

Monitoring & Evaluation in the GEF

Expanded Constituency Workshop - Thailand

Anupam Anand
Evaluation Officer

Malac Kabir
Research Assistant

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Outline

Part 1: The GEF M&E Partnership

Part 2: Role of Country Stakeholders in Project M&E

Part 3: Independent Evaluation in the GEF


Part 4: Role of Country Stakeholders in Independent Evaluation

PART 1

The GEF M&E Partnership

M&E in the GEF—Purpose

Monitoring and
Evaluation (M&E)
promote accountability
and learning



- to assess contribution to GEBs
- to serve as basis for decision-making

What is the difference between Monitoring and Evaluation?

Monitoring

Is our activity on track?

Monitoring uses systematic collection of data to keep activities on track.

Forms of monitoring:

Monitoring of **environmental conditions and stressors**

Monitoring of **progress toward project outcomes**

Monitoring of **project performance**

Evaluation

Are we doing the right thing?
Are we doing things right and efficiently?
Are there better ways of doing it?

Evaluation is a **systematic** assessment of an activity (program, strategy, etc.) that assesses *relevance, effectiveness, efficiency, results and sustainability*.

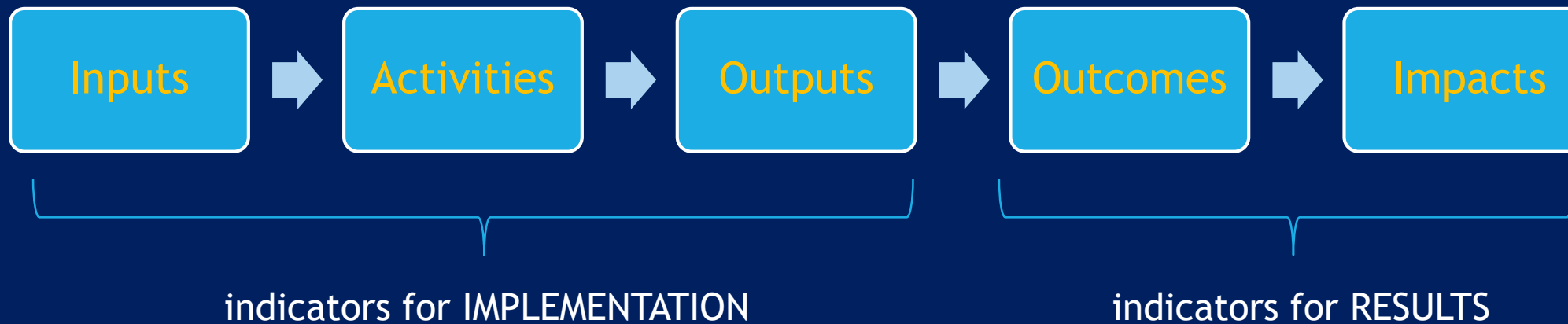
Project/Program Evaluations:

Mid-term
Terminal

Other forms of evaluation: **impact, process, performance, thematic, corporate**

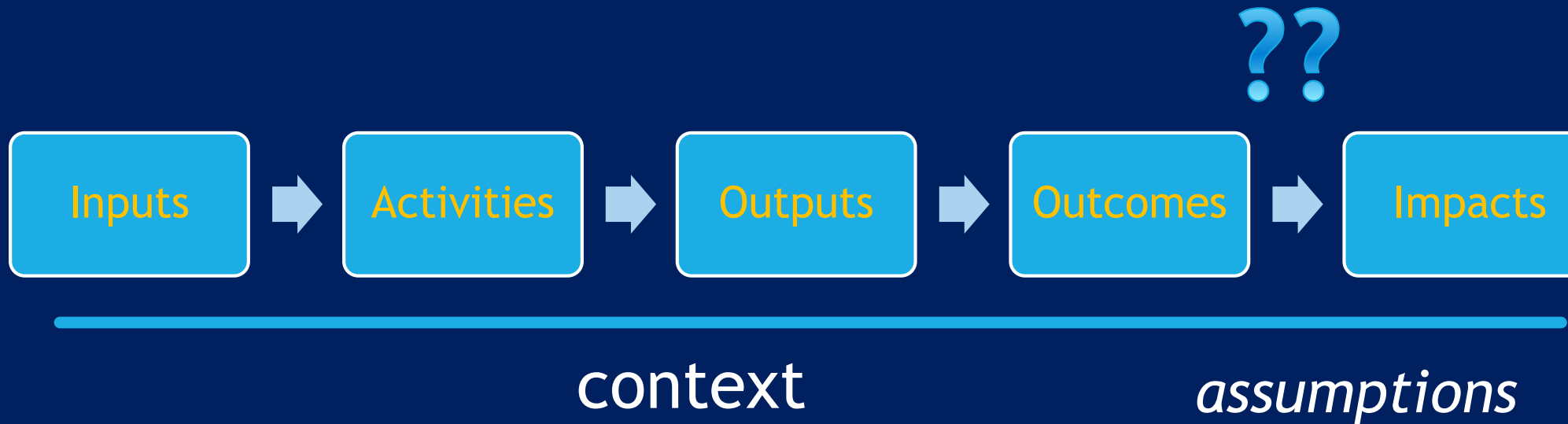
What to Monitor? Indicators

A variable that tracks the changes connected to an intervention



- ▶ Specific
- ▶ Measurable
- ▶ Achievable and Attributable
- ▶ Relevant and Realistic
- ▶ Time-Bound, Timely, Trackable, and Targeted

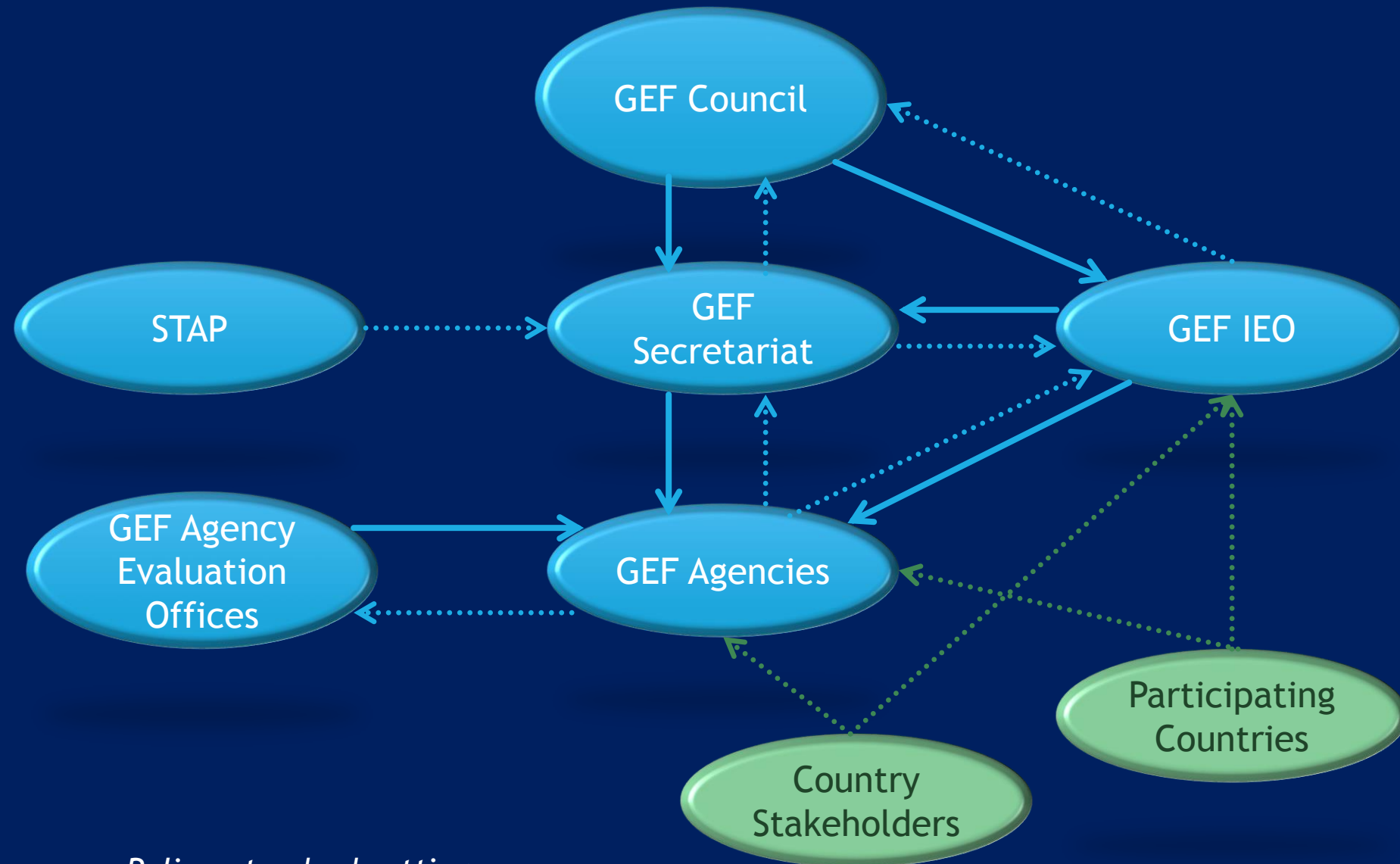
M&E starts with a THEORY OF CHANGE





How do we achieve
IMPACT?

The GEF M&E Partnership

Partner	Key Roles and Responsibilities in M&E
GEF Council	Policy-making Oversight Enabling environment for M&E
GEF Independent Evaluation Office	Independent GEF evaluation Oversight of M&E Setting minimum requirements for evaluation
GEF Secretariat	GEF Results-Based Management (monitoring and reporting) Review of GEF M&E requirements in project proposals
Agency GEF operational units	Monitoring of the Agency GEF portfolio Ensure M&E at the project level
Agency evaluation units	Project and/or corporate Agency evaluations Mainstreaming GEF into relevant Agency evaluation
STAP	Advice on scientific/technical matters in M&E Support to scientific and technical indicators
Participating Countries	Collaboration on M&E at portfolio and project levels
Stakeholders	Participation in monitoring activities and mechanisms Providing views and perceptions to evaluations



 *Policy, standard-setting and/or oversight function*
 *Reporting or provision of information*

M & E in the GEF

PART 2

Role of Country Stakeholders in Project M&E

Two Main Areas Where You Can Participate in Project M&E

- ▶ M&E Plan design and implementation
- ▶ Terminal evaluations



M&E Plan



- ▶ M&E plan by CEO endorsement for FSP and CEO approval for MSP
- ▶ Project logical frameworks should align with GEF focal area results frameworks
- ▶ M&E Plan should include:
 - ▶ SMART indicators
 - ▶ Baseline data for M&E by CEO endorsement
 - ▶ Identification of necessary reviews, e.g. Mid-term Reviews (where required or foreseen) and Terminal Evaluations
 - ▶ Organizational set-up and budget for M&E

Good Practices

Finding: Strong link between good M&E and project outcomes

- ▶ Clearly defined responsibilities for monitoring and evaluation activities
- ▶ Dedicated budget for each M&E component
- ▶ M&E plan designed to provide timely and relevant information
- ▶ M&E plan linked to the project's theory of change
- ▶ Tracking tools integrated into M&E plan

- ▶ Active participation of stakeholders in M&E implementation
- ▶ Stakeholder training in the project M&E system (including those who are supposed to use the findings)
- ▶ Sharing M&E findings with broad groups of stakeholders

What has been your experience in design and implementation of M&E Plans?

Easy or difficult?

What were the best and worst parts?

Lessons learned?

Terminal Evaluations

The **only** source of information on projects

- ▶ Results: Outputs, outcomes and progress towards impact
- ▶ Implementation, execution, and project cycle-related information
- ▶ Project finances including co-financing
- ▶ Recommendations and lessons for the future
- ▶ Reporting at the project portfolio level (APR, AMR)
- ▶ Input to other evaluations, e.g. STAR's performance index

About 1000 terminal evaluations completed so far
Terminal evaluation may be accessed @ http://www.thegef.org/gef/gef_projects_funding
or through PMIS



M & E Policy on Terminal Evaluations

All full-size projects and programs will be evaluated at the end of implementation. Evaluations should:

- ▶ Be independent of project management or reviewed by GEF Agency evaluation unit
- ▶ Apply evaluation norms and standards of the GEF Agency
- ▶ Assess, as a minimum, outputs and outcomes, likelihood of sustainability, compliance with design and implementation
- ▶ Contain basic project data and lessons on the evaluation itself (including TORs)
- ▶ Should be sent to GEF IEO within 12 months of completion of project/program

A Good Terminal Evaluation

- ▶ Evaluator is independent from design team (unbiased)
- ▶ Discusses outcomes and results
- ▶ Consistent and complete in information provided
- ▶ Discusses issues related to project sustainability
- ▶ Provides information on project finance and co-financing
- ▶ Provides information on M&E plan and the use of monitoring information
- ▶ Draws lessons and recommendations based on the project experience

Other qualities

- ▶ Balanced judgment
- ▶ Timely
- ▶ Transparent process

What experiences have you had with Terminal Evaluations?

Good and bad practices?

Useful or not?

Pulling it all together: A CASE STUDY

Group Work: Case Study (20 minutes)

Plenary Report out: 15 minutes

What needs to happen for “effective conservation”
to be achieved?

For Component 3, identify:

- 1) Outcomes, Intermediate Outcomes (post-project), Impacts
- 2) Project effectiveness indicators
- 3) Contextual indicators of success
- 4) Some elements of monitoring and evaluation plan



SMART!!

PART 3

Independent Evaluation in the GEF

GEF Independent Evaluation Office

Mission

- To enhance global environmental benefits through excellence, independence, and partnership in monitoring and evaluation

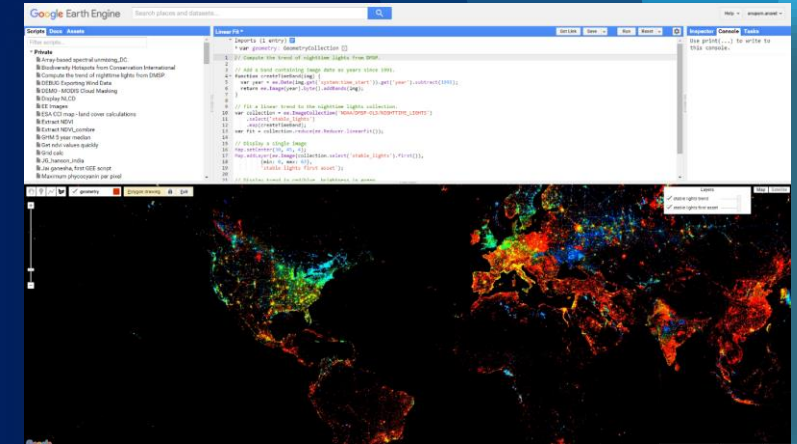
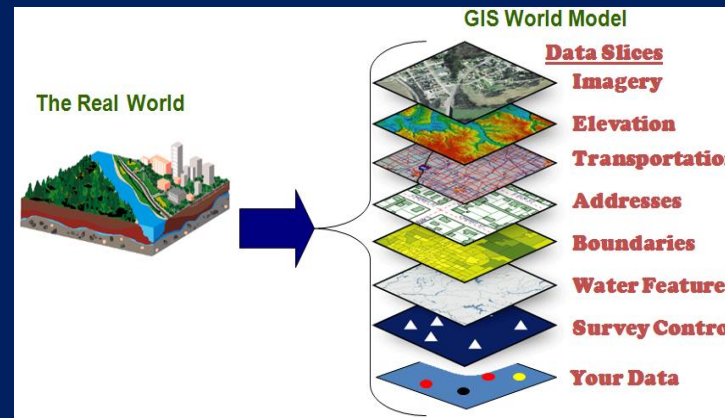
Functions

- Independent evaluation
- Setting of minimum standards (normative)
- Quality control (oversight)
- Knowledge sharing and dissemination

Why is INDEPENDENCE important?

Leading on Methodologies in Environmental Evaluation

- ▶ Quantitative & Qualitative Approaches
 - ▶ Remote Sensing
 - ▶ GIS
 - ▶ Big Data Analytics
-
- ▶ Mainstreaming Gender, Stakeholder Engagement, Resilience, Private Sector



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 Approach
Pilots (IAPs)

IEO Work Program for GEF-6

Addressing Drivers of Global Environmental Change



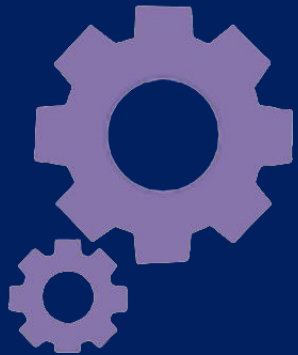
Joint Impact Evaluation of
Protected Areas and Protected
Area Systems



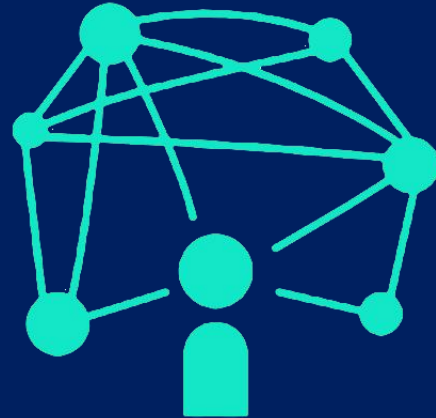
Strategic Country-Level and Cluster
Evaluations

IEO Work Program for GEF-6

Evaluating GEF Performance



Annual
Performance
Report



Evaluating the
Performance of the CSO
Network



LDCF/SCCF Annual
Evaluation Reports

IEO Work Program for GEF-6



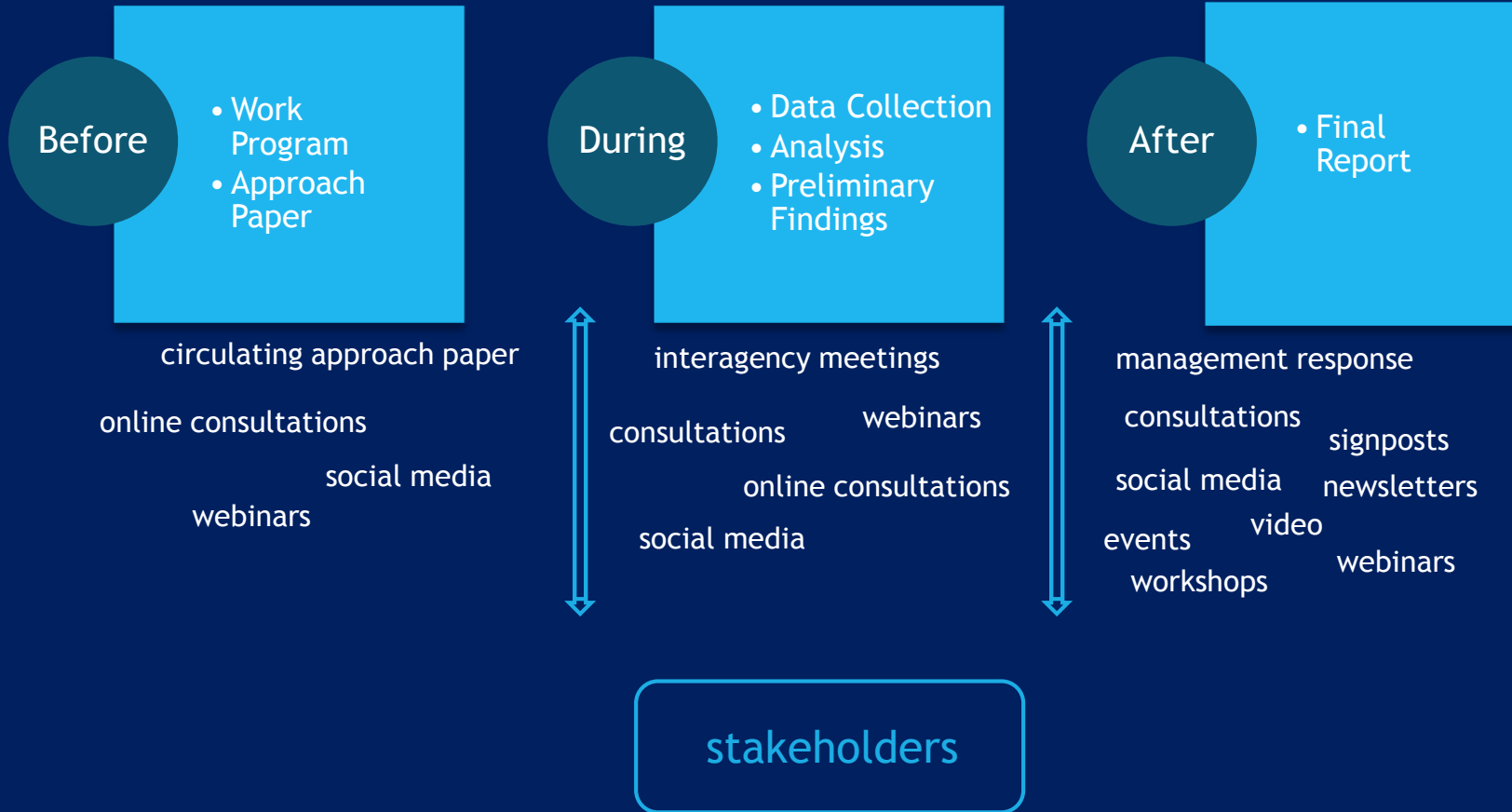
Sixth Comprehensive Evaluation of the GEF: GEF in the Changing Environmental Finance Landscape

PART 4

Role of Country Stakeholders in Independent Evaluation: The Sixth Comprehensive Evaluation of the GEF (OPS6)

GEF IEO Dissemination and Knowledge Management

Sharing and receiving feedback regarding evaluation



Objective of OPS6

To provide inputs to the replenishment process on the extent to which

- ▶ GEF is achieving its objectives
- ▶ GEF support can be improved

Two Reports:

- ▶ **DRAFT report:** at start of replenishment (summer 2017)
A meta-evaluation approach, drawing on existing GEF evaluations
- ▶ **Final report:** end of 2017 or early 2018
Final report will update meta-evaluation and include findings of additional studies

Audience for the 6th Comprehensive

OPS6 audience includes

- ▶ Replenishment group
- ▶ GEF Council
- ▶ Assembly

Findings will be shared with other GEF partners

- ▶ GEF Secretariat
- ▶ STAP
- ▶ GEF Agencies
- ▶ CSO Network
- ▶ Project proponents and others

Key Issues in the Study: PROCESS & IMPACT

- ▶ Trends in **global landscape for environmental finance** and the **relevance and added value** of the GEF, also in view of other funding channels
- ▶ Funding
- ▶ An in-depth look at impact of the **GEF focal area strategies**, including multi-focal area support and programmatic approaches
- ▶ Reform processes (RBM, KM)
- ▶ **Governance of the GEF** and donor performance
- ▶ Trends in country ownership and relevance of GEF's support to country needs, including obligations to conventions
- ▶ Trends in the involvement of stakeholders, the **private sector** and **civil society**
- ▶ **Cross-cutting policies**: gender, participation, results-based management, knowledge-sharing
- ▶ Role of STAP
- ▶ **Health of the GEF Partnership**

Share your perspective!

- ▶ Discuss series of questions in small groups
 - Guidance of the conventions
 - Trends in ownership and country drivenness
 - Trends in performance issues
 - Involvement of civil society and private sector
- ▶ Record comments on provided forms (one per country)
- ▶ Discuss emerging key issues in plenary session

For more information on M&E in the GEF,
check out the *GEF Monitoring & Evaluation
Policy*

Send us your concerns, opinions, and suggestions at:

OPS@thegef.org

An aerial photograph of a coral reef. The water is a deep, dark blue, transitioning to a lighter, turquoise blue as it meets the reef. The reef itself is a complex, brownish-green structure with many small, irregular shapes. A white wake from a boat is visible in the lower-left corner, cutting through the water.

Thank You



gefevaluation@thegef.org
www.gefieo.org