



# **Delicate Balances in Nature and in Monitoring:**

## **The Coming Together of Rigorous Results Tracking Through Diverse and Flexible Mechanisms**

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# Mission

The Global Environment Facility (GEF) is a mechanism for *international cooperation* for the purpose of providing *new, and additional, grant* and concessional funding to meet the *agreed incremental costs* of measures to achieve agreed *global environmental benefits*





# GEF Focal Areas and Cross-cutting Issues

## Focal Areas

- Biodiversity
- Land Degradation
- International Waters
- Persistent Organic Pollutants
- Ozone Depletion (only countries in transition)
- Climate Change

## Cross-Cutting Issues

- Sustainable Forest Management
- Sound Chemicals Management





# GEF links to the Global Environmental Conventions

- **GEF is the designated “financial mechanism” for the**
  - Convention on Biological Diversity (CBD)
  - Convention on Climate Change (UNFCCC)
  - Stockholm Convention on Persistent Organic Pollutants (POPs)
- **The GEF is a designated mechanism for the**
  - Convention on Combating Desertification (UNCCD)
- **The GEF collaborates closely with other treaties and agreements to reach common goals (International Waters, Montreal Protocol)**





# GEF Organizational Structure

- **GEF Member Countries:**
  - 182
- **GEF Council:**
  - 32 Members. Main governing body of GEF
- **GEF Assembly:**
  - All members represented. Meets every 4 years. Reviews and evaluates policies and operations. Amends Instrument (on Council recommendation)
- **GEF Secretariat:**
  - Headed by CEO. Administrates the Fund. Evaluates and approves projects





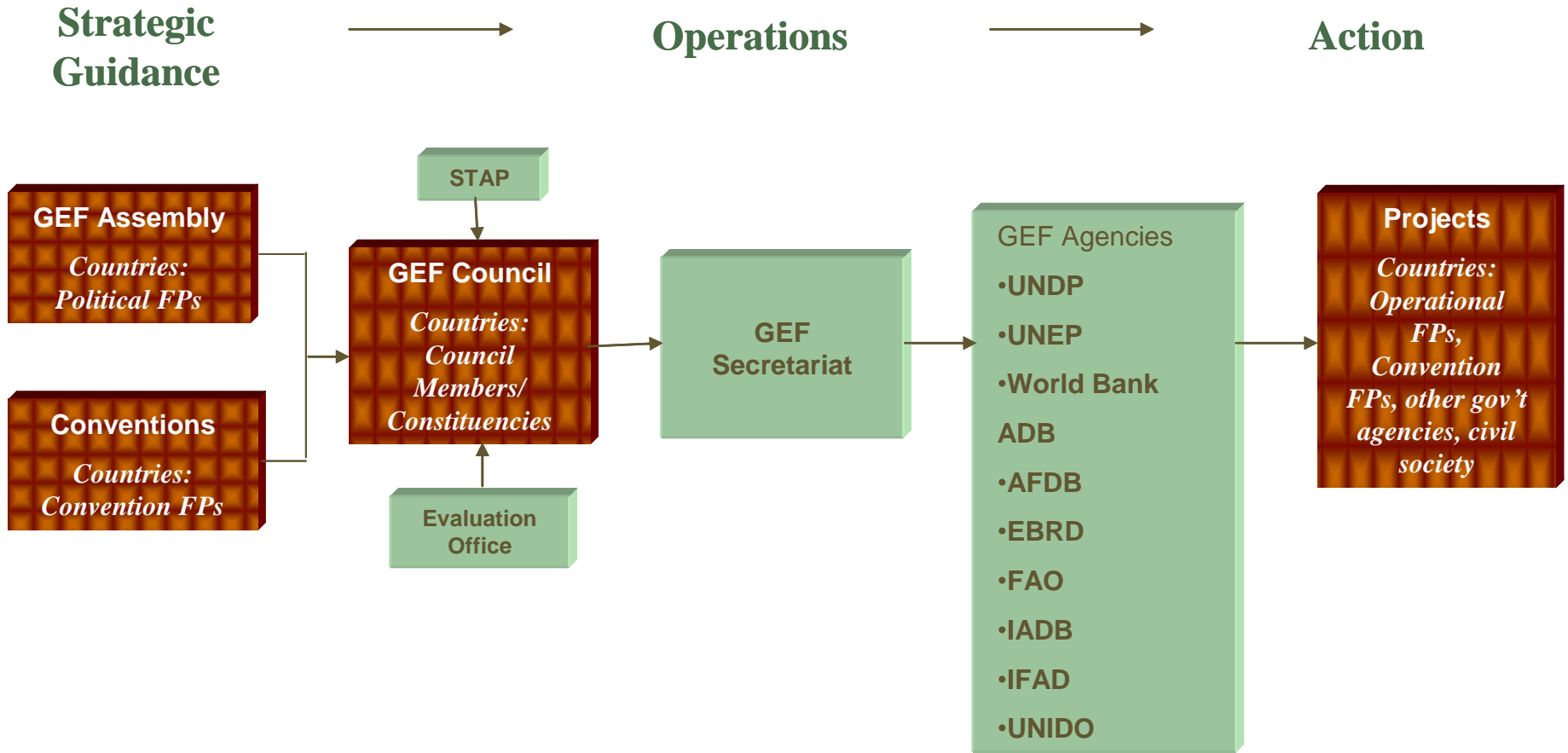
# GEF Organizational Structure

- **GEF Agencies:**
  - Operational work. Accountable to Council for their project activities.
- **Scientific and Technical Advisory Panel (STAP):**
  - Reviews projects and provides advice
- **Evaluation Office:**
  - Reports directly to the Council; Reviews GEF work and evaluates its effectiveness; establishes monitoring and evaluation standards; provides quality control for M&E of Agencies
- **Civil Society Organizations:**
  - Participate at Policy and project level





# GEF Institutional Framework



# GEF Agencies

- UNDP
- UNEP
- World Bank
- FAO
- UNIDO
- IFAD
- ADB
- AfDB
- EBRD
- IDB

**broad primary roles  
identified in the GEF  
*Instrument***

**granted access to GEF resources  
and assigned more definite roles  
based on specific business  
needs of the GEF**



AfDB



European Bank



IDB



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# Challenges for Tracking Results

- Each Agency has own monitoring and evaluation policies and practices
- Measures of success different across different technical areas
- Cost to projects and countries of additional monitoring and evaluation for portfolio
- Data needs often donor driven
- Tendency to ask for more data than will be analyzed or utilized



# Strategy for Monitoring Policy

1. Less is More → work toward receiving quality over quantity
2. Change does not happen over night → working toward meaningful change. Focus on
  - Accurate baseline data
  - Alignment of project level results frameworks (logical frameworks) with GEF's corporate framework
  - Selection of key indicators to track for each focal area
3. Donors requests important but should not drive process



# Lessons Learned for Implementing Results Tracking with Multiple Stakeholders

- It takes time to introduce a new system
- Pick the elements that are most crucial to accurately measure progress toward results → compromise on the rest
- Within each stakeholder group, find and cultivate supporters
- Allow for flexibility and changes to the system
- Give each group a voice and forum to be heard



**Thank you for your attention**



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