

Neeraj Kumar Negi

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Profile

Evaluator with extensive experience leading assessments of development impact, climate change, and institutional performance, driving improvements in programs and policies. Contributed to developing evaluation guidance for the Global Environment Facility (GEF) and actively mentored emerging evaluators, strengthening their technical skills and professional growth.

Experience

SENIOR EVALUATION OFFICER PROGRAM MANAGER CORPORATE AND CLIMATE EVALUATIONS GLOBAL ENVIRONMENT FACILITY (GEF)| JULY 2012 – PRESENT

I have influenced the GEF's strategies and policies concerning cofinancing, climate change, results-based management, resource allocation, sustainability, self-evaluation systems, and optimization of its activity cycle.

Development Effectiveness and Impact

- **Cofinancing in GEF (2023):** Lead. Evaluation of theory and practice of cofinancing in GEF contributing to revision of the GEF cofinancing policy.
- **Sustainable Cities Program (Ongoing):** Lead. Evaluation of design, implementation & results.
- **Annual Performance Reports (APRs) (2012-present):** Lead. Reports cover over 2400 completed projects, totaling \$10 billion in GEF funding. These reports have enhanced understanding of outcomes, implementation, M&E, and financing of GEF projects. Dataset is publicly shared and widely utilized.
- **Evaluation of Effects of the Covid-19 Pandemic on GEF Activities (2022):** Co-Lead. Evaluated Covid's impact on project implementation and outcomes and assessed effectiveness of adaptive measures. Found decrease in cofinancing and increased use of systems thinking in design.
- **Post-Completion Sustainability (2018, 2021):** Lead. Pioneered portfolio level post-completion sustainability evaluation of GEF projects, leading to mainstreaming of sustainability considerations in project appraisal.
- **GEF Sustainable Transport Portfolio (2019):** Lead. Assessed results of GEF investments in sustainable transport. Evaluation resulted in prioritization of support for capacity development, transport planning, and policy/regulatory measures.
- **Climate Change Mitigation Impact Evaluation (2014):** Co-lead. Evaluated climate change mitigation projects in major emerging economies, prompting increased focus on addressing market change barriers and improving CO2 emission abatement estimation methodologies.

Institutional Systems and Processes

- **Agency Self Evaluation Systems (2021):** Lead. Assessed the effectiveness of self-evaluation systems in providing credible, relevant, and timely information. Strengthened the role of mid-term reviews, knowledge sharing, and information management systems, to support self-evaluation.

- **GEF Portal** (2021): Lead. Assessed the performance of the GEF Portal in supporting project cycle and monitoring activities. Prompted the GEF Secretariat to strengthen the Portal's user feedback process and introduce new features related to auto-alerts.
- **System for Transparent Allocation of Resources** (2013, 2017): Lead. Evaluated the performance-based allocation framework of GEF, resulting in enhancements to flexibility features, exponent weights, and implementation rules within the allocation system.
- **Expansion of GEF Partnership** (2018): Co-Lead. The evaluation assessed the impact of the expansion on GEF programming, operations, perceptions, and behavior. Based on the findings, the GEF Council implemented a moratorium on further expansion of the partnership.
- **Results Monitoring** (2017, 2021, 2024): Evaluated the role, design, implementation, and effectiveness of the GEF results measurement and management system. Prompted the GEF to streamline its system of corporate indicators and upgrade its information management system.
- **Management Action Record (MAR)** (2012-present). Lead. The MAR documents the Management's actions taken in response to GEF IEO recommendations. It is annually presented to the GEF Council, playing a crucial role in fostering accountability and facilitating organizational learning.

Development of Evaluation Guidance

Directed the development of multiple GEF IEO guidelines for evaluating GEF activities, which have been published and extensively adopted across the GEF partnership.

- **Programs** (2022-23): Lead. Pioneered development of guidelines for evaluation of GEF programs.
- **Full Size Projects** (2017, 2023): Lead. Developed and updated guidelines for evaluation of full-size projects.
- **Enabling Activities** (2023): Lead. Pioneered development of guidelines for evaluation of enabling activities.
- **Self-Evaluation Validation** (2012-2023): Lead. Developed and updated guidelines for independent validation of project and program evaluations.

Knowledge Sharing

- **Data Sharing**: Supervised efforts to make terminal evaluations, terminal evaluation validations, and dataset based on validations publicly available at the GEF IEO website.
- **Workshops and Conferences**: Represented GEF IEO in Climate COP, GEF Assembly, Environment and Development Conferences, GEF extended constituency workshops, evaluation network meetings.
- **Supervisor and Reviewer**. Contributed to the execution of several evaluations, including those on Additionality, Risks, Management Action Record, Early Warning Systems, and Medium-Size Projects.

EVALUATION OFFICER | GEF, WORLD BANK GROUP | APRIL 2008 – JUNE 2012

- **Country Portfolio Evaluation – India** (2013): Lead. Evaluated the performance of GEF activities in India and recommended enhancements in knowledge management, along with increased focus on initiatives addressing concerns related to chemicals.
- **Quality at Entry of Arrangements to Measure Development Impacts** (2012): Lead. Developed the review methodology, assembled and led a team of 10 globally recognized subject matter experts, and oversaw the review process. Identified substantial deficiencies in measurement frameworks.
- **Impact Evaluation of South China Sea** (2010-12): Member. Drafted the approach paper and led the study in China evaluating the effectiveness of International Waters interventions in the country.

CONSULTANT | GEF, WORLD BANK GROUP | AUG 2005 – APRIL 2008

- **Joint Evaluation of the Small Grants Programme** (2008): Member. Co-developed the evaluation approach and co-authored the report. Wrote a technical paper comparing the management costs and services of twelve small grant programs.
- **The Mid Term Review of the GEF ‘Resource Allocation Framework (RAF)’** (2008): Member. Analyzed effects of GEF’s performance-based allocation framework on its Small Grants Programme.
- **Annual Performance Report** (2005-2007). Member. Drafted the report in 2006, 2007; conducted analysis for the 2005 report.
- **Incremental Cost Assessment Evaluation** (2006): Member. Conducted a stakeholder survey; conducted a study to assess compliance to the GEF guidance on incremental cost assessment.

CONSULTANT | INTERNATIONAL FINANCE CORPORATION | JUN 2004 – AUG 2004

- **Small and Medium Enterprise**: Conducted market diagnostics for Georgia’s bee keeping industry. Conducted a preliminary assessment for IFC’s investment in the wood processing in Georgia – advised against involvement given the prevalent forest policy related uncertainties.
- **Forest Privatization Policy Options**: Analyzed options for forest privatization in Georgia and prepared a paper discussing these options. Paper was published in a national journal.

FIELD COORDINATOR| VIDHYA BHAWAN – POVERTY ACTION LAB | JUL 2002 – JUL 2003

- **Health Status and Health Care Delivery**: Implemented a field survey led by Nobel Laureates Angus Deaton, Abhijit Banerjee, and Esther Duflo. Co-managed 12 full-time and 130 part-time surveyors. The survey showed that health of the villagers and quality of public health services is poor; and unregulated and unqualified private providers provide the bulk of health care.

PROFESSIONAL ASSOCIATE| SEVA MANDIR| MAY 1998 – JUL 2003

- **Natural Resource Development Associate** (1998-2003): Planned and implemented projects that addressed watershed management, community forestry, pastureland development, and sustainable forestry in Western India.
- **Coordinator Drought Mitigation** (2003): Designed and executed drought mitigation activities, along with its M&E plan. Covered over 10,000 drought affected households in 200 villages in Western India.
- **Coordinator Economic and Ecological Research Network – Rajasthan** (2000-03): Assessed the spread, performance, and impact of the Joint Forest Management (JFM) program in Rajasthan, providing information to the state government to facilitate program improvement.

Education

PHD CANDIDATE IN PUBLIC POLICY| UNIVERSITY OF MARYLAND, USA.

Part time student. Completed course work (3.97/4.0 GPA). Won The Joseph W Rogers Fellowship Award (2018-20).

MASTER’S IN PUBLIC AFFAIRS | 2005 | PRINCETON UNIVERISTY, USA.

Specialization in Economics; Won the Woodrow Wilson School Fellowship, 2003-05

POST GRADUATE DIPLOMA IN FORESTRY MANAGEMENT (MBA) | 1998 | INDIAN INSTITUTE OF FOREST MANAGEMENT, INDIA.

IIFM PGDFM Fellowship, 1996-98; 'All Round Student' Award 1997 & 1998.

BACHELOR OF SCIENCE | 1994 | KUMAUN UNIVERSITY, INDIA.

Cultural Secretary Kumaun University, 1994.

Publications

Papers

- *"Sustainability After Project Completion: Evidence from the GEF"* In Transformational Change for People and the Planet, pp. 43-57. Springer, Cham, 2022. (Lead-author)
- *Cofinancing in Environment and Development: Evidence from the Global Environment Facility*, The World Bank Economic Review, Volume 33, Issue 1, Feb 2019, Pages 41-62, (Co-author)
- *"Methodological Approach of the GEF IEO's Climate Change Mitigation Impact Evaluation: Assessing Progress in Market Change for Reduction of CO₂ Emissions."* In Evaluating Climate Change Action for Sustainable Development, pp. 153-170. Springer, Cham, 2017. (Co-author)
- *"Ghana: Microfinance Investment Environment Profile."* In Woodrow Wilson School of Public and International Affairs. Graduate Policy Workshop Final Reports Fall. 2004. (Co-author)
- *"Impact on livelihoods: Seva Mandir's Integrated Watershed Development Initiative, Udaipur, Rajasthan, India."* in Poverty-Focused Smallholder Water Management: an IWMI research project supported by DFID. Final report document 8 of 9. No. H044010. International Water Management Institute, 2003. (Co-author)
- *Forest Privatization – Policy Options*. Caucasus Environment. No. 3 (8), Tbilisi, Georgia. 2004.
- *"Joint Forest Management in Rajasthan: its spread, performance and impact."* In Joint Forest Management in India: Spread, Performance and Impact: 122. 2004. (Co-author)
- *Purchasing Power – How do People Spend Money Earned in a Drought Relief Program*. Wasteland News, Vol. XVII No. 4. 2002. (Co-author)
- *Implementing Drought Relief Programs: Some Valuable Lessons*. Seva Mandir News Letter. 2002.
- *Forestry in Private Land*. Seva Mandir News Letter. 2001. (Co-author)
- *What makes People Protect Forest*. Wastelands News 16, no. 2 (2001): 27-32. 2001.
- *Community Forest protection in Suali*. Natural Resource Institute, NRI Report No. 2540. 2000.

Reports

- *Results Based Management (RBM) – Evaluations of the Agency Self Evaluation Systems and the GEF Portal*. GEF IEO. 2021.
- *Evaluation of the Expansion of the GEF Partnership*. GEF IEO. 2018.
- *Review of Results-Based Management (RBM) in the GEF*. 2017.
- *Evaluation of the GEF' System for Transparent Allocation of Resources (STAR)*. 2017.
- *Evaluation of the Accreditation Process for Expansion of the GEF Partnership*. GEF IEO. 2015.
- *Climate Change Mitigation Impact Evaluation – GEF Support to Market Change in China, India, Mexico and Russia*. GEF IEO. 2014. (Co-author)
- *Mid Term Evaluation of System for Transparent Allocation of Resources*. GEF IEO. 2014.
- *Mid Term Evaluation of National Portfolio Formulation Exercise program*. GEF IEO. 2014. (Co-author)

- *GEF Country Portfolio Evaluation: India*. GEF EO. 2013.
- *Impact Evaluation: The GEF in the South China Sea and Adjacent Areas*. GEF EO. 2012. (Co-author)
- *Annual Impact Report 2006-09, 2017-2023*. GEF EO.
- *Joint Evaluation of the GEF Small Grants Programme*. GEF EO, 2008. (Co-author)

Skills & Abilities

- Languages: fluent in English and Hindi
- Computer skills: Fluent in various Microsoft Office applications and STATA, and Nvivo.
- Strengths: quantitative and qualitative methods
- Design, implementation, and evaluation of M&E systems for monitoring of development impacts.
- Program and policy evaluation.

Activities and Interests

- Governing board member: Central Himalayan Institute for Nature & Applied Research
- Trained vocalist: Tenor