



## **Evaluation in the GEF and Training Module on Terminal Evaluations**

**GEF Expanded Constituency  
Workshop**

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# Overview

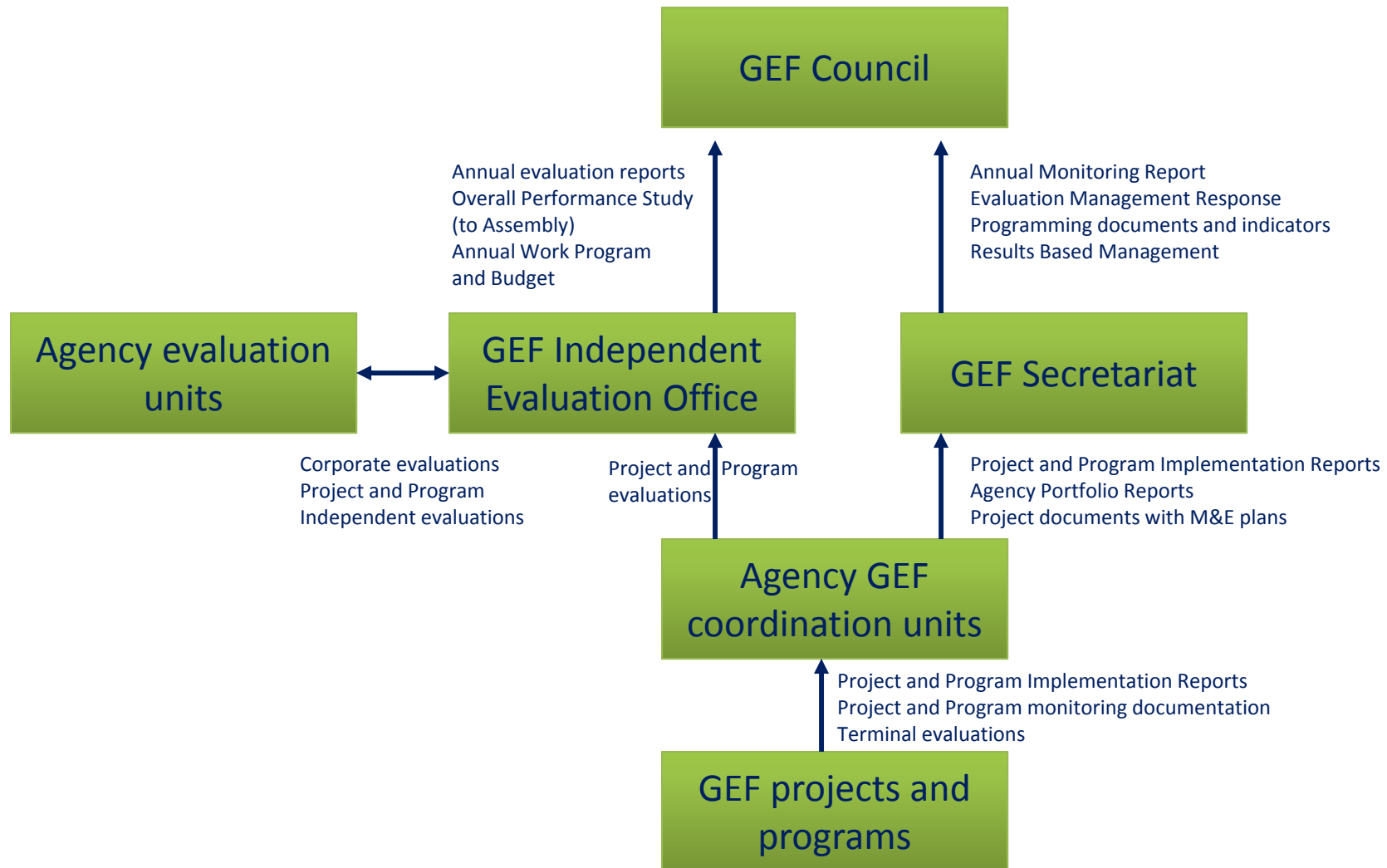
- Evaluation in the GEF:
  - Monitoring and Evaluation in the GEF
  - GEF Independent Evaluation Office (IEO)
  - GEF M&E Policy 2010
- Training Module on Terminal Evaluations

# 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)



# 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

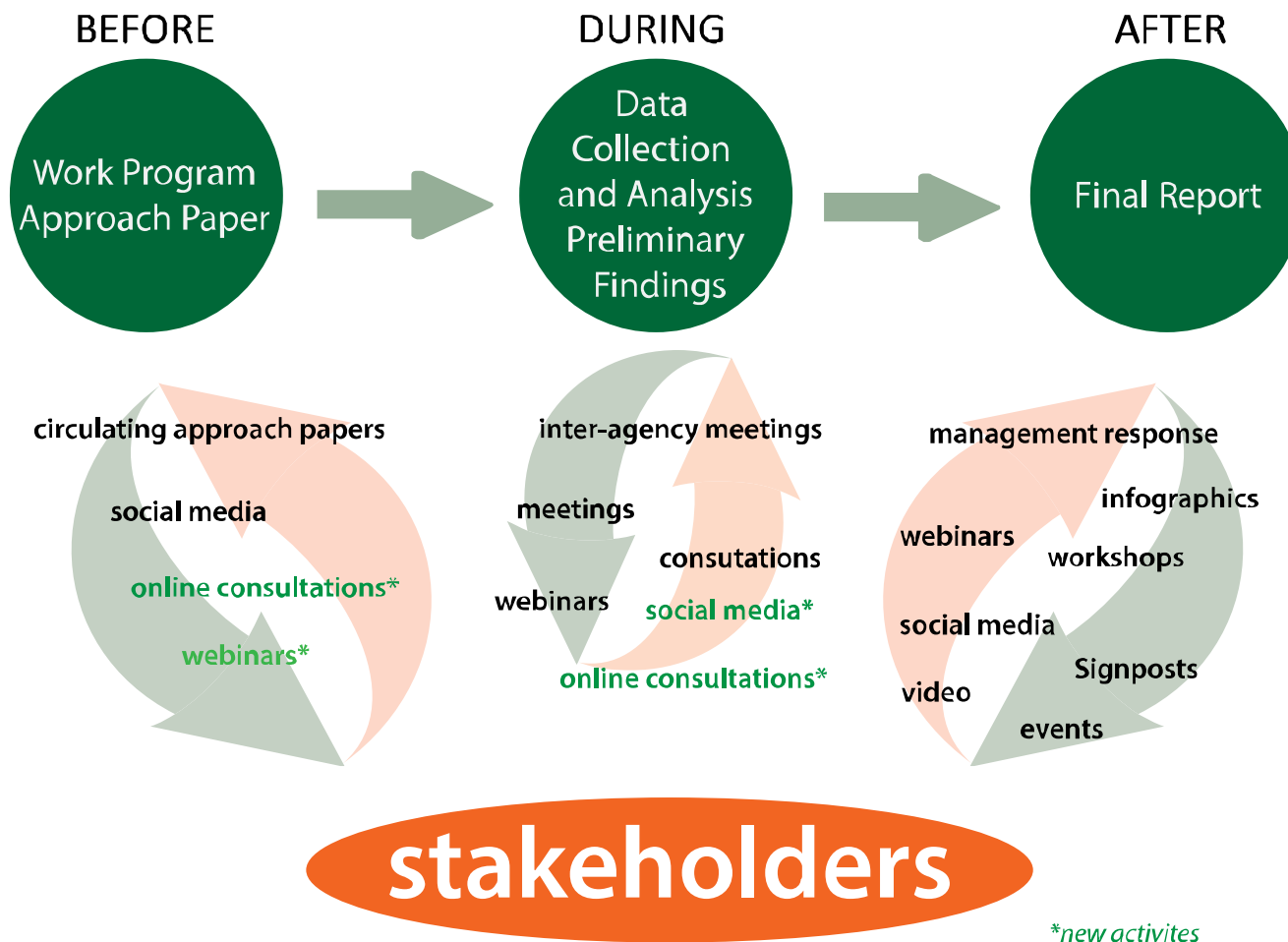
# Types of Evaluations

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 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](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](http://www.thegef.org/gef/project_detail?projID=394)
  - GEF ID #1599: [http://www.thegef.org/gef/project\\_detail?projID=1599](http://www.thegef.org/gef/project_detail?projID=1599)
  - GEF ID #1188: [http://www.thegef.org/gef/project\\_detail?projID=1188](http://www.thegef.org/gef/project_detail?projID=1188)
  - GEF ID #1348: [http://www.thegef.org/gef/project\\_detail?projID=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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