Evaluation in the GEF and Training Module on Terminal Evaluations

GEF Expanded Constituency Workshop

Baljit Wadhwa
Senior Evaluation Officer
GEF Independent Evaluation Office
Cook Islands
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Overview

• Evaluation in the GEF:
  Monitoring and Evaluation in the GEF
  GEF Independent Evaluation Office (IEO)
  GEF M&E Policy 2010

• Training Module on Terminal Evaluations
Two overarching objectives:

- Promote **accountability** for the achievement of GEF objectives through the assessment of *results, effectiveness, processes*, and *performance* of the partners involved in GEF activities.

- Promote **learning, feedback**, and **knowledge sharing** on results and lessons learned among the GEF and its partners as a basis for decision making on policies, strategies, program management, programs, and projects; and to improve **knowledge** and **performance**.
Separate reporting lines for Monitoring (through Secretariat) and Evaluation (through IEO)

- Agency evaluation units
  - Corporate evaluations
  - Project and Program evaluations

- GEF Independent Evaluation Office
  - Project and Program evaluations

- GEF Secretariat
  - Project and Program Implementation Reports
  - Agency Portfolio Reports
  - Project documents with M&E plans

- Agency GEF coordination units
  - Project and Program Implementation Reports
  - Project and Program monitoring documentation
  - Terminal evaluations

- GEF projects and programs
  - Project and Program Implementation Reports

- GEF Council
  - Annual evaluation reports
  - Overall Performance Study (to Assembly)
  - Annual Work Program and Budget
  - Annual Monitoring Report
  - Evaluation Management Response
  - Programming documents and indicators
  - Results Based Management
Mission:
Enhance global environmental benefits through excellence, independence, and partnership in monitoring and evaluation.

Functions:
Independent GEF Evaluation
Normative function
Oversight function
Knowledge sharing and dissemination

Brief history:
1996 — Initially established as an M&E unit within the GEF Secretariat
2003 — The M&E unit was made independent of the GEF Secretariat
2005 — The unit was renamed as GEF Evaluation Office
2013 — The office was renamed as GEF Independent Evaluation Office
GEF IEO Stakeholders

Clients with a governance role:
GEF Council,
GEF Assembly,
the Replenishment group

Clients that carry out decisions of the governing bodies:
GEF Secretariat,
GEF Agencies,
executing agencies at the country or regional level

Country clients

Clients involved in monitoring and evaluation

Wider audience: environmental entities, academia, research institutions, civil society, general public
## Types of Evaluations

<table>
<thead>
<tr>
<th>Project Evaluations</th>
<th>Program Evaluations</th>
<th>Country Level Evaluations</th>
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</thead>
<tbody>
<tr>
<td>Impact Evaluations</td>
<td>Cross-cutting and thematic evaluations</td>
<td>Process and performance evaluations</td>
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<tr>
<td>Ad-hoc Reviews</td>
<td>Overall Performance Studies (OPS)</td>
<td>Special Studies</td>
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Different TORs, scopes, frequency, audiences, methodologies
GEF IEO Dissemination and Knowledge Management

Sharing and receiving feedback regarding evaluation

BEFORE

Work Program Approach Paper

DURING

Data Collection and Analysis Preliminary Findings

AFTER

Final Report

stakeholders

*new activities
IEO Work Program for GEF-6

Multiple Benefits and Integrated Approaches
- Evaluation of Multiple Benefits in the GEF
- Evaluation of Programmatic Approaches
- Midterm Review of Integrated Programs

Addressing Drivers of Global Environmental Change
- Joint Impact Evaluation of GEF Support to Protected Areas and Protected Aved Systems
- Strategic Country-Level and Cluster Evaluations

Evaluating GEF Performance
- Annual Performance Report
- Evaluation of the Performance of the CSO network
- LDCF/SCCF Annual Evaluation Reports

Mainstreaming of KM and Gender in all evaluations

Sixth Comprehensive Evaluation of the GEF: GEF in the Changing Environmental Finance Landscape
The GEF M&E Policy

• Defines the concepts, role, and use of monitoring and evaluation within the GEF
• Defines the institutional framework and responsibilities
• Indicates the GEF minimum M&E requirements covering:
  – Project design
  – Application of M&E at the project level
  – Project evaluation
  – Engagement of Operational Focal Points in M&E
• Current M&E Policy: Approved by GEF Council in November 2010
Training Module on Terminal Evaluations
Introduction

• Purpose of this module is to:
  – Discuss importance and utility of terminal evaluations
  – Characteristics of a good terminal evaluation
  – Exercise on pre-requisites for preparing a good terminal evaluation

• What needs to be done during project preparation and implementation
  – When a project is prepared
  – When a project is implemented

• What needs to be done during preparation and delivery of a terminal evaluation
  – When a terminal evaluation is planned
  – When a terminal evaluation is conducted
  – When a draft report is prepared
Importance and Utility of Terminal Evaluations

• Source of information on project
  – Results: Outputs, outcomes and progress to impact
  – Implementation, execution, and project cycle related information
  – Project finances including co-financing
  – Recommendations and Lessons for the future

• GEF M&E Policy (2010): Minimum Requirement 3
  – Terminal evaluations mandatory since 1995
  – For full-size projects required, encouraged for MSPs
Importance and Utility of Terminal Evaluations contd.

• Reporting at the project portfolio level (APR, AMR)
• Input to other evaluations
• STAR’s performance index
• About 1000 terminal evaluations completed so far.
• Terminal evaluation may be accessed at:
  – GEF website: http://www.thegef.org/gef/gef_projects_funding
  – Through PMIS
Characteristics of a Good Terminal Evaluation

• GEF IEO criteria for terminal evaluations quality:
  – Outcomes
  – Consistency and comprehensiveness
  – Sustainability
  – Lessons and recommendations
  – Project finances
  – M&E
• Other characteristics of good terminal evaluations:
  – Transparency and timeliness
  – Candor
  – Balance
  – Utility
• Question – is good terminal evaluation and good project performance the same?
• Terminal Evaluation Guidelines are available at: http://www.thegef.org/gef/Guidelines%20Terminal%20Evaluations
Examples of Good Terminal Evaluations

• Links to examples of good terminal evaluations
  
Exercise: Pre-requisites for preparing a good terminal evaluation

• You will be asked to think about what needs to be done to facilitate preparation of a good terminal evaluation:
  – At different stages of terminal evaluation preparation
  – At project preparation and implementation

• Each group will discuss the requirements at each of these steps and will record their joint responses as bullets in the response sheet provided to them.

• After all stages have been discussed by the groups, one of the groups will present its response for a stage, others may add if their group had an additional bullets not yet covered. Each stage will be presented by a different group.

• We will end with a summary that pulls the discussion together
First Discussion:
What needs to be done during project preparation and implementation?

1 A. What needs to be done during the project preparation stage?
   – Development of M&E plan
   – Tracking tools

1 B. What needs to be done during the project implementation?
   – Implementation of M&E plan
   – Gathering of data on tracking tools
Second Discussion:
What needs to be done during preparation and delivery of a terminal evaluation?

Consider a situation where a project is about to be complete within one year. What needs to be done at different stages of terminal evaluation preparation to ensure that it leads to a good quality evaluation:

2 A. Commissioning of the terminal evaluation
2 B. Conduct of the terminal evaluation
2 C. Finalization of the terminal evaluation
Short Presentations by Stages

• Presentation on group discussion
• Summary
Thank you

gefevaluation@thegef.org
www.gefieio.org