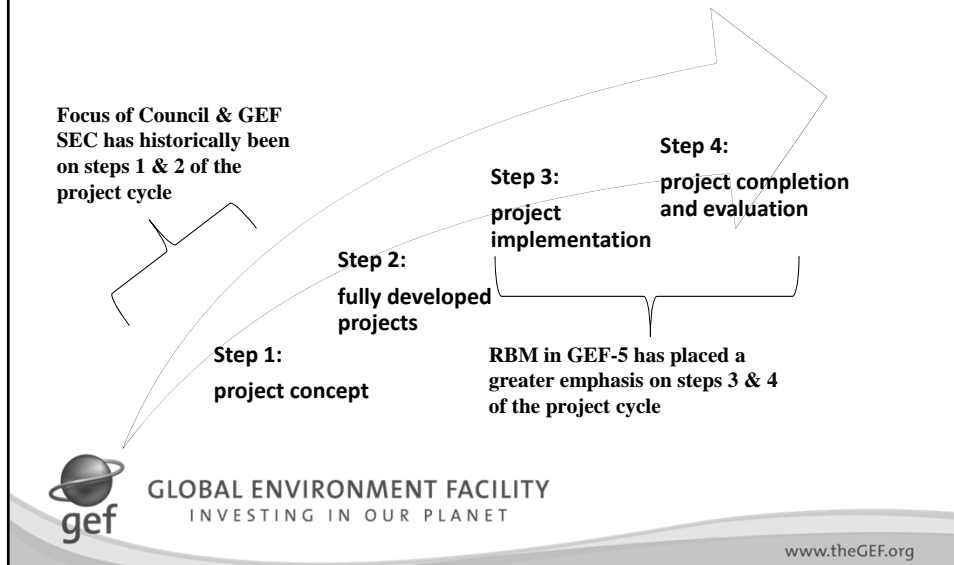
- The Annual Monitoring Review (AMR) is the principal reporting instrument of the GEF Secretariat's monitoring system
- Provides a snap shot of the overall health of the GEF's active portfolio of projects each fiscal year
- Report is based on Agency PIR submissions



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## Results Based Management Integrated into Project Cycle (from Project Concept to Project Completion)



# Thank you for your attention

## Questions?

