Evaluation in the GEF and Training Module on Terminal Evaluations

GEF Expanded Constituency Workshop

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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
M&E in the GEF

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 Independent evaluations

- **GEF Independent Evaluation Office**
  - Annual evaluation reports
  - Overall Performance Study (to Assembly)
  - Annual Work Program and Budget
  - Project and Program evaluations

- **GEF Secretariat**
  - Annual Monitoring Report
  - Evaluation Management Response
  - Programming documents and indicators
  - Results Based Management
  - 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 Independent Evaluation Office

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

circulating approach papers
social media
online consultations*
webinars*

DURING
Data Collection and Analysis Preliminary Findings

inter-agency meetings
meetings
consultations
webinars
social media*

AFTER
Final Report

management response
infographics
webinars
workshops
social media
Signposts
video
events

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
• 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

- GEF ID #394: http://www.thegef.org/gef/project_detail?projID=394
- GEF ID #1599: http://www.thegef.org/gef/project_detail?projID=1599
- GEF ID #1188: http://www.thegef.org/gef/project_detail?projID=1188
- GEF ID #1348: http://www.thegef.org/gef/project_detail?projID=1348
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

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