

Perspectives from a GEF Implementing Agency

**AEA 2011 Conference
GEF Panel**

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The United Nations System

UN Principal Organs

General Assembly

Security Council

Economic and Social Council

Secretariat

International Court of Justice

Trusteeship Council⁵

NOTES:

¹ UNRWA and UNDIR report only to the General Assembly.

² IAEA reports to the Security Council and the General Assembly.

³ WTO has no reporting obligation to the General Assembly (GA) but contributes on an ad-hoc basis to GA and ECOSOC work inter alia on finance and developmental issues.

⁴ Specialized agencies are autonomous organizations working with the UN and each other through the coordinating machinery of ECOSOC at the intergovernmental level, and through the Chief Executives Board for Coordination (CEB) at the inter-secretariat level. This section is listed in order of establishment of these organizations as specialized agencies of the United Nations.

⁵ The Trusteeship Council suspended operation on 1 November 1994 with the independence of Palau, the last remaining United Nations Trust Territory, on 1 October 1994.

This is not an official document of the United Nations, nor is it intended to be all-inclusive.

Subsidiary Bodies

Main and other sessional committees
Disarmament Commission
Human Rights Council
International Law Commission
Standing committees and ad hoc bodies

Subsidiary Bodies

Counter-terrorism committees
International Criminal Tribunal for Rwanda (ICTR)
International Criminal Tribunal for the former Yugoslavia (ICTY)

Military Staff Committee
Peacekeeping operations and political missions
Sanctions committees (ad hoc)
Standing committees and ad hoc bodies

UN-HABITAT United Nations Human Settlements Programme

UNHCR Office of the United Nations High Commissioner for Refugees

UNICEF United Nations Children's Fund

UNODC United Nations Office on Drugs and Crime

UNRWA¹ United Nations Relief and Works Agency for Palestine Refugees in the Near East

UN-Women United Nations Entity for Gender Equality and the Empowerment of Women

WFP World Food Programme

Research and Training Institutes

UNICRI United Nations Interregional Crime and Justice Research Institute

UNIDIR¹ United Nations Institute for Disarmament Research

UNITAR United Nations Institute for Training and Research

UNRISD United Nations Research Institute for Social Development

UNSSC United Nations System Staff College

UNU United Nations University

Other Entities

UNAIDS Joint United Nations Programme on HIV/AIDS

UNISDR United Nations International Strategy for Disaster Reduction

UNOPS United Nations Office for Project Services

Related Organizations

CTBTO PrepCom Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization

IAEA² International Atomic Energy Agency

OPCW Organisation for the Prohibition of Chemical Weapons

WTO³ World Trade Organization

Advisory Subsidiary Body

UN Peacebuilding Commission

Specialized Agencies⁴

ILO International Labour Organization

FAO Food and Agriculture Organization of the United Nations

UNESCO United Nations Educational, Scientific and Cultural Organization

WHO World Health Organization

World Bank Group

• **IBRD** International Bank for Reconstruction and Development

• **IDA** International Development Association

• **IFC** International Finance Corporation

• **MIGA** Multilateral Investment Guarantee Agency

• **ICSID** International Centre for Settlement of Investment Disputes

IMF International Monetary Fund

ICAO International Civil Aviation Organization

IMO International Maritime Organization

ITU International Telecommunication Union

UPU Universal Postal Union

WMO World Meteorological Organization

WIPO World Intellectual Property Organization

IFAD International Fund for Agricultural Development

UNIDO United Nations Industrial Development Organization

UNWTO World Tourism Organization

Functional Commissions

Crime Prevention and Criminal Justice
Narcotic Drugs
Population and Development
Science and Technology for Development
Social Development
Statistics
Status of Women
Sustainable Development
United Nations Forum on Forests

Regional Commissions

ECA Economic Commission for Africa

ECE Economic Commission for Europe

ECLAC Economic Commission for Latin America and the Caribbean

ESCAP Economic and Social Commission for Asia and the Pacific

ESCWA Economic and Social Commission for Western Asia

Other Bodies

Committee for Development Policy
Committee of Experts on Public Administration
Committee on Non-Governmental Organizations

Permanent Forum on Indigenous Issues

United Nations Group of Experts on Geographical Names

Other sessional and standing committees and expert, ad hoc and related bodies

Departments and Offices

EOSG Executive Office of the Secretary-General

DESA Department of Economic and Social Affairs

DFS Department of Field Support

DGACM Department for General Assembly and Conference Management

DM Department of Management

DPA Department of Political Affairs

DPI Department of Public Information

DPKO Department of Peacekeeping Operations

DSS Department of Safety and Security

OCHA Office for the Coordination of Humanitarian Affairs

OHCHR Office of the United Nations High Commissioner for Human Rights

OIOS Office of Internal Oversight Services

OLA Office of Legal Affairs

OSAA Office of the Special Adviser on Africa

OSRSG/CAAC Office of the Special Representative of the Secretary-General for Children and Armed Conflict

UNODA Office for Disarmament Affairs

UNOG United Nations Office at Geneva

UN-OHRLS Office of the High Representative for the Least Developed Countries, Landlocked Developing States and Small Island Developing States

UNON United Nations Office at Nairobi

UNOV United Nations Office at Vienna

UNDP Strategic Plan 2008 – 2011 (extended to 2013):

4 focus areas:

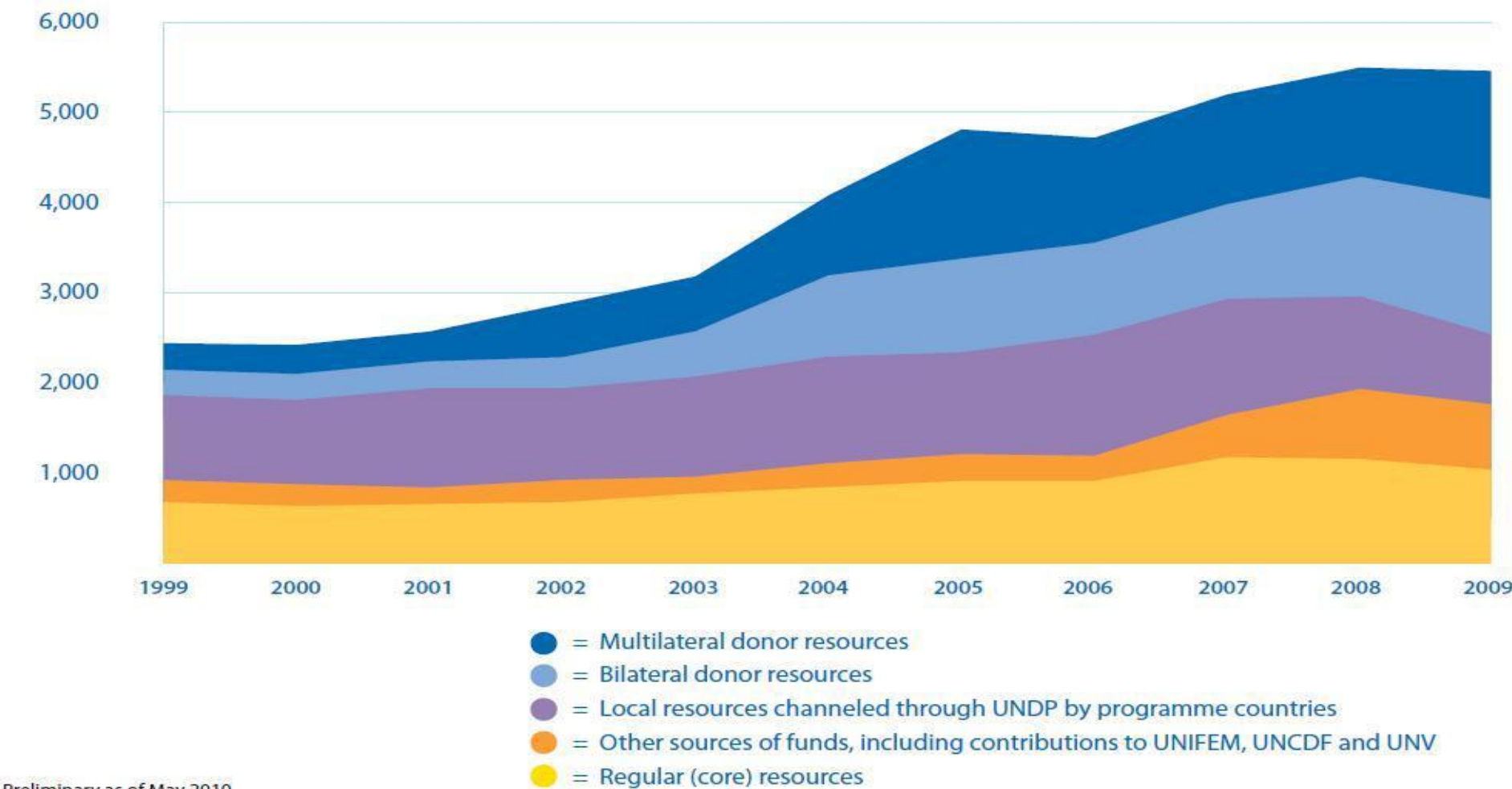
1. Achieve the MDGs and reduce human poverty
 2. Foster democratic governance
 3. Support crisis prevention and recovery
 4. Manage energy and environment for sustainable development
- Additional attention to cross-cutting issues: south-south cooperation, HIV/AIDs, gender

UN Coordination Function:

- Managing the UN Resident Coordinator System for the UN
- Chairing the UN Development Group



CONTRIBUTIONS TO UNDP: 1999-2009
In millions of US dollars



Preliminary as of May 2010
Source: Partnerships Bureau/UNDP

UNDP Evaluation Policies & Guidance

- UNDP EO – independent evaluation function
- Revised Evaluation Policy and guidance in 2010
- Decentralized management across 2 policy bureaus, 5 regional bureaus and 165 country offices
- Evaluation plans required as part of 5 yr country programming cycle



- UNDP Evaluation Resource Centre: <http://erc.undp.org>

UNDP: Evaluating a decentralized organization

	Regional distribution of evaluations in 2009					
countries carrying out evaluations	Africa	Arab States	Asia and Pacific	Europe and CIS	Latin America and Caribbean	Total
	45	18	25	29	24	141
Project evaluation	26	13	37	22	30	128
Outcome evaluations	14	6	5	9	5	39
Other evaluation	7	3	12	2	3	27
Total country-level evaluations	47 (24%)	22 (11%)	54 (28%)	33 (17%)	38 (20%)	194

Each year, UNDP (Evaluation Office + Bureaus and country offices) conducts ≈ 250 evaluations, and hires 300 external consultants. 1/3 of the project evaluations are focused on GEF.

UNDP: 20 years of GEF implementation

UNDP has implemented > 1/3 of the budget from the GEF trust funds since 1991 = \$3.5 billion in grant financing, generating > \$9 billion in co-financing

Source of Funds	Work Programme	Preparatory Assistance	Grand Total
<i>GEF Trust Fund</i>			
Grant	\$3,303,835,146	\$121,910,059	\$3,425,745,205
Co-financing	\$8,512,062,383	\$73,095,573	\$8,585,157,956
<i>Least Developed Countries Fund</i>			
Grant	\$90,494,549	\$2,467,500	\$92,962,049
Co-financing	\$174,221,774	\$1,869,000	\$176,090,774
<i>Special Climate Change Fund</i>			
Grant	\$48,696,673	\$2,474,963	\$51,171,636
Co-financing	\$385,453,906	\$2,352,889	\$387,806,795
Total Grant	\$3,443,026,368	\$126,852,522	\$3,569,878,890
Total Co-financing	\$9,071,738,063	\$77,317,462	\$9,149,055,525

GEF M&E Policy Implementation

- UNDP, UNEP, FAO, UNIDO are all GEF implementing agencies and comply with UN Evaluation Group (**UNEG**) norms and standards. GEF is a UNEG member.
- There is uniform consideration of **Relevance, Effectiveness, Efficiency and Sustainability**.
- It is UNDP policy to adhere to funder M&E requirements when they extend beyond UNDP mandates – consequently UNDP guidance for evaluating UNDP / GEF projects is consistent with GEF policy revisions. **All UNDP/GEF projects get evaluated and rated.**
- **UNDP takes a decentralized evaluation approach:** UNDP country offices commission evaluations for each project, with quality assessment carried out by the UNDP Evaluation Office. Typically 25 to 40 per year (65 for 2011).

GEF / UNDP M&E convergence

- Key aspect of 2010 revision to GEF M&E Policy:
 - Promotes more extensive role of country focal point in commenting on project progress and achievements
 - UNDP is very much in favor and well positioned to carry out this mandate given its extensive country presence and typically close cooperation with national governments
- UNDP EO is making a major effort to support evaluation capacity building at the country level



**International Conference on National
Evaluation Capacities**

12 - 14 September 2011, Johannesburg, South Africa

Continuing Improvements to UNDP/GEF M&E

- Refining focal area baseline setting and tracking systems
 - GEF and the agencies have made major progress in establishing and tracking **SMART** indicators
- Linking GEF projects with UN & UNDP strategic planning:
 - UN Development Assistance Frameworks (**UNDAF**)
 - Attention to **gender**, south-south cooperation, sustainable livelihoods and disaster prevention
- Improving evaluation mechanisms:
 - Better evaluation **TORs** and budgeting
 - Procedural guidelines & checklists
 - Consultant **rosters** & performance feedback
- Feeding evaluation **lessons** back through the system so they get learned

UNDP & GEF EO collaboration on evaluation

- Annual Portfolio Performance
 - Terminal Evaluation Reviews
- Global Programme Reviews
 - UNDP-managed GEF corporate programmes: Small Grants Programme
- Coordinated country-level evaluations
 - UNDP ADRs & GEF Country Portfolio Evaluations
- Impact evaluation
 - (South China Sea, future considerations: climate change, biodiversity)