



Evaluation in the GEF and Training Module on Terminal Evaluations

GEF Expanded Constituency
Workshop

Carlo Carugi
Senior Evaluation Officer

GEF Independent Evaluation Office
Gabon

May 2015

Overview

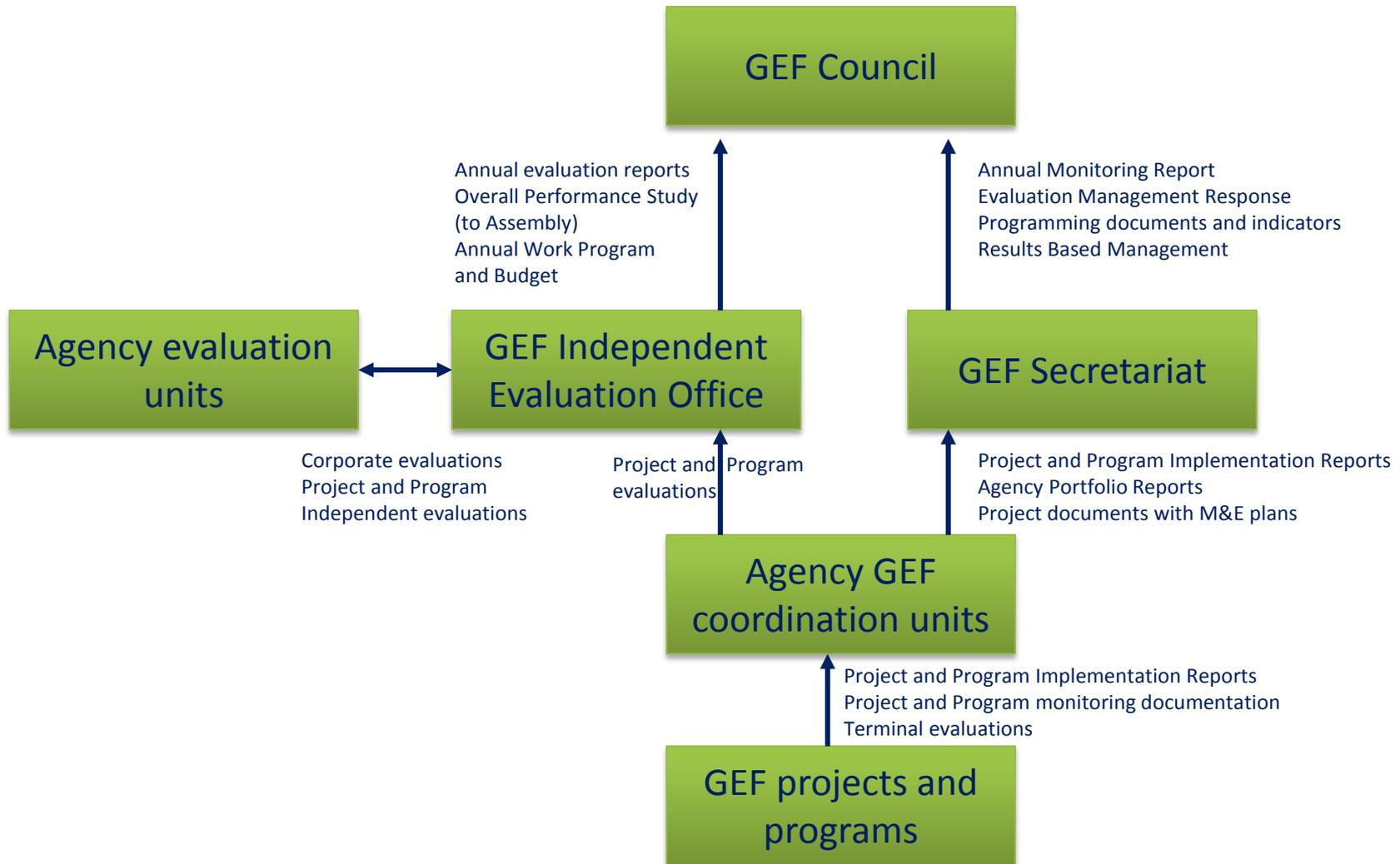
- Evaluation in the GEF:
 - Monitoring and Evaluation in the GEF
 - GEF Independent Evaluation Office (IEO)
 - GEF M&E Policy 2010
- Training Module on Terminal Evaluations

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)



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

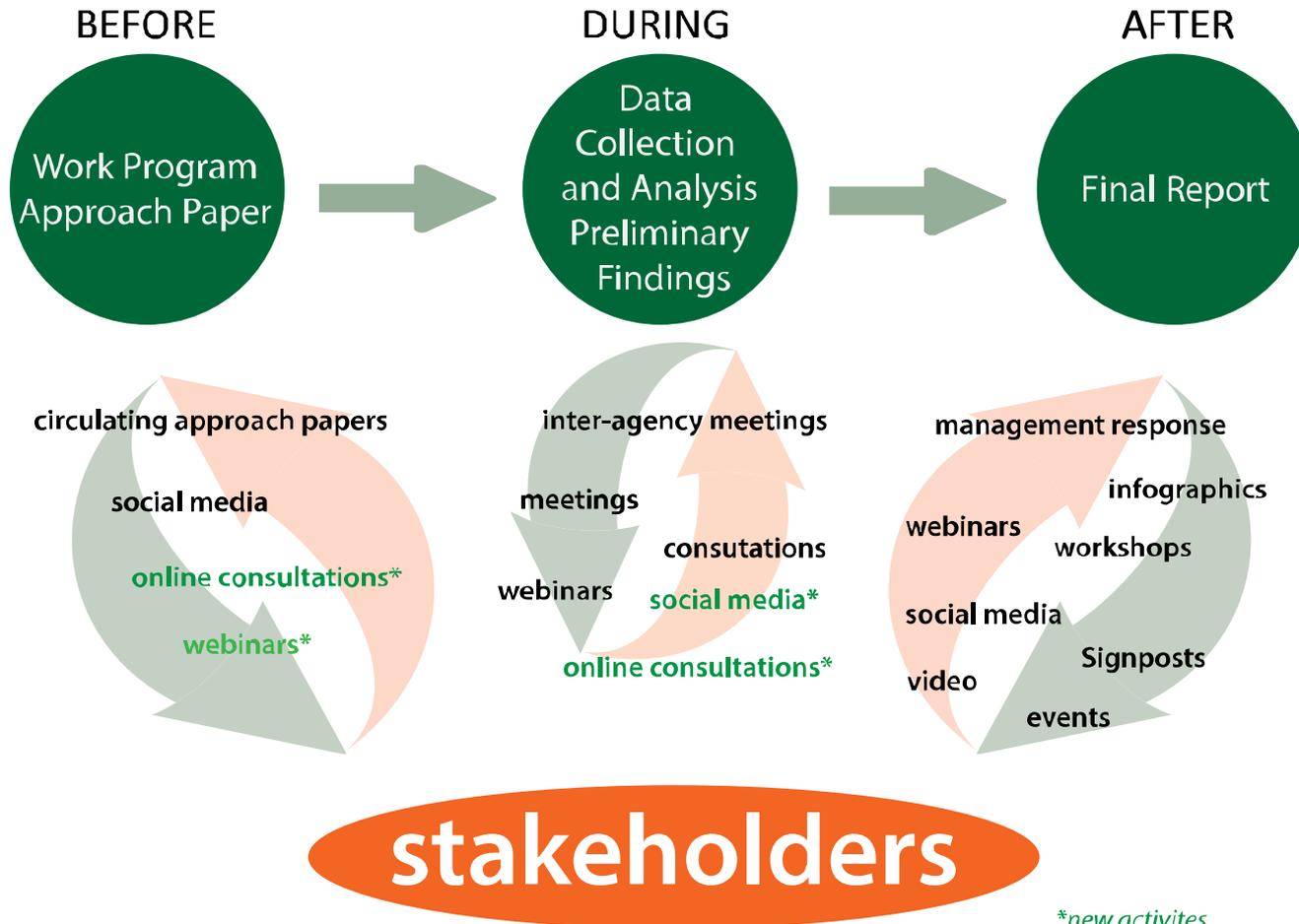
Types of Evaluations

Project Evaluations	Program Evaluations	Country Level Evaluations
Impact Evaluations	Cross-cutting and thematic evaluations	Process and performance evaluations
Ad-hoc Reviews	Overall Performance Studies (OPS)	Special Studies

Different TORs, scopes, frequency, audiences , methodologies

GEF IEO Dissemination and Knowledge Management

Sharing and receiving feedback regarding evaluation



GEF IEO GEF-6 Work Program

- Implementation of GEF M&E Policy
- Evaluation Program adjusts to evolving GEF priorities
- GEF IEO has started consultation to define the GEF-6 evaluation program
- Reporting to the GEF Council
- Participation in the GEF Country Support Program
- Overall Performance Studies — replenishment process (every 4 years)
- Active participation in evaluation communities (UN/MDBs/other)

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
 - 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 project preparation and implementation
 - At different stages of terminal evaluation preparation
- 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.gefio.org