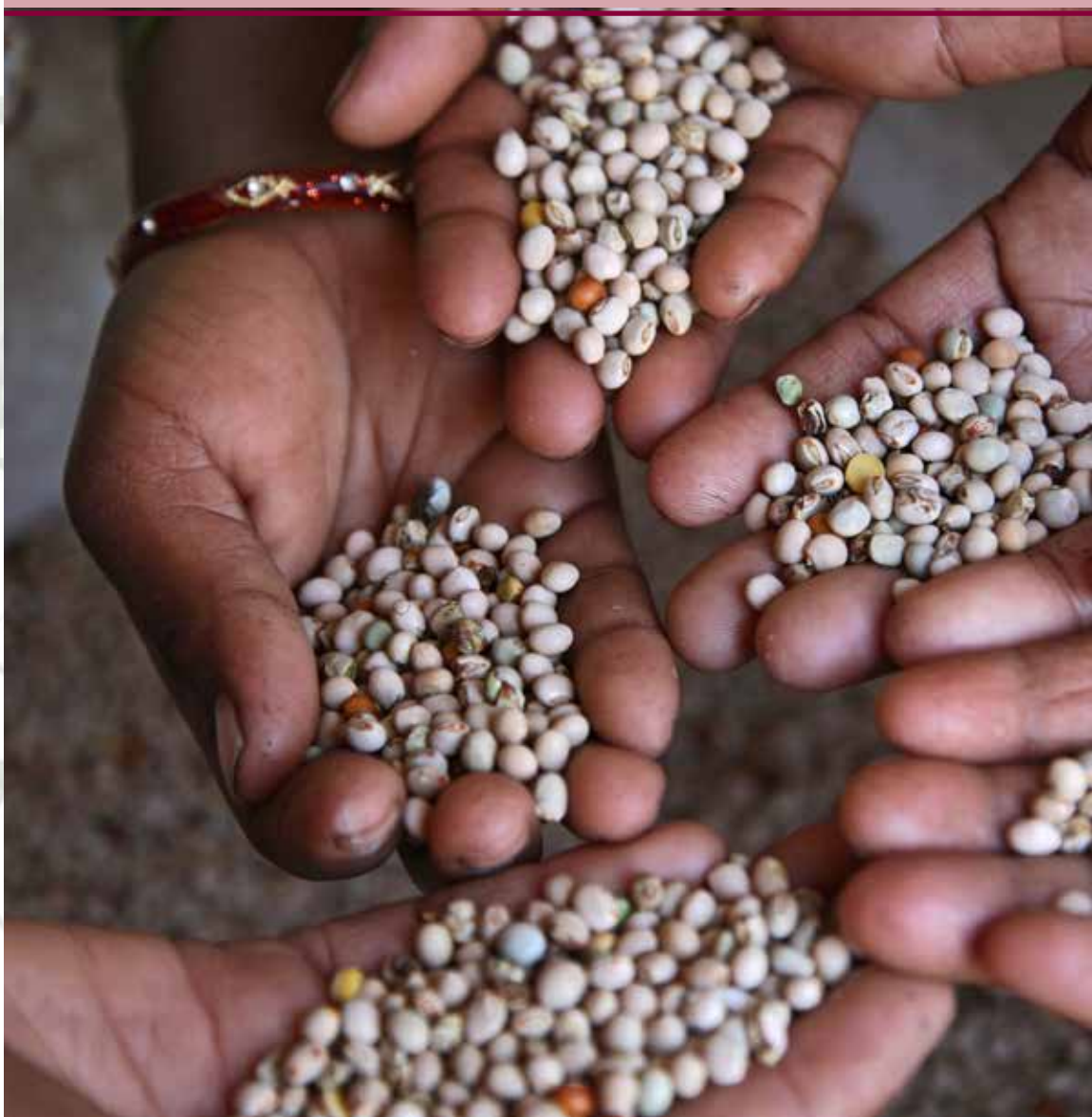


A GEF
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REPORT

GEF Annual Performance Report 2013



GLOBAL ENVIRONMENT FACILITY
INDEPENDENT EVALUATION OFFICE

GEF Annual Performance Report 2013

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Foreword

The Independent Evaluation Office of the Global Environment Facility is pleased to present its 10th Annual Performance Report (APR). The report presents independent assessments of GEF activities on key performance parameters: project outcomes and sustainability, factors affecting attainment of project results, and quality of monitoring and evaluation arrangements.

In its first decade, the APR has been instrumental in improving reporting through terminal evaluations and has contributed to discussions across the partnership on improving the activity cycle, quality of monitoring and evaluation design, quality of supervision, approach to Agency fees, and cofinancing. This report also features two related studies. The first updates the Fifth Overall Performance Study's analysis on time taken by the

GEF-5 (2010–14) projects at different stages of the activity cycle. The second examines the effect of cofinancing on the GEF project cycle.

The preliminary findings of this report were shared with the Secretariat and the Agencies in an interagency meeting held in Washington, D.C., in March 2014. Draft versions of this report were also shared with the Secretariat and the Agencies, and their comments have been addressed in this report. The full report was presented to the GEF Council during its May 2014 meeting.



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The GEF's annual performance reports include important contributions from the evaluation offices of GEF partner Agencies, in particular terminal evaluations and terminal evaluation reviews prepared by these offices. The GEF Independent Evaluation Office appreciates the time and input provided by the GEF Secretariat and partner Agencies during preparation of this report.

Abbreviations

APR	Annual Performance Report	MSP	medium-size project
CEO	Chief Executive Officer	NPFE	National Portfolio Formulation Exercise
FSP	full-size project	OPS	overall performance study
FY	fiscal year	PMIS	Project Management Information System
GEF	Global Environment Facility	SCCF	Special Climate Change Fund
ICR	implementation completion report	SIDS	small island developing states
IEG	Independent Evaluation Group	STAR	System for Transparent Allocation of Resources
M&E	monitoring and evaluation	UNDP	United Nations Development Programme
LDC	least developed country	UNEP	United Nations Environment Programme
LDCF	Least Developed Countries Fund	UNIDO	United Nations Industrial Development Organization
MAR	management action record		

All dollar amounts are U.S. dollars unless otherwise indicated.

1. Background and Main Conclusions

1.1 Background

The Annual Performance Report (APR), prepared by the Independent Evaluation Office of the Global Environment Facility (GEF), provides a detailed overview of the performance of GEF activities and processes, key factors affecting performance, and the quality of monitoring and evaluation (M&E) systems within the GEF partnership. The APR provides GEF Council members, the GEF Secretariat, countries, partner Agencies, and other stakeholders with information on the degree to which GEF activities are meeting their objectives and identifies areas for further improvement.

APR 2013, the 10th APR produced by the GEF Independent Evaluation Office, includes first-time coverage of 160 completed projects—the largest single APR year cohort to date.¹ The large number of projects in the APR 2013 cohort is in part a reflection of a maturing GEF portfolio. When combined with past APR year cohorts, the pool of completed projects for which performance data are available facilitates enhanced reporting of performance trends, including by GEF replenishment phase.

In total, APR 2013 projects account for \$630.8 million in GEF funding and consist of projects for which terminal evaluation reports

have been submitted to the Office from the period October 1, 2012, to December 31, 2013.

As in past years, APR 2013 reports on project outcomes, sustainability of project outcomes, quality of project implementation and execution, trends in cofinancing, trends in project completion extensions, quality of project M&E systems, and quality of terminal evaluation reports. This year's APR also features two substudies, one updating the Fifth Overall Performance Study (OPS5) analysis of time lags related to the Council approval and Chief Executive Officer (CEO) endorsement stages; the other examining the effect of cofinancing on the GEF project cycle.

The findings presented here are based primarily on the evidence and ratings in terminal evaluation reports prepared by GEF Agencies at the time of project completion. Prior to reporting in APRs, all terminal evaluations and ratings are reviewed and validated by the GEF Independent Evaluation Office, the independent evaluation offices of GEF partner Agencies, or both. Since 2009, the Office has adopted the ratings from the evaluation offices of the World Bank, the United Nations Development Programme (UNDP), and the United Nations Environment Programme (UNEP), when available, as past reviews have shown them to be largely consistent with those provided by the GEF Independent Evaluation Office. In other instances, ratings provided by the GEF Independent Evaluation Office are reported.

¹ An APR year cohort is the set of completed projects that have been reported on for the first time in a given APR year.

This year's management action record (MAR) tracks the level of adoption of 30 separate decisions of the GEF Council: 21 that were part of MAR 2012, and 9 new decisions introduced during the November 2013 GEF Council meeting. In addition to the decisions that pertain to the GEF Council, since APR 2012 the Office has tracked adoption of the Least Developed Countries Fund and Special Climate Change Fund (LDCF/SCCF) Council decisions. One decision from that Council's November 2011 meeting is tracked in MAR 2013. The MARs are published separately on the Office [website](#).

The performance matrix, presented in chapter 10, provides a summary of the performance of GEF partner Agencies and the GEF as a whole on key indicators. Of the 10 indicators presented in the matrix, based on the additional information on the APR 2013 cohort, values on 6 of the indicators have been updated.

The draft report of the APR 2013 was shared with the GEF stakeholders to get their feedback on data, analysis, and conclusions presented in this report. Their feedback is reflected in the report.

1.2 Findings and Conclusions

CONCLUSION 1: Seventy-nine percent of projects and 71 percent of funding in projects in the APR 2013 cohort have outcome ratings in the satisfactory range.

To date, 646 completed GEF projects have been rated on overall outcome achievement, based on the extent to which project objectives were

achieved, the relevance of project results to GEF strategies and goals and to country priorities, and the efficiency with which project outcomes were achieved (table 1.1). Key findings of this assessment are as follows:

- Outcome ratings on GEF projects are relatively stable when assessed by GEF replenishment phase (GEF-1 [1995–98] onwards) and by the two most recent four-year APR cohorts, with a little over 80 percent of projects rated in the satisfactory range.
- Between the two most recent four-year APR cohorts, a substantial rise in outcome ratings is seen among UNDP-implemented GEF projects, as is a substantial drop in the ratings of World Bank-implemented GEF projects. In both cases, differences in the share of projects rated moderately satisfactory or higher between four-year APR cohorts is statistically significant at a 95 percent confidence level. As discussed in chapter 3, the decline in ratings among World Bank-implemented projects may be due in part to a change in the Independent Evaluation Group's (IEG's) approach to the application of its ratings criteria for terminal evaluation reviews. The reasons for the increase in outcome ratings on UNDP projects are not well understood.
- Areas that continue to underperform relative to the larger GEF portfolio are projects in African states, small island developing states (SIDS), least developed countries (LDCs), and fragile states.

TABLE 1.1 Outcome Ratings by Number of Projects and Funding

Outcome Rating/Criteria	APR 2005–08 cohorts	APR 2009–12 cohorts	APR 2013 cohort	All cohorts
% of projects with outcomes rated moderately satisfactory or higher	80	86	79	83
% of GEF funding in projects with outcomes rated moderately satisfactory or higher	79	82	71	79
Number of rated projects	205	281	160	646

NOTE: Details may not sum to 100 percent due to rounding.

CONCLUSION 2: Fifty-eight percent of projects in the APR 2013 cohort have sustainability of outcomes ratings of moderately likely or above—similar to the long-term average. Financial and institutional risks continue to be among the most frequently cited threats to sustainability of project outcomes.

To date, 625 completed GEF projects have been rated on their sustainability, based on the perceived threats to sustainability of project outcomes. Key findings of this assessment are as follows:

- Sustainability ratings on GEF projects have remained relatively stable over time, with around 60 percent of projects and funding in projects having sustainability ratings of moderately likely or higher for projects in the past eight APR year cohorts.
- Sustainability ratings for both biodiversity and multifocal area projects are on average lower than for other focal areas. Evidence suggests that, at the global level, threats to biodiversity continue to persist and funding for biodiversity conservation is a constraint. However, the extent to which these may be the reasons for lower sustainability of the outcomes of biodiversity projects needs to be systematically assessed. For multifocal projects, findings are based on a small number of completed projects to date (49).
- For projects with low sustainability ratings (moderately unlikely or below), financial risks are the most frequently cited threat to project sustainability. About 65 percent of project evaluations with low sustainability ratings in the two most recent four-year APR cohorts cite this risk factor as a reason for the project's low sustainability rating. The next most cited risk factors are institutional and sociopolitical threats to sustainability.

CONCLUSION 3: Performance in terms of quality of implementation and quality of execution ratings has remained fairly stable over the long term. Nonetheless, changes in implementation ratings over time are seen among GEF partner Agencies.

To date, 489 completed GEF projects have been rated on quality of implementation, and 484 projects have been rated on quality of execution. Key findings of this assessment are as follows:

- Seventy-eight percent of projects in the APR 2013 cohort have quality of implementation ratings in the satisfactory range—just below the long-term average of 81 percent. Quality of execution ratings are relatively stable over the long term, with 84 percent of rated GEF projects overall having ratings in the satisfactory range.
- The percentage of projects with quality of implementation ratings in the satisfactory range has increased for UNDP and UNEP for the two most recent three-year APR cohorts.² Quality of implementation ratings on World Bank–implemented projects has declined substantially between the two most recent three-year APR cohorts; this difference is statistically significant at a 95 percent confidence level. The reasons for these changes are at present not well understood.

CONCLUSION 4: Over the past eight APR year cohorts, there has been a substantial increase in the ratio of promised and realized (actual) cofinancing to GEF grant in GEF projects.

OPS5 reported a general consensus among key stakeholders in the GEF partnership on the utility of cofinancing, which is seen as helping to bring additional resources to GEF projects, increase country ownership, and increase the likelihood of support for follow-up activities after project closure

²Three-year APR cohorts are used due to the unavailability of implementation ratings for APR cohort years 2007 and earlier.

(GEF IEO 2013b). Tracking the materialization of cofinancing is important, as it provides information on the extent to which partner organizations meet their commitments. Nonmaterialization of cofinancing may hamper implementation of project activities and, in some situations, compromise achievement of project results. Recent figures and trends in cofinancing are as follows:

- The total amount of promised cofinancing per dollar of GEF grant has risen between the two most recent four-year APR cohorts, from \$2.20 to \$4.00 of promised cofinancing. At the same time, the amount of realized cofinancing per dollar of GEF grant has increased from \$2.40 to \$5.00. These figures are in line with trends reported in OPS5.
- The median amount of promised cofinancing per dollar of GEF grant has risen from \$1.30 to \$1.60 between the two most recent four-year APR cohorts. Similarly, the median amount of realized cofinancing per dollar of GEF grant has increased from \$1.30 to \$1.70.
- To date, about 70 percent of completed GEF projects have realized 90 percent or more of their promised cofinancing; about 60 percent of completed GEF projects have realized 100 percent or more of their promised cofinancing. Over the past eight years, the percentage of projects realizing 90 percent or more of promised cofinancing has increased from 68 percent in the APR 2006–09 cohort to 74 percent of projects in the APR 2010–13 cohort.

CONCLUSION 5: While there has been some improvement in timing from proposal submission to Council approval, GEF-5 (2010–14) performance from Council approval to CEO endorsement lags that of GEF-4 (2006–10), and the 18-month standard for this stage is not being met in the majority of instances.

Since the OPS5 analysis of the GEF project cycle, six months of additional data are now available.

Incorporation of additional data mitigates some of the concerns related to cyclical patterns and also significantly increases the number of observations. The Office has used this opportunity to prepare a follow-up to the analysis presented in OPS5. This follow-up aims to ascertain the extent to which findings on the GEF project cycle presented in OPS5 still hold.

The updated analysis confirms the findings and conclusions of OPS5 on project preparation–related project cycle stages (table 1.2). The analysis shows the following:

- Compared to GEF-4, less time is spent during GEF-5 from the first submission of a project identification form (PIF) to its approval by the Council. The median project proposal (50th percentile) took 6.2 months in GEF-5 compared to 7.6 months for GEF-4.
- The updated analysis also confirms that the business standard of 18 months or less from Council approval to CEO endorsement is met for less than half of the projects. Performance for GEF-5 projects has been lower than for GEF-4.
- From the time of first PIF submission, 30 percent of GEF-5 full-size project (FSP) proposals were CEO endorsed within two years, which is a slight improvement over GEF-4. However, when the project's eventual status in terms of CEO endorsement or drop/rejection is taken into account, performance for GEF-5 proposals lags that for GEF-4.
- GEF Secretariat response time shows improvement for CEO endorsement–related submissions but is somewhat slower for PIF submissions.

TABLE 1.2 Time Taken during Different Stages of the Project Appraisal Process

Stage	GEF-5			GEF-4		
	% of project proposals			% of project proposals		
	25	50	75	25	50	75
PIF submission to CEO endorsement (months)	23 (22)	—	—	22	28	43
PIF submission to Council approval (months)	2.9 (2.8)	6.2 (6.3)	13 (17)	4.3	7.6	13.0
PIF submission to clearance (months)	1.2 (1.0)	4.0 (4.2)	9.5 (14.7)	1.0	3.9	12.6
Clearance to Council approval (months)	1.6 (1.6)	1.7 (1.7)	1.9 (1.9)	1.9	2.2	3.4
Response time to PIF submission (work days)	3 (3)	8 (8)	13 (13)	2	6	12
Council approval to CEO endorsement (months)	17.5 (14.7)	20.0 (19.7)	—	12.1	18.1	23.9
Council approval to 1st submission for CEO endorsement (months)	16.1 (12.1)	18.2 (18.0)	—	9.5	13.7	20.3
Back-and-forth for CEO endorsement—i.e., 1st submission for CEO endorsement to CEO endorsement (months)	1.9 (1.9)	3.1 (3.1)	5.2 (5.2)	1.7	2.8	4.8
Response time to CEO endorsement submission (work days)	6 (6)	10 (10)	15 (15)	7	11	22

NOTE: — = not available. Figures reported in OP55 are in parentheses. GEF-5 data are as of February 28, 2014.

CONCLUSION 6: Requests from the Secretariat for increased cofinancing during the project appraisal process leads to an increase in cofinancing, but may also be causing some delays in the project cycle.

During the third meeting of the GEF-6 (2014–18) replenishment in Paris, several participants requested that the GEF Independent Evaluation Office examine the effects of an increased focus on cofinancing on project preparation time. The Office prepared an analysis to address this request. It assessed the effect that requests by the Secretariat for additional cofinancing—made during the PIF review process—have on the level of promised cofinancing, and whether such requests also affect the time spent by project proposals in gaining PIF clearance and Council approval. The analysis shows that efforts to increase the cofinancing of GEF projects may also involve trade-offs in terms of project preparation time.

- During the PIF review process, and for the GEF-5 project proposals covered in the analysis, the Secretariat requested additional cofinancing for 54 percent of the project proposals. In instances where the Secretariat requested more cofinancing in its feedback on a PIF submission,

promised cofinancing for subsequent PIF submission(s) increased on average by 12 percent. Of the proposals for which the Secretariat requested an increase in cofinancing, 73 percent showed an increase in cofinancing. In comparison, cofinancing increased in only 20 percent of the project proposals for which the Secretariat had not requested an increase; after taking into account the instances where it declined, there was no net change in cofinancing for these projects.

- Proposals for which the Secretariat requested an increase in cofinancing took, on average, 38 more days for PIF clearance (and 43 more days for Council approval) (table 1.3). The net difference does not take into account other factors that may be affecting the time taken from first PIF submission to PIF clearance (and to Council approval). Once other factors are controlled for, the estimates derived using linear models show that the Secretariat's requests for more cofinancing leads to a PIF spending 20–40 additional days in the project cycle. When tracking those projects whose promised cofinancing actually increased from PIF first submission

TABLE 1.3 Effect of Secretariat Request for Additional Cofinancing on Time from PIF First Submission to Council Approval

Request for increase in cofinancing	Number of projects	Average number of days taken	Average number of PIF submissions made
No comment to increase cofinancing	143	151 (94)	2.1
With comment to increase cofinancing ^a	166	194 (132)	2.7
Net difference	n.a.	43 (38)	0.6

NOTE: n.a. = not applicable. Figures for PIF clearance are in parentheses.

a. With any comment requesting an increase in cofinancing on any PIF submission.

to PIF approval, the multilinear regression models show that the estimated effect in terms of additional time for PIF clearance is about 60–80 days.

- Project proposals in the chemicals focal area appear to have undergone greater scrutiny regarding level of cofinancing.³

In addition to the effects captured in the analysis presented above, it is likely that in response to the Secretariat's focus on increasing cofinancing, project proponents and partner Agencies may be spending additional effort raising cofinancing before first submission of the PIF. Given that the analysis does not capture this period, it may underreport the effect cofinancing has on the GEF project cycle.

CONCLUSION 7: Around two-thirds of completed GEF projects have satisfactory ratings on M&E design and/or M&E implementation. Ratings on M&E implementation for World Bank GEF projects have fallen considerably between the two most recent four-year APR cohorts.

Despite the consensus among GEF partners on the importance of high-quality M&E systems, translating these aspirations into practice remains a challenge. Findings from an assessment of the 575

completed projects with M&E design ratings and 537 projects with M&E implementation ratings include the following:

- Around 65 percent of completed projects have satisfactory ratings on M&E design and an equal percentage with satisfactory ratings on M&E implementation. These figures are relatively stable from GEF-2 (1999–2002) onwards.
- M&E implementation ratings have moved up considerably for UNDP between the two most recent four-year APR cohorts—from 59 percent to 72 percent of projects with ratings in the satisfactory range. The difference in ratings for UNDP projects is statistically significant at a 90 percent confidence level. Between the same two four-year APR cohorts, M&E implementation ratings for World Bank GEF projects have declined substantially, from 77 percent to 50 percent of projects; the difference is statistically significant at a 95 percent confidence level. The reasons for this decline are not well understood.
- A desk review of completed GEF projects with highly satisfactory M&E ratings reveals some common attributes. Projects with highly satisfactory M&E design all had detailed M&E plans with clearly defined responsibilities for monitoring and a dedicated M&E budget, and made M&E systems integral to the project's overall design. These projects also made provisions for the active participation of stakeholders in M&E

³ The chemicals focal area consists of projects in the persistent organic pollutants focal area and the ozone layer depletion focal area; beginning in GEF-4, these have been grouped together in a single GEF focal area.

implementation. Projects with highly satisfactory M&E implementation ratings made provisions for the training of stakeholders on the project's M&E systems, and found ways to share M&E findings with a broad array of project stakeholders.

CONCLUSION 8: Since 2005, ratings on the quality of project terminal evaluations have been stable, with a little over 80 percent of project evaluations rated in the satisfactory range.

Terminal evaluation reports provide one of the principle ways by which the GEF Independent Evaluation Office, the GEF Secretariat, the GEF Agencies, and other stakeholders are able to assess the performance of GEF projects. This assessment facilitates continued learning and adaptation throughout the GEF partnership. The integrity and quality of terminal evaluations is therefore essential to the validity of any findings that may arise from analysis of terminal evaluations. The GEF Independent Evaluation Office has been reporting on the quality of terminal evaluations since APR 2004.

- The quality of 79 percent of the terminal evaluations of the projects included in the APR 2013 cohort was rated in the satisfactory range.
- Analysis based on year of terminal evaluation preparation does not show any emerging trend.
- Two aspects of terminal evaluation reporting that have on average received substantially lower ratings are reporting on project financing and reporting on M&E systems. When considering all rated terminal evaluations completed within the last eight years, the percentage of terminal evaluations with satisfactory ratings on financial reporting and M&E systems is 67 percent and 63 percent, respectively, compared to 84 percent for reporting along other dimensions. The difference in ratings for both reporting dimensions is statistically significant at a 95 percent confidence level.

PERFORMANCE MATRIX

The performance matrix provides a summary of the performance of GEF partner Agencies and the GEF as a whole on key indicators. These indicators include outcome ratings, duration of project extension, and realization of cofinancing.

Between the two most recent four-year APR cohorts, there has been a substantial decline in the percentage of projects requiring extensions of more than two years. For the GEF as a whole, the percentage declined from 38 percent to 11 percent; for UNDP, from 65 percent to 9 percent; for UNEP, from 24 percent to 16 percent; and for the World Bank, from 20 percent to 7 percent. This shows that GEF Agencies are becoming timelier in completion of project activities.

Between the two most recent four-year APR cohorts, the percentage of realized cofinancing has increased substantially for both UNDP and World Bank projects. The amount of realized cofinancing per dollar of GEF grant for all UNDP-implemented projects rose from \$2.80 to \$5.70 during this time; it rose from \$2.50 to \$6.60 for all World Bank-implemented projects. For UNEP, the growth in realized cofinancing per dollar of GEF grant was smaller, from \$1.60 to \$1.70.

Similarly, between the two most recent four-year APR cohorts, there has been a rise in the percentage of promised cofinancing realized among the same partner Agencies. For UNDP, the percentage increased from 130 percent to 190 percent; for UNEP, from 113 percent to 118 percent; and for the World Bank, from 91 percent to 101 percent.

MAR FINDINGS

Of the 30 GEF Council decisions tracked in MAR 2013, the GEF Independent Evaluation Office was able to verify management's actions on 27. Five decisions tracked in MAR 2013 will be graduated due to high levels of adoption as rated by management and verified by the GEF Independent Evaluation Office. In addition, five decisions tracked

in MAR 2013 will be retired for various reasons including ongoing concerns that prevent full adoption of the Council decision (Agency fees); or that the recommendations are found in other, more recent, tracked evaluations (OPS5); or that these decisions are being addressed through larger efforts (refining the GEF results-based management system for GEF-6).

Overall, management has been very responsive to Council decisions, as evidenced by the large number of decisions that have been graduated due to substantial or high levels of adoption throughout the partnership. Of the 120 Council decisions tracked since commencement of the MAR in 2006, 71 (59 percent) have been graduated due to high or substantial levels of adoption, while an additional 25 (21 percent) have been retired—typically because the Council decisions are no longer relevant.

There has been significant progress in adoption of decisions based on the recent evaluations:

- The Midterm Evaluation of the System for Transparent Allocation of Resources (STAR) led to three Council decisions. These decisions called for increasing the country flexibility in using STAR resources across focal areas, specification of better indicators and updating of data, and fine-tuning of STAR implementation processes. The proposal on the STAR for GEF-6 that is being developed by the Secretariat extends full flexibility to additional countries and increases the level of flexibility for countries with marginal flexibility. The Secretariat has also updated the data for several indicators that constitute the Global Benefits and Global Performance Indexes. It is proposing minor modifications in the indexes so they may be improved further. The Secretariat has undertaken several measures to fine-tune the STAR implementation process as well. These include putting in place a system for STAR allocations by two different staff members and reconciliation of the independently derived results, and

fixing the problems in calculations noted in the midterm evaluation. It is likely that, at the end of the process for preparation of STAR proposals, adoption of all the Council decisions based on the evaluation would be high.

- The Midterm Evaluation of the National Portfolio Formulation Exercise (NPFE) led to four Council decisions. These decisions called for continuation of NPFE support in GEF-6, use of the balance of the funds allocated to the NPFE program to help countries conduct NPFEs for GEF-6, inclusion of capacity development initiatives in final replenishment proposals for a comprehensive understanding of the GEF among partners and stakeholders at the country level, and updating of NPFE guidelines to address country information. Overall progress on adoption of these four decisions has been high, with the exception of updating NPFE guidance; the Office finds that the changes made to NPFE guidance documents do not adequately meet country programming information needs on topics such as eligibility criteria, cofinancing expectations, and funding modalities.

Management and the GEF Independent Evaluation Office are in agreement on the level of adoption for 18 of the 30 decisions tracked in the 2013 MAR. For two decisions, the Office rating is higher than management's. For another three decisions, the Office is unable to verify ratings because proposals need additional time to be developed. Excluding those three decisions, the level of agreement between management and the Office is 67 percent—in line with that found in MARs from the past three years.

1.3 Issues for the Future

CONSISTENCY OF GEF AND AGENCY EVALUATION OFFICE RATINGS

In recent years, a drop in the outcome ratings of GEF World Bank projects has been observed. On the other hand, there has been an increase in the outcome ratings of UNDP projects. At the overall portfolio level, ratings have remained more or less the same.

Since 2009, for those GEF projects for which terminal evaluations have been reviewed by the World Bank IEG, the GEF Independent Evaluation Office has adopted the IEG ratings. It should be noted that the IEG does not review terminal evaluations for medium-size projects (MSPs) or for FSPs with funding below the IEG review threshold. The sudden drop in outcome ratings for World Bank–implemented projects is puzzling and a cause for concern. The IEG’s 2014 review examining the World Bank Group’s partnership with the GEF explores some plausible explanations for a decline in the quality of the Bank’s GEF portfolio. The IEG review indicates that the performance of GEF projects implemented by the World Bank may have declined for a variety of reasons including low project fees, inconsistent information systems across the partnership, and changes in the roles of the GEF partner Agencies and the Secretariat with respect to preparation of GEF policy and strategy documents (IEG 2013).

Of these reasons, reduction in project fees may be more directly related to project performance. However, the effects of this reduction are likely to be discernible after a considerable time lag, rather than immediately. Furthermore, during the same period when IEG terminal evaluation review ratings on project outcomes show a decline, the ratings contained in the reviewed terminal evaluations themselves have remained stable. In its communications with the GEF Independent

Evaluation Office, the IEG has acknowledged that it has become more stringent in its application of outcome ratings criteria. While this could by itself explain the observed drop in outcome ratings, other categories of environmental projects in the World Bank portfolio have not shown a similar pattern. The Office will attempt to better understand the reasons behind the evident pattern and, when required, will take steps to ensure greater consistency in reporting of outcome ratings.

INCREASING COVERAGE OF EARLIER GEF PHASES

When the GEF Independent Evaluation Office presented its first APR (APR 2004) in 2005, it restricted its reporting to those projects that were completed in 2002 or later. By adopting 2002 as a threshold, the Office was able to give a realistic cut-off to the Agencies so they could comply with the terminal evaluation preparation requirement. At that point, terminal evaluations had not been prepared for many of the completed projects, and there was resistance to reporting on tracking compliance for projects that had been completed before the start of GEF-3 (2003–06). The 2002 threshold is still observed in the APRs for reporting on results of completed projects.

A drawback of this restriction is that projects that were approved in the pilot phase and GEF-1 are underrepresented in the reporting on completed projects. Fortunately, in the past 10 years, terminal evaluations for many projects that were completed before 2002 have now become available. The Office estimates that by including the already available terminal evaluation reports for projects completed before 2002, it will be able to increase its coverage of completed projects for the pilot phase from 11 percent to 77 percent and for GEF-1 from 44 percent to 68 percent of the approved projects for that period. During the next fiscal year (FY), the Office intends to undertake terminal evaluation reviews for the projects completed before 2002.

FINALIZING TERMINAL EVALUATION GUIDELINES

Work on developing terminal evaluation guidelines continued during the reporting period. These guidelines are being developed in consultation with the GEF Agencies and the Secretariat. Several rounds of consultation have taken place. Compared to the existing guidelines, the revised terminal evaluation guidelines substantively cover issues related to impact reporting. The guidance is expected to be finalized in the next reporting period.

REPORTING ON PROGRAMS

The overall objective of the GEF's programmatic approach is "to secure larger-scale and sustained impact on the global environment through integrating global environmental objectives into national or regional strategies and plans using partnerships" (GEF 2008). The programmatic approach supplements the GEF's project-based approach and involves a series of interlinked projects. Although the GEF has supported various activities with programmatic characteristics, support for programmatic approaches received a big push in 2008 when the GEF Council endorsed the approach outlined in the Council paper on programmatic approach. While most of the programs that have been approved so far are still under

implementation or preparation, some are expected to be completed soon. The Office will keep track of these programs and report on them as their terminal evaluations become available.

STREAMLINING THE MAR PROCESS

The GEF Independent Evaluation Office has been facilitating preparation of the MAR since the Council's decision in November 2005. The Office developed the MAR format and procedures through a consultative process with the Secretariat and the Agencies. Reporting on the MAR is now nine years old. Although there have been minor modifications in format and rating scale, the overall approach has remained the same. It involves considerable duplication of effort where progress on a Council decision is difficult to track on a regular basis. This is especially true when Council decisions indicate a general direction for efforts without specifying concrete actions that may be tracked regularly. There is also a need to phase out decisions from the MAR so that those that are most relevant and important continue to receive management's attention. The Office will undertake a consultative exercise to identify ways in which the MAR process may be streamlined so as to increase its utility to GEF stakeholders.

2. Scope and Methodology

2.1 Scope

The APR provides a detailed overview of the performance of GEF projects and funding, as well as analysis of some of the key factors affecting performance. APR 2013 includes the following:

- **An overview of the extent to which GEF projects and funding are achieving desired outcomes (chapter 3).** The assessment provided covers 646 completed projects within the APR 2005–13 cohorts for which ratings on overall project outcomes are available. Also presented are ratings on the sustainability of project outcomes and an assessment of the risks to project sustainability.
- **Analysis of factors affecting project outcomes (chapter 4).** Factors covered include quality of project implementation and execution, and trends in cofinancing of GEF projects.
- **Time lags in project preparation (chapter 5).** The chapter presents an update of the OPS5 project cycle analysis for the Council approval and CEO endorsement stages. The aim is to assess the extent to which OPS5 findings still hold.
- **Effect of cofinancing on the project cycle (chapter 6).** The chapter presents an assessment of the effects on the project cycle of the GEF's focus on increasing cofinancing.
- **Quality of M&E design and implementation (chapter 7).** Ratings on quality of M&E design and M&E implementation are presented. Ratings are available from APR year 2006 onwards.
- **Quality of terminal evaluation reports (chapter 8).** The chapter presents an assessment of the quality of terminal evaluation reports submitted by the GEF Agencies to the GEF Independent Evaluation Office. Trends in overall quality of reporting, as well as trends in reporting along individual performance dimensions, are presented, based on the year in which terminal evaluation reports were completed.
- **The MAR (chapter 9).** The MAR, which assesses the degree to which relevant GEF Council decisions based on GEF Independent Evaluation Office recommendations have been adopted by GEF management, is presented in this chapter, along with decisions of the LDCF/SCCF Council which the Office has tracked since APR 2012. Thirty separate GEF Council decisions are tracked in MAR 2013: 21 that were part of MAR 2012, and 9 decisions that appear for the first time. A single decision from the LDCF/SCCF Council is tracked.
- **Performance matrix (chapter 10).** The performance matrix, which has been reported on since APR 2007, provides a summary of GEF Agency performance on key indicators. Ten indicators are tracked in the matrix included in APR

2013. Based on additional information for the APR 2013 cohort, values on six of the indicators have been updated.

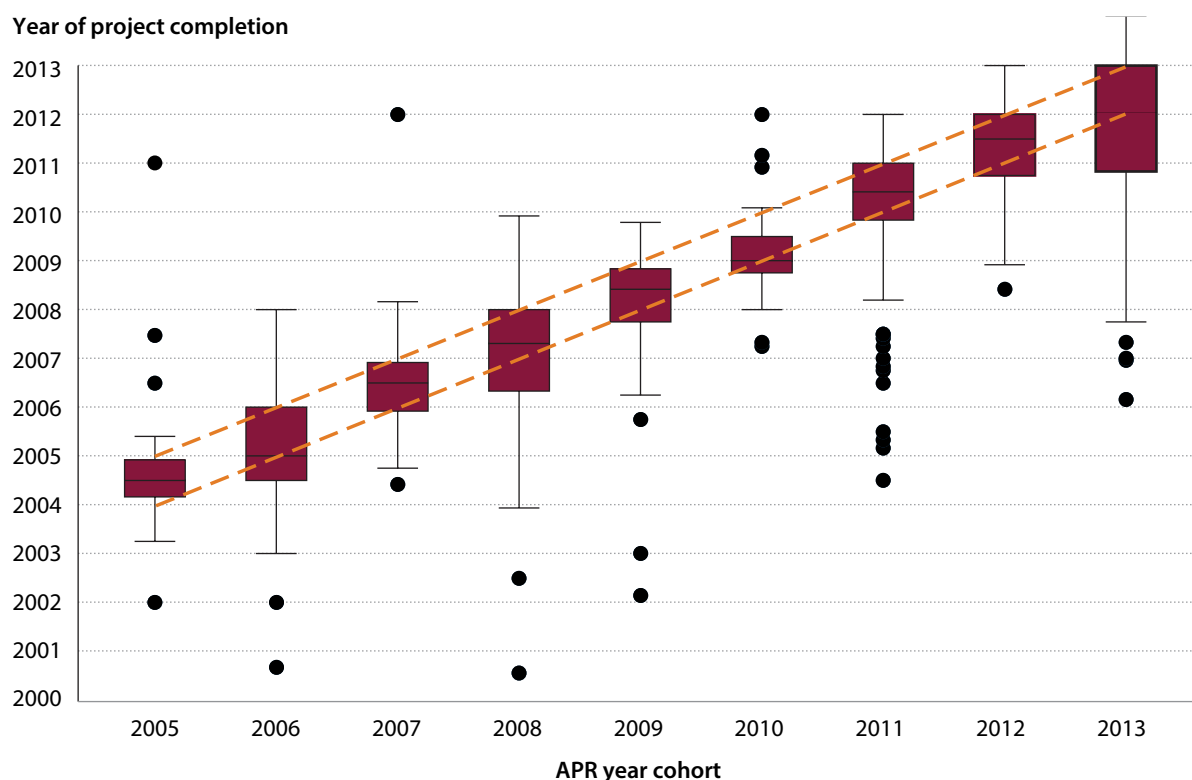
2.2 Formation and Use of APR Year Cohorts

Throughout this report are many instances where project ratings have been aggregated and assessed on the basis of what are termed “APR year cohorts.” An APR year cohort is the set of completed projects that have been reported on for the first time in a given APR year. These are completed projects for which (1) terminal evaluations have been prepared and submitted to the GEF Independent Evaluation Office, (2) the terminal evaluations have

subsequently undergone an independent review (see [section 2.3](#)), and (3) both the terminal evaluation and terminal evaluation review have taken place in time for reporting in the APR.

On average, later APR year cohorts tend to include projects that were completed more recently; however, the APR year should not be confused with year of project completion. Within adjacent APR year cohorts—and even nonadjacent cohorts—are many projects that were completed during the same year. Figure 2.1 shows the distribution of projects by year of project completion among each of the nine APR year cohorts to date. As can be seen, APR year cohorts vary with respect to the range of project completion years covered therein, and a large degree of overlap of project

FIGURE 2.1 Distribution of Projects by Year of Project Completion and APR Year Cohort



NOTE: Each box plot shows the distribution of project completion years within a single APR year cohort. The central box spans the first and third quartiles, the median value is indicated by a line in the box, and lines extend out from the box to the smallest and largest observations. Outliers with values more than 1.5 times the interquartile range are shown as dots. To provide an indication of the span in project completion years contained in each APR cohort, the orange dotted line shows a one-year spread containing all projects that were completed in the year prior to the APR year.

completion years exists among APR year cohorts. Because of the tendency for later APR year cohorts to include more recently completed projects, APR year-based cohorts provide a reasonable proxy for project completion year.

One of the aims of terminal evaluation reviews is to facilitate tracking of trends in performance. However, to be able to detect these trends, the point in or period of time taken as a basis for analysis should be directly linked to the period in which performance actually takes place. In the case of GEF projects, the actions or events that affect outcome and sustainability ratings occur from the point a project is conceived until the point its implementation is complete. Both year of project completion and year of terminal evaluation submission occur after the action or events that affect performance; therefore, there is always a chance that they may be affected (i.e., advanced or delayed) by project performance. Both year of project completion and year of terminal evaluation submission are thus at best proxies for the period when the actions or events that affect project performance take place.

The year of project completion is technically a better proxy than year of terminal evaluation submission, as it is closer to the period when the actions or events that affect performance occur. In comparison, differences across projects in terms of time lag involved from project completion to submission of terminal evaluation introduce a noise in an analysis based on submission dates. Despite the technical advantage that year of completion provides, the data for more recent years are generally incomplete given the variations in the time lag involved in submission of terminal evaluations. The GEF Independent Evaluation Office has used year of terminal evaluation submission as a basis for reporting because of the simplicity of the approach and to ensure that the data for any given cohort are comparable across APRs. Nonetheless, the Office will continue using completion years as a basis where it is directly and more immediately

linked with actual performance during the period—for example, for quality of terminal evaluation reports, year of terminal evaluation completion is used as the basis for reporting.

2.3 APR 2013 Cohort

In all, 160 projects, totaling \$630.8 million in GEF funding, are covered for the first time in APR 2013. These are projects for which terminal evaluations were submitted to the GEF Independent Evaluation Office between October 1, 2012, and December 31, 2013; the respective terminal evaluations have undergone a subsequent independent review, either by the Office or by the independent evaluation offices of UNDP, UNEP, or the World Bank. A complete list of the 160 projects that comprise the APR 2013 cohort is in annex A. To assess any trends in performance, the performance of cohorts reported on in prior APR years is included as well.

Table 2.1 presents an overview of the APR 2013 and APR 2005–12 cohorts, in terms of focal area and regional composition, GEF Agency representation, and GEF phase.¹ Together, these nine APR year cohorts comprise all of the 651 completed projects currently covered in APRs.

2.4 Coverage of GEF Replenishment Phases

The number of completed projects that are covered in APRs continues to grow with each subsequent APR. The expanded pool of projects—651 to date—facilitates enhanced reporting of any trends in performance, including by GEF replenishment phase. At the same time, there are currently large gaps in coverage of most GEF phases. This limited coverage, particularly of the pilot and GEF-4 phases, cautions against drawing any early conclusions based on performance data from these phase cohorts.

¹ For a description of the GEF regions used in this report, see [annex E](#).

TABLE 2.1 Composition of the APR 2005–12 and APR 2013 Cohorts, and All Cohorts to Date

Criterion	APR 2005–12			APR 2013			All cohorts			
	No. of projects	Funding (mil. \$)	Funding (%)	No. of projects	Funding (mil. \$)	Funding (%)	No. of projects	Projects (%)	Funding (mil. \$)	Funding (%)
Total	491	2,078.5		160	630.8		651			
With outcome ratings	486	2,073.1		160	630.8		646			
Focal area ^a										
Biodiversity	242	942.9	45	56	181.4	29	298	46	1,124.3	42
Chemicals ^b	17	113.8	5	8	22.5	4	25	4	136.3	5
Climate change	116	528.6	25	45	196.3	31	161	25	724.9	27
International waters	58	387.5	19	17	114.3	18	75	12	501.8	19
Land degradation	21	27.4	1	13	38.1	6	34	5	65.5	2
Multifocal	32	72.9	4	21	78.1	12	53	8	151.0	6
Region ^a										
Africa	102	395.4	19	38	211.8	34	140	22	607.2	22
Asia	113	473.4	23	41	195.6	31	154	24	669.0	25
ECA	108	425.0	21	37	91.3	14	145	22	516.3	19
LAC	114	565.4	27	25	74.9	12	139	22	640.3	24
Global	49	213.8	10	19	57.2	9	68	11	271.0	10
GEF Agency ^a										
UNDP	228	750.1	36	73	163.9	26	301	47	914.0	34
UNEP	68	198.4	10	24	71.2	11	92	14	269.7	10
World Bank	165	963.8	46	47	308.9	49	212	33	1,272.8	47
Other	8	27.3	1	13	31.8	5	21	3	59.2	2
Joint	17	133.4	6	3	54.8	9	20	3	188.2	7
GEF phase ^a										
Pilot	12	99.2	5	0	0	n.a.	12	2	99.2	4
GEF-1	67	555.8	27	0	0	n.a.	67	10	555.8	21
GEF-2	202	899.9	43	21	166.9	26	223	35	1,066.8	39
GEF-3	176	477.6	23	87	388.8	62	263	41	866.4	32
GEF-4	29	40.5	2	50	73.4	12	79	12	113.9	4
GEF-5	0	0	n.a.	2	1.7	<1	2	<1	1.7	<1

NOTE: n.a. = not applicable. ECA = Europe and Central Asia; LAC = Latin America and the Caribbean.

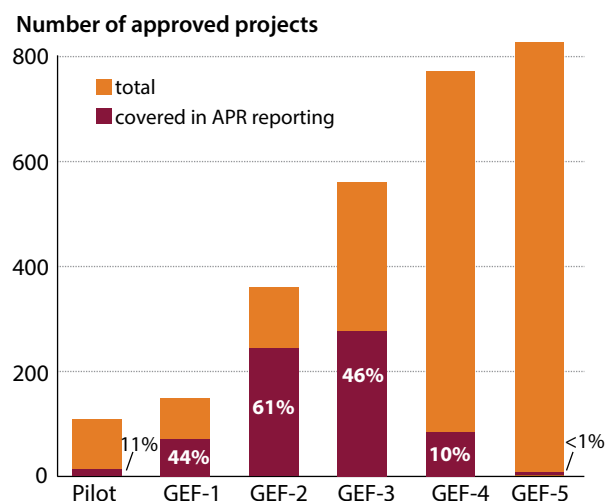
a. Describes only the 646 projects with outcome ratings, as these are the projects on which performance is primarily compared in the analysis contained herein.

b. Consists of projects in the persistent organic pollutants focal area and the ozone layer depletion focal area; beginning in GEF-4, these have been grouped together in a single GEF focal area.

Figure 2.2 shows the percentage coverage of GEF replenishment phases to date in APR 2013. The top of each orange bar indicates the total number of projects meeting the threshold for APR review (see [section 2.5](#)). As shown, both the pilot phase and GEF-4

currently have very limited coverage in APR 2013: 11 percent and 10 percent, respectively. Coverage of GEF-2 is highest, at 61 percent; coverage for both GEF-1 and GEF-3 is around 45 percent. To date, only two projects from GEF-5 are covered in APR 2013.

FIGURE 2.2 Coverage of Approved Projects in GEF APRs to Date, by GEF Phase



NOTE: Includes APR 2013 cohort; excludes enabling activities < \$0.5 million and the Small Grants Programme. The number of approved projects from GEF-5 (as of March 1, 2014) is incomplete.

2.5 Methodology

Reporting on project outcomes and sustainability, factors affecting outcomes, quality of M&E, and quality of terminal evaluations—as covered in chapters 3, 4, 7, and 8, respectively—is based on analysis of the ratings and information provided in terminal evaluations first reviewed by the GEF Independent Evaluation Office and/or the evaluation offices of GEF Agencies. GEF activities under the Small Grants Programme, as well as enabling activities with GEF funding of less than \$0.5 million,² are not required to submit terminal evaluations and are not covered in this report. Among the 651 projects contained in the APR 2005–13 cohort are two enabling activities that have met the threshold for review. For analysis,

² The GEF classifies projects based on grant size; these categories are FSPs, MSPs, enabling activities, and programmatic approaches. For a complete description, see www.thegef.org/gef/project_types.

these have been grouped with FSPs based on the size of their associated GEF funding.

All of the terminal evaluations used for analysis and reporting in APRs are first reviewed to verify that ratings are properly substantiated and, where needed, to provide revised or additional ratings (such as for quality of terminal evaluations). For earlier APR years, this oversight was performed entirely by the GEF Independent Evaluation Office. Beginning in 2009, the Office started accepting ratings from the independent evaluation offices of the World Bank, UNEP, and—subsequently—UNDP. This approach, which reduces duplicative work, follows the GEF Independent Evaluation Office finding that ratings from these three evaluation offices are largely consistent with those provided by the Office itself (GEF IEO 2009). The Office will consider accepting the ratings provided by the evaluation offices of the other GEF Agencies when there is a sufficient record of ratings on which to compare consistency and when the ratings from the two offices are found to be consistent.

RATINGS APPROACH

The principle dimensions of project performance on which ratings are first provided in terminal evaluations, and in subsequent GEF Independent Evaluation Office or GEF Agency evaluation office reviews of terminal evaluations, are described here in brief and in full in [annex B](#):

- **Project outcomes.** Projects are evaluated on the extent to which project objectives, as stated in the project’s design documents approved by the GEF Council and/or the GEF CEO,³ were or are expected to be achieved; the relevance of project results to GEF strategies and goals and

³ All GEF FSPs require approval by the GEF Council and endorsement by the GEF CEO prior to funding; MSPs require only the GEF CEO’s approval to go forward.

country priorities; and the efficiency, including cost-effectiveness, with which project outcomes and impacts were achieved. A six-point rating, from highly satisfactory to highly unsatisfactory, is assigned.

- **Sustainability of project outcomes.** Projects are evaluated on the likelihood that project benefits will continue after implementation. To arrive at an overall sustainability rating, evaluators are asked to identify and assess key risks to sustainability of project benefits, including financial, sociopolitical, institutional/governance, and environmental risks. A four-point rating, from likely to be sustained to unlikely to be sustained, is assigned.
- **Quality of implementation and quality of execution.** Since FY 2008, the GEF Independent Evaluation Office has been assessing the quality of project implementation and project execution. Quality of implementation primarily covers the quality of project design, as well as the quality of supervision and assistance provided by the Implementing Agency to the executing agency throughout project implementation. Quality of execution primarily covers the effectiveness of the executing agency in performing its roles and responsibilities. In both instances, the focus is on factors that are largely within the control of the respective agency. A six-point rating, from highly satisfactory to highly unsatisfactory, is assigned.
- **Quality of M&E systems.** M&E facilitates adaptive management during project implementation, and assessment of project outcomes and impacts after project completion. The quality of project M&E systems is evaluated in two ways: (1) an assessment of the project's M&E design, including whether indicators used are SMART,⁴

whether relevant baselines are established, and whether M&E activities are properly budgeted for; and (2) the degree and quality of M&E during implementation. A six-point rating, from highly satisfactory to highly unsatisfactory, is assigned for quality of M&E design and quality of M&E implementation.

- **Quality of terminal evaluation reports.** Terminal evaluations—which are the primary source of information on which project performance is assessed—are assessed for quality, consistency, coverage, quality of lessons and recommendations, and the degree to which project ratings provided are properly substantiated. A six-point rating, from highly satisfactory to highly unsatisfactory, is assigned.

OFFICE REVIEW OF TERMINAL EVALUATIONS

The Office uses the following procedure in reviewing terminal evaluations prior to inclusion in the APR, as well as for oversight purposes.

Using a set of detailed guidelines to ensure that uniform criteria are applied (see [annex B](#) for these guidelines), Office reviewers assess the degree to which project ratings provided in terminal evaluations are properly substantiated, and address the objectives and outcomes set forth in the project design documents approved by the GEF Council and/or the GEF CEO. In the process of drafting a terminal evaluation review, a peer reviewer with substantial experience in assessing terminal evaluations provides feedback on the report. This feedback is incorporated into subsequent versions of the report.

When a primary reviewer proposes downgrading of project outcome ratings from the satisfactory range to the unsatisfactory range, a senior

⁴SMART indicators are specific; measurable; achievable and attributable; relevant and realistic; and

time-bound, timely, trackable, and targeted. See GEF (2010c) for a complete description.

evaluation officer in the GEF Independent Evaluation Office also examines the review to ensure that the proposed rating is justified.

In cases where a terminal evaluation report provides insufficient information to make an assessment or to verify the report's ratings on any of the performance dimensions, the Office rates the project as unable to assess and excludes it from further analysis on the respective dimension.

Reviews are then shared with the GEF Agencies and, after their feedback is taken into consideration, the reviews are finalized.

SOURCE OF RATINGS REPORTED IN APR 2013

As noted above, prior to FY 2009, the GEF Independent Evaluation Office reviewed all terminal evaluations reported on in APRs and verified the ratings provided therein. Beginning in FY 2009, the Office started accepting ratings from the independent evaluation offices of the World Bank, UNEP, and—subsequently—UNDP. Because the procedure used by these Agencies for arriving at overall ratings in terminal evaluations is not always identical to that used by the GEF Independent Evaluation Office, comparability between ratings from APR 2009 and later cohorts and earlier APR cohorts is of some concern.

The Office has been tracking the consistency between ratings provided by itself and the Agency evaluation offices; this is accomplished through random sampling and review of a portion of terminal evaluations included in the APR for which ratings have been provided by the Agency evaluation offices. To date, ratings provided by those offices are largely consistent with those provided by the GEF Independent Evaluation Office. A slightly larger, but not statistically significant, percentage (≤ 7 percent) of projects with overall outcome ratings of moderately satisfactory or above is found among sampled reviews from GEF Agency evaluation offices, as compared with those from the GEF

Independent Evaluation Office (see [section 8.2](#) for a complete breakdown of sampled reviews). The Office will continue to track the consistency of ratings going forward.

For projects implemented by GEF Agencies other than UNDP, UNEP, and the World Bank, the GEF Independent Evaluation Office currently provides final project ratings. In addition, where ratings are not provided by the UNDP, UNEP, and World Bank evaluation offices, the GEF Office provides final ratings. Examples of these projects include all projects under joint implementation; MSPs implemented by the World Bank, which the IEG does not review; and projects where independent review of terminal evaluations is not received in a timely manner.

Table 2.3 lists the source of terminal evaluation review ratings used for analysis and reporting in APR 2013. For projects in the APR 2013 cohort, GEF Agency evaluation offices are the source of 79 percent of ratings, and the GEF Office is the source of 21 percent of the ratings presented in APR 2013.

TABLE 2.3 Source of Terminal Evaluation Review Ratings for APR 2013 Cohort

Source of ratings	No. of projects
UNDP Evaluation Office	70
UNEP Evaluation Office ^a	25
World Bank IEG	31
GEF Independent Evaluation Office	34
ADB projects	6
FAO projects	1
UNDP projects	2
UNIDO projects	6
World Bank projects	16
Joint implementation projects	3
Total	160

NOTE: ADB = Asian Development Bank; FAO = Food and Agriculture Organization of the United Nations.

a. One project—Pollution Reduction through Improved Municipal Wastewater Management in Coastal Cities in ACP Countries with a Focus on SIDS (GEF ID 3181)—was implemented by UNDP with UNEP serving as executing agency.

MATERIALIZATION OF COFINANCING

The reporting in [section 4.2](#) on cofinancing and materialization of cofinancing is based on information in project design documents, as well as information provided by GEF Agencies on completed projects through terminal evaluation and other project reports. Reporting covers APR cohorts from 2005 to 2013, for which information on the amount of promised cofinancing is available for all 651 projects, and information on actual (realized) cofinancing is available on 556 projects.

PERFORMANCE MATRIX

The performance matrix provides a summary of the performance of the three main GEF Agencies and the GEF Secretariat on relevant parameters. Performance on five indicators—project outcomes, materialization of cofinancing, project extensions, M&E implementation quality, and quality of terminal evaluations—is assessed annually by the GEF Independent Evaluation Office. Performance on three other indicators—quality of supervision and adaptive management, realism of risk assessment, and quality of project M&E arrangements—is assessed every two to four years through special appraisals. Independence and review of terminal evaluations are appraised through assessment of the process followed in conducting terminal evaluations and on interviews with relevant GEF Agency staff and consultants.

MAR

The GEF Independent Evaluation Office tracks the level of adoption by the relevant actors within the GEF partnership (here referred to broadly as GEF management) of GEF Council decisions that have been made on the basis of Office recommendations. The MAR is updated annually and reported on in the APR. To compile the MAR, the

Office produces a working document containing all the relevant GEF Council decisions being tracked for the current MAR. This includes all decisions from the prior year MAR that continue to be tracked because they continue to be relevant and their level of adoption is not yet sufficient to warrant graduation. Decisions are graduated from the MAR when a high level of adoption has been achieved, or the decision is no longer relevant and/or subsequent Council decisions have made it difficult to adopt its earlier decision. For decisions that continue to be tracked, a full record of prior GEF management action and ratings as well as GEF Office ratings is provided in the working document. In addition, the working document includes all relevant Council decisions that have been adopted at the GEF Council meetings in the preceding calendar year.

GEF management provides self-assessment and ratings on the level of adoption of each tracked Council decision. After management completes its self-assessment and ratings, the Office provides its own assessment and ratings on adoption. The completed MAR is then published and reported on in the APR.

REVIEW OF FINDINGS

This report was finalized based on feedback received from stakeholders. The preliminary findings presented in this report were provided to and discussed with the GEF Secretariat and GEF Agencies during an interagency meeting held in Washington, D.C., on March 20, 2014. GEF Independent Evaluation Office reviews of project terminal evaluation reports were shared with the GEF Agencies for comment, and their feedback has been incorporated into this final report. The analysis presented herein incorporates feedback received from the Secretariat and the Agencies at the interagency meeting.

3. Outcomes and Sustainability of Outcomes

This chapter presents verified ratings on outcomes for GEF projects. To date, 651 completed projects have been assessed, which account for about \$2.71 billion in GEF funding. Of these, the GEF Independent Evaluation Office has provided or adopted outcome ratings on 646 projects, including all 160 projects in the APR 2013 cohort. These 646 rated projects account for about \$2.71 billion in GEF funding. Also presented in this chapter are ratings on sustainability of outcomes and an assessment of perceived risks to project sustainability.

3.1 Rating Scale

As described in chapter 2, project outcomes are rated based on the extent to which project objectives were achieved, the relevance of project results to GEF strategies and goals and country priorities, and the efficiency with which project outcomes were achieved. A six-point rating scale is used to assess overall outcomes, with the following categories:

- **Highly satisfactory.** The project had no shortcomings.
- **Satisfactory.** The project had minor shortcomings.
- **Moderately satisfactory.** The project had moderate shortcomings.
- **Moderately unsatisfactory.** The project had noticeable shortcomings.

- **Unsatisfactory.** The project had major shortcomings.
- **Highly unsatisfactory.** The project had severe shortcomings.

For sustainability of project outcomes, an overall assessment on the likelihood of project benefits continuing after project closure is made. A four-point rating scale is used to assess overall likelihood of sustainability, with the following categories:

- **Likely.** There are no risks to the sustainability of project outcomes.
- **Moderately likely.** There are moderate risks to the sustainability of project outcomes.
- **Moderately unlikely.** There are significant risks to the sustainability of project outcomes.
- **Unlikely.** There are severe risks to the sustainability of project outcomes.

It is not uncommon for project results frameworks to be modified during project implementation. This presents a challenge to project evaluation in that assessing project outcomes based on original outcome expectations may discourage adaptive management. To address this concern, for projects where modifications were made in project objectives, outcomes, and outputs without a downscaling of the project's overall scope, the evaluation offices assess outcome achievements based on the

revised results framework. In instances where the scope of project objectives, outcomes, and outputs were down-scaled, the original project outcomes and/or objectives are used to measure project performance.

3.2 Outcomes

Tables 3.1 and 3.2 and figure 3.1 present overall outcome ratings by different APR year cohort groupings. APR cohorts 2005–08 are the set of projects for which performance was reported on in the Fourth Overall Performance Study of the GEF (OPS4). APR cohorts 2009–12 are the set of projects for which performance was reported on in OPS5. As noted in APR 2012, between the OPS4 and OPS5 cohorts, there was a slight rise in the

FIGURE 3.1 Percentage of GEF Funding in and Total Projects with Outcome Ratings of Moderately Satisfactory or Above, by APR Cohort

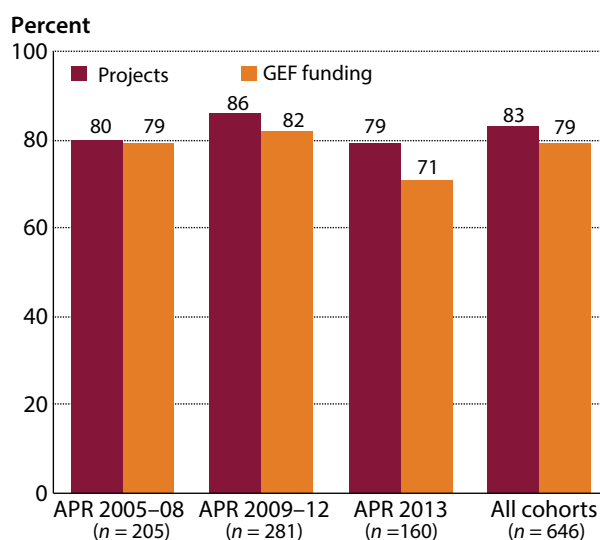


TABLE 3.1 Percentage Distribution of GEF Projects by Outcome Rating, by APR Cohort

Outcome rating	APR 2005–08 cohorts	APR 2009–12 cohorts	APR 2013 cohort	All cohorts
Highly satisfactory	4	5	6	5
Satisfactory	46	41	34	41
Moderately satisfactory	30	40	39	37
Moderately satisfactory or above	80	86	79	83
Moderately unsatisfactory	12	11	18	13
Unsatisfactory	7	2	3	4
Highly unsatisfactory	1	0	0	1
Number of rated projects	205	281	160	646

NOTE: Details may not sum to 100 percent due to rounding.

TABLE 3.2 Percentage Distribution of GEF Funding by Outcome Rating, by APR Cohort

Outcome rating	APR 2005–08 cohorts	APR 2009–12 cohorts	APR 2013 cohort	All cohorts
Highly satisfactory	5	4	4	4
Satisfactory	43	39	28	38
Moderately satisfactory	32	39	40	37
Moderately satisfactory or above	79	82	71	79
Moderately unsatisfactory	13	15	27	17
Unsatisfactory	6	3	1	3
Highly unsatisfactory	2	0	0	1
Total GEF funding in rated projects (million \$)	1,005.3	1,137.6	630.8	2,703.8

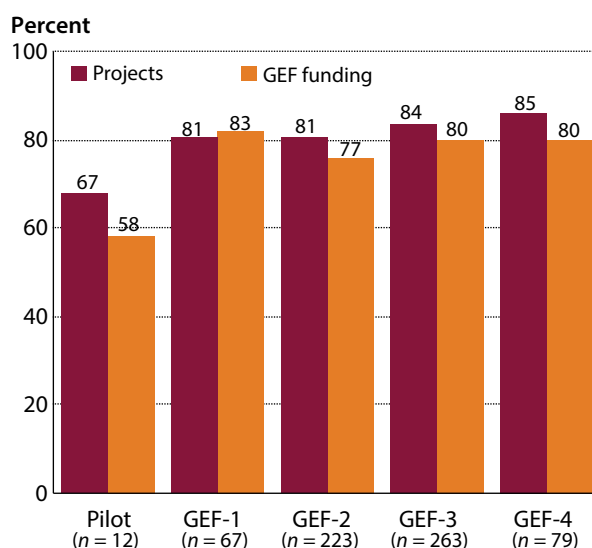
NOTE: Details may not sum to 100 percent due to rounding.

percentage of projects with overall outcome ratings in the satisfactory range.¹ Outcome ratings for the APR 2013 cohort—with 79 percent of projects and 71 percent of funding in projects in the satisfactory range—are a bit below those of both the OPS4 and OPS5 cohorts. However, the number of outcome ratings from a single APR year cohort is not sufficient to indicate trends in performance. When considering all cohorts to date, 83 percent of GEF projects have overall outcome ratings in the satisfactory range, and 79 percent of GEF funding is invested in projects with overall outcome ratings in the satisfactory range.

Table 3.3 and figure 3.2 show outcome ratings and GEF projects and funding grouped by GEF replenishment phase. As noted in section 2.4, coverage to date of GEF phases is incomplete; and is quite low particularly for the pilot, GEF-1, and GEF-4 phases. It would therefore be premature to interpret the ratings from these cohorts as indicative of any trends, as overall ratings figures from these phases can be expected to change with increased coverage. Accounting for this, outcome ratings by GEF phase appear relatively stable from

¹In accordance with standard reporting practices of the international development community, projects with outcome ratings of moderately satisfactory or higher are referred to as have ratings within the satisfactory range.

FIGURE 3.2 Percentage of GEF Funding in and Total Projects with Outcome Ratings of Moderately Satisfactory or Above, by GEF Phase



NOTE: Coverage of GEF phases to date is incomplete and as follows: pilot phase, 11 percent; GEF-1, 44 percent; GEF-2, 61 percent; GEF-3, 46 percent; GEF-4, 10 percent.

GEF-1 onwards, with about 80 percent of projects and 80 percent of funding in projects having outcome ratings in the satisfactory range.

Figure 3.3 shows outcome ratings by lead GEF Agency for the two most recent four-year APR cohorts. A substantial rise in ratings is seen among UNDP-implemented GEF projects between the two four-year APR cohorts, as is a substantial drop

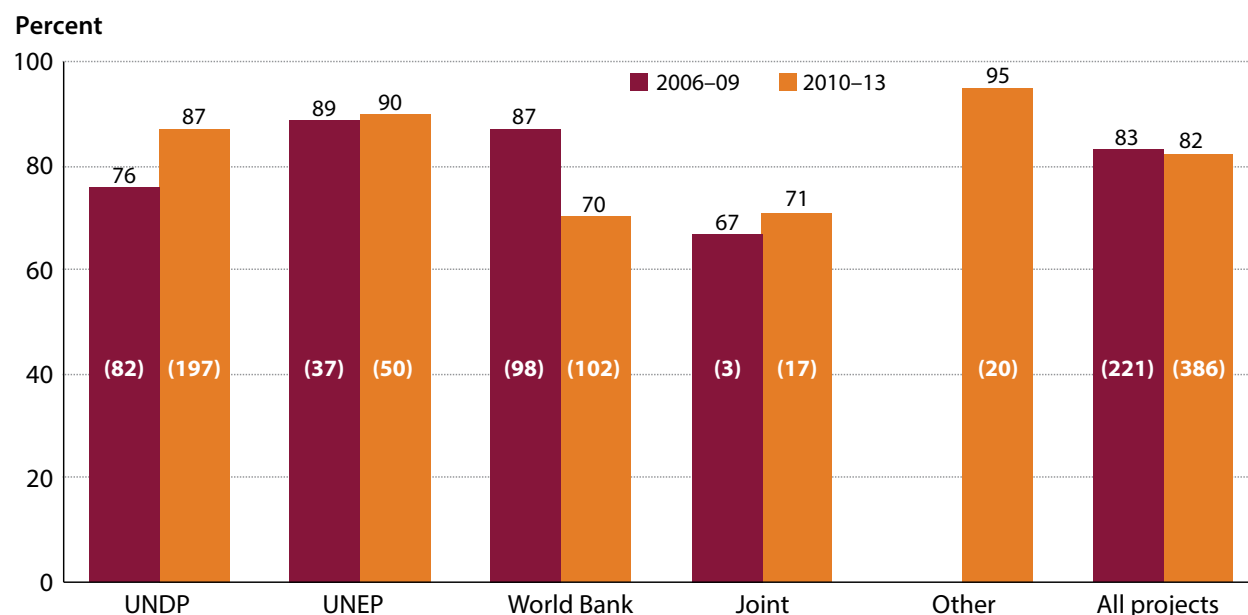
TABLE 3.3 GEF Funding and Projects with Outcomes Rated Moderately Satisfactory or Above, by GEF Phase

Criterion	Pilot	GEF-1	GEF-2	GEF-3	GEF-4	All phases ^a
Number of rated projects	12	67	223	263	79	646
GEF funding in rated projects (million \$)	99.2	555.8	1,066.8	866.4	113.9	2,703.8
% of projects with outcome ratings of moderately satisfactory or above	67	81	81	84	85	83
% of GEF funding in projects with outcome ratings of moderately satisfactory or above	58	83	77	80	80	79

NOTE: Details may not sum to 100 percent due to rounding. Coverage of GEF phases to date is incomplete and as follows: pilot phase, 11 percent; GEF-1, 44 percent; GEF-2, 61 percent; GEF-3, 46 percent; GEF-4, 10 percent.

a. Includes two projects from GEF-5.

FIGURE 3.3 Percentage of Total Projects with Outcome Ratings of Moderately Satisfactory or Above, by GEF Agency and Four-Year APR Cohorts



NOTE: Numbers of projects are provided in parentheses.

in the ratings of World Bank–implemented GEF projects. In both cases, differences in the share of projects rated moderately satisfactory or above between four-year APR cohorts is statistically significant at a 95 percent confidence level.

A 2013 IEG review examining the World Bank’s partnership with the GEF found that, since inception, ratings along most performance criteria for GEF-supported World Bank projects have steadily declined over time (IEG 2013). The review also observed that a similar decline in ratings is not found in the World Bank’s portfolio of other non-GEF environment-related projects, except those approved during FY 2004–07. While not drawing an explicit link to project performance, the IEG review identifies a number of issues concerning the GEF partnership, including fees for project administration that are “felt to be at unsustainably low levels by the World Bank and other Agencies,” weak and inconsistent information systems across the partnership, and changes in the role of GEF Agencies and the Secretariat with respect to the

preparation of GEF policy and strategy documents. Of these concerns, it is plausible that the decline in project ratings of World Bank GEF projects could be linked to insufficient funds for project oversight. However, if that were the case, its effects would be seen in trends of outcome ratings after a considerable time lag.

Another possibility that has been examined by the GEF Independent Evaluation Office is whether a change in the application of ratings criteria by the IEG might be responsible in part for the decline. That is, rather than being reflective of a true decline in project performance, the IEG might have been more stringent in application of its criteria in providing outcome ratings that affect GEF projects more than others. For example, an approach that values quantitative evidence on cost-effectiveness and benchmarking for assessing efficiency of outcomes is likely to undervalue outcomes of a project that primarily tackles upstream policy and regulatory concerns and institutional capacity development–related concerns, compared to other projects

where generation of cost-effectiveness and benchmarking data is easier.

As described in further detail in [annex C](#), the inference for this line of inquiry is found in the ratings from terminal evaluations—referred to as implementation completion reports (ICRs) by the World Bank—and the ratings from IEG review of ICRs. A large gap is seen between these two sets of ratings—in some review years, the difference in ratings is greater than 40 percent.² The ratings discrepancy is particularly great in recent years, suggesting that some change in the stringency with which the IEG is applying ratings criteria to its review of ICR ratings may be contributing to the decline in overall ratings on World Bank GEF projects. In its communications with the Independent Evaluation Office, the IEG has confirmed that it has indeed become more stringent in application of the outcome rating criteria. However, this alone does not explain the drop, because other non-GEF projects in the World Bank portfolio have not experienced similar trends.

Table 3.4 presents outcome ratings on GEF projects in the two most recent four-year APR cohorts, as well as for the 2006–13 cohort, by various groupings. Statistical tests of significance used to identify those differences in outcome ratings between projects inside and outside a particular

² With respect to project-level evaluations, the IEG conducts two different kinds of reviews. One is a desk review of World Bank ICRs, which is similar to terminal evaluation reviews done by the GEF Independent Evaluation Office and other GEF Agency evaluation offices. Final ratings from IEG ICR reviews are reported on in the GEF APR. The other type of project-level review done by the IEG involves project performance assessment reports (PPARs). PPARs are conducted for roughly one in four completed projects; these are in-depth reviews, often entailing follow-up interviews and field visits, done several years after project completion. Because PPARs evaluate project performance using a different yardstick than ICR or terminal evaluation reviews, these ratings are not used in APR reporting, although they do provide useful information for other kinds of analyses.

grouping are significant at a 90 or 95 percent confidence level. This analysis reveals three areas of potential concern. First, outcome ratings on World Bank–implemented projects for the most recent four-year APR cohort are well below those of non-World Bank–implemented projects. The difference in outcome ratings is significant at a 95 percent confidence level.

The other two areas of concern are perhaps not surprising, but they do underscore the similarities in preconditions for project success between GEF projects and non-GEF development projects. That is, projects implemented in African states tend to have lower outcome ratings than projects implemented in non-African states. Similarly, outcome ratings on GEF projects implemented in fragile states, SIDS, and LDCs also tend to underperform on average relative to projects implemented in other countries. For all of these regional and country characteristic groupings, the difference in outcome ratings is significant at a 95 percent confidence level when considering the most recent four-year APR cohort.

3.3 Sustainability

The sustainability of project outcomes following project completion is an important element of project success for two main reasons:

- It provides an indication of the degree to which GEF project interventions have been successful in bringing about any lasting change to the systems, institutions, or networks upon which the project is focused.
- The sustainability of project outcomes is very often a prerequisite for the achievement of desired impacts which can be expected to manifest over time periods longer than the project implementation period (GEF IEO 2009b).

Given the scale of global environmental challenges and the relative scarcity of GEF funding, designing

TABLE 3.4 Projects with Outcomes Rated Moderately Satisfactory or Above and Various Project Characteristics, by APR Cohort Groupings

Criterion	APR 2006–09		APR 2010–13		APR 2006–13	
	No. of rated projects	% of projects with outcomes rated ≥ MS	No. of rated projects	% of projects with outcomes rated ≥ MS	No. of rated projects	% of projects with outcomes rated ≥ MS
GEF Agency						
UNDP	82	76	197	87	279	84
UNEP	37	89	50	90	87	90
World Bank	98	87	102	70**	200	78**
Other	1	100	20	95	21	95
Joint	3	67	17	71	20	70
Executing agency						
Government or parastatal agency	116	83	234	82	350	83
Nongovernmental organization or foundation	59	85	58	83	117	84
Bilateral or multilateral agency	39	77	80	84	119	82
Other, inc. private sector organization	7	100	14	71	21	81
Focal area						
Biodiversity	118	82	159	86	277	84
Chemicals	5	100	19	79	24	83
Climate change	56	84	91	82	147	83
International waters	29	83	41	76	70	79
Land degradation	5	60	29	79	34	76
Multifocal	8	88	42	81	50	82
LDCF/SCCF	0	n.a.	5	80	5	80
Region						
Africa	46	78	82	71**	128	73**
Asia	52	81	90	84	142	83
Europe and Central Asia	42	81	97	89	139	86
Latin America and the Caribbean	58	86	75	83	133	84
Global	23	91	42	86	65	88
Country characteristics^a						
Fragile state	27	70*	49	71**	76	71**
SIDS	12	67	24	54**	36	58**
LDC	39	74	78	74**	117	74**
Landlocked	40	78	102	87	142	85
Size						
FSP ^b	115	78	217	81	332	80
MSP	106	88	169	84	275	85
Scope						
National	157	83	284	82	441	83
Regional	41	76	60	82	101	79
Global	23	91	42	86	65	88
GEF phase						
Pilot	7	57	0	n.a.	7	57
GEF-1	41	78	9	78	50	78
GEF-2	132	83	74	77	206	81
GEF-3	41	90	222	83	263	84
GEF-4	0	n.a.	79	85	79	85
GEF-5	0	n.a.	2	100	2	100
All projects	221	83	386	82	607	83

NOTE: n.a. = not applicable; MS = moderately satisfactory; * = difference in the share of projects with outcome ratings of moderately satisfactory or above from within and outside of this grouping (by criteria and within a given APR year cohort) is statistically significant at a 90 percent confidence level; ** = difference in the share of projects with outcome ratings of moderately satisfactory or above from within and outside of this grouping (by criteria and within a given APR year cohort) is statistically significant at a 95 percent confidence level.

a. For regional and global projects, includes projects in which at least one participating country with on-the-ground implementation activities is a member of the relevant grouping.

b. Includes two enabling activities based on size of GEF grant.

and implementing projects such that project outcomes are sustainable is a primary goal for the GEF (GEF 2011).

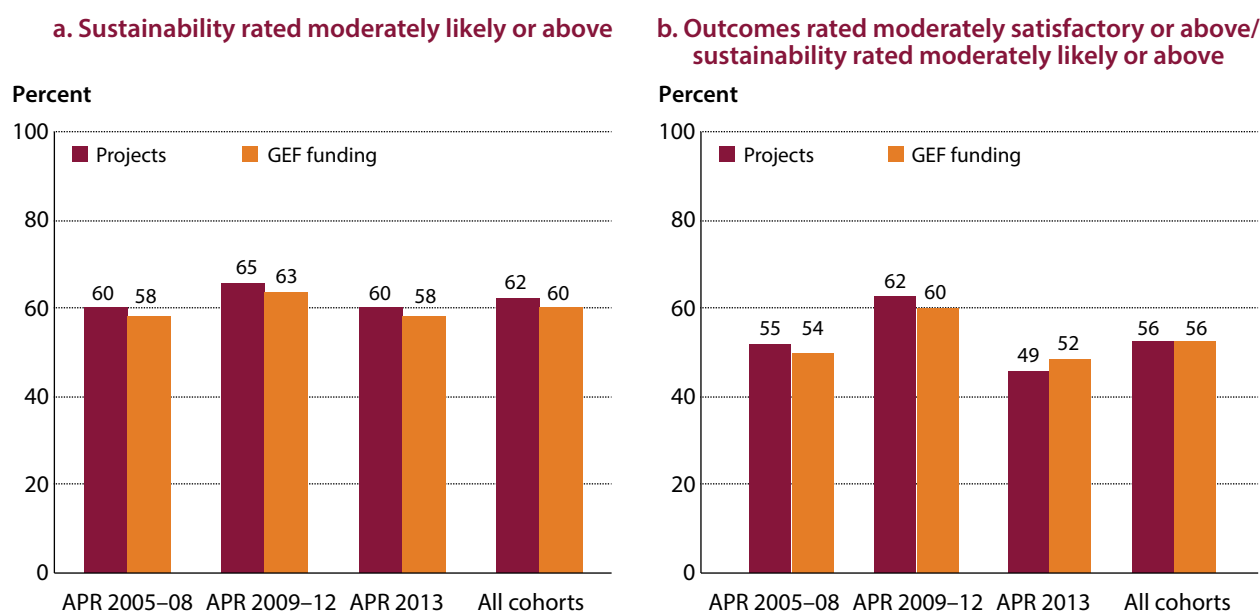
Of the 651 projects in the APR 2005–13 cohort, 625 have been rated on sustainability of project outcomes. Table 3.5 and figure 3.4 present sustainability ratings by APR year cohort

groupings, as well as sustainability ratings combined with outcome ratings. A small (~5 percent) rise in sustainability ratings is seen between the two four-year OPS4 and OPS5 cohorts (APR 2005–08 and APR 2009–12), with sustainability ratings for the APR 2013 cohort in line with those of the OPS4 cohort. When considering all APR year

TABLE 3.5 GEF Investment in Projects with Outcomes/Sustainability Rated as Moderately Satisfactory/Moderately Likely or Above, by APR Cohort

Criterion	APR 2005–08	APR 2009–12	APR 2013	All cohorts
Number of rated projects	192	276	157	625
% of projects with sustainability of outcomes rated moderately likely or above	58	63	58	60
% of projects with outcomes rated moderately satisfactory or higher and sustainability of outcomes rated moderately likely or above	54	60	52	56
Total GEF funding in rated projects (million \$)	903.0	1,060.5	620.8	2,584.4
% of GEF funding in projects with sustainability of outcomes rated moderately likely or above	60	65	60	62
% of GEF funding in projects with outcomes rated moderately satisfactory or above and sustainability of outcomes rated moderately likely or above	55	62	49	56

FIGURE 3.4 Percentage of GEF Funding in and Total Projects with Sustainability of Outcomes Rated as Moderately Likely or Above and Outcomes/Sustainability Rated as Moderately Satisfactory/Moderately Likely or Above, by APR Cohort



cohorts to date, around 60 percent of GEF projects and GEF funding is in projects with sustainability ratings of moderately likely or higher.

When sustainability ratings are combined with overall outcome ratings, as shown at the bottom of table 3.5 and in figure 3.4b, the same overall rise in ratings between OPS4 and OPS5 cohorts is seen—indicating that, among projects in these cohorts, those with satisfactory outcome ratings tend to also have sustainability ratings of moderately likely or above. For the APR 2013 cohort, the percentage of projects with both moderately likely or above sustainability ratings and satisfactory outcome ratings is 6 percent lower for projects and 11 percent lower for percentage of GEF funding in projects meeting these two thresholds. As noted above, the number of projects in a single APR year cohort is too small to be indicative of any trend. When all cohorts to date are considered, the percentage of projects and GEF funding in projects with sustainability ratings of moderately likely and above and satisfactory outcome ratings is around 55 percent.

Differences are found when sustainability ratings are assessed by focal area. As shown in table 3.6, sustainability ratings for both biodiversity and multifocal area projects are on average lower

than for other focal areas—with relatively little movement over the past eight APR year cohorts.³ The difference in sustainability ratings between biodiversity and nonbiodiversity projects within the APR 2006–13 cohort is statistically significant at a 95 percent confidence level. The difference in sustainability ratings between multifocal and non-multifocal area projects is also significant at a 95 percent confidence level, but only if biodiversity projects are excluded from the pool of non-multifocal projects. Evidence suggests that, at the global level, threats to biodiversity continue to persist and funding for biodiversity conservation is a constraint. However, the extent to which these may be the reasons for lower sustainability of the outcomes of biodiversity projects needs to be systematically assessed. For multifocal area projects, care must be taken in interpreting the findings, as they are based on a small number of completed projects to date (49).

³ The sustainability ratings for multifocal area projects in the APR 2006–09 cohort are based on only seven projects and should not be taken as indicative of any trend.

TABLE 3.6 Sustainability Ratings by GEF Focal Area, by APR Cohort

Focal area	APR 2006–09		APR 2010–13		APR 2006–13	
	No. of rated projects	% of projects with outcomes rated ≥ ML	No. of rated projects	% of projects with outcomes rated ≥ ML	No. of rated projects	% of projects with outcomes rated ≥ ML
Biodiversity	110	57	154	56	264	57**
Climate change	54	72	95	68	149	70
Chemicals ^a	5	60	18	61	23	61
International waters	27	74	41	66	68	69
Land degradation	5	40	29	62	34	59
Multifocal	7	71	42	48	49	51**
All projects	208	63	379	60	587	61

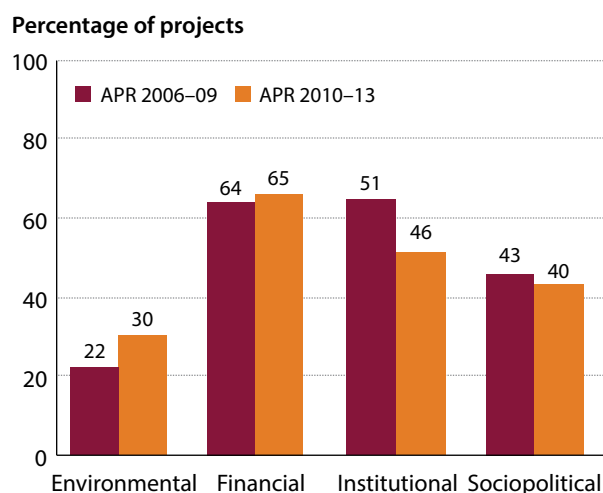
NOTE: ML = moderately likely; ** = difference in the share of projects with sustainability of outcome ratings of moderately likely or above from within and outside this focal area is statistically significant at a 95 percent confidence level; for multifocal projects, this holds if biodiversity projects are also excluded from non-multifocal projects.

a. Consists of projects in the persistent organic pollutants focal area and the ozone layer depletion focal area; beginning in GEF-4, these have been grouped together in a single GEF focal area.

3.4 Perceived Threats to Sustainability of Project Outcomes

To provide insights into the perceived threats to sustainability of project outcomes, evaluators are asked to assess risks to sustainability along four principle lines: environmental, financial, institutional, and sociopolitical. As shown in figure 3.5, for the set of projects with low sustainability ratings (moderately unlikely or lower), financial risks are the most frequently cited threat to project sustainability, with around 65 percent of project evaluations with low sustainability ratings in the two most recent four-year APR cohorts citing this risk factor as one reason for the project's low sustainability rating. The percentage of projects citing institutional and sociopolitical risks to project sustainability has gone down slightly in the most recent four-year APR year cohort; however, these risks are still a factor in 46 percent and 40 percent, respectively, of projects with low sustainability ratings. Among the four categories of risk, environmental risks are the least likely to be cited, with only 30 percent of projects with low sustainability ratings in the APR 2010–13 cohort citing this risk factor as a reason for the project's low sustainability ratings. At the same time, this risk factor is the only one of the four types showing a modest rise between the two most recent

FIGURE 3.5 Perceived Risks to Sustainability among Projects with Sustainability Rated as Moderately Unlikely or below, by Four-Year APR Groupings



four-year APR cohorts in the percentage of projects with low sustainability ratings citing it as a reason for the project's rating. Data from additional completed projects are needed before an assessment can be made as to whether this finding is indicative of a long-term trend.

Table 3.7 shows how perceived risks to sustainability vary by focal area, for projects in the past eight-year APR cohort with ratings on overall sustainability. It is perhaps to be expected that

TABLE 3.7 Percentage of Projects in APR 2006–13 Cohort with Ratings on Overall Sustainability Citing Significant or Greater Perceived Risk to Project Sustainability along Assessed Risk Dimensions, by Focal Area

Focal area	No. of projects with overall sustainability ratings	% of projects citing dimension as posing significant or greater risk			
		Environmental	Financial	Institutional	Sociopolitical
Biodiversity	264	15	27	19	19
Climate change	149	5	25	13	11
Chemicals ^a	23	9	22	30	22
International waters	68	7	16	16	15
Land degradation	34	18	29	21	24
Multifocal	49	12	39	27	18
All projects	587	11	26	18	17

a. Consists of projects in the persistent organic pollutants focal area and the ozone layer depletion focal area; beginning in GEF-4, these have been grouped together in a single GEF focal area.

terminal evaluations of a higher proportion of biodiversity and land degradation projects cite environmental risks as a threat to sustainability of project outcomes, as these projects are more directly focused on environmental threats. Other figures that stand out are the high proportion of terminal evaluations for multifocal projects that cite significant or higher financial threats to project sustainability, and the high proportion of terminal evaluations for chemicals projects citing significant or higher institutional threats to project sustainability. In both cases, the number of rated projects is too small for the findings to be statistically significant, but they suggest an area for further analysis as ratings from additional projects subsequently accumulate.

3.5 Outcome and Sustainability Ratings of Completed LDCF and SCCF Projects

Four completed projects that received funding from the SCCF and one completed project that received funding from the LDCF are among the

160 completed projects in the APR 2013 cohort—marking the first time that projects supported by these funds are reported on in the APR. For FY 2014, the GEF Independent Evaluation Office has also begun reporting on the LDCF/SCCF portfolio and related issues in more detail in the LDCF/SCCF Annual Evaluation Report. Going forward, the APR will continue to provide coverage on completed LDCF/SCCF projects, including several currently under implementation that are jointly funded from the GEF Trust Fund and the LDCF and/or SCCF funds.

Table 3.8 provides summary information and outcome and sustainability ratings for the five completed LDCF/SCCF projects. Given the small number of completed projects to date, these five are not representative of the full range of objectives and approaches utilized in the LDCF/SCCF portfolio. Four are national projects focused on freshwater availability and management; the other is an economic analysis of adaptation options intended for a global audience.

Four of the five completed projects have outcome ratings in the satisfactory range. One notable

TABLE 3.8 Outcome and Sustainability Ratings for Completed LDCF and SCCF Projects in APR 2013 Cohort

GEF ID	Fund	Agency	Project	Country	GEF funding (mil. \$)	Outcome rating	Sustainability rating
2832	SCCF	UNDP	Mainstreaming Climate Change in Integrated Water Resources Management in Pangani River Basin	Tanzania	1.0	MS	ML
3154	SCCF	UNDP	Coping with Drought and Climate Change	Ethiopia	1.0	S	MU
3156	SCCF	UNDP	Coping with Drought and Climate Change	Zimbabwe	1.0	S	ML
3679	SCCF	UNEP	Economic Analysis of Adaptation Options	Global	1.0	MU	MU
3219	LDCF	UNDP	Reducing Climate Change-Induced Risks and Vulnerabilities from Glacial Lake Outbursts in the Punakha-Wangdi and Chamkhar Valleys	Bhutan	3.4	S	L

NOTE: L = likely; ML = moderately likely; MS = moderately satisfactory; MU = moderately unlikely; S = satisfactory.

theme common to three of the projects with satisfactory outcome ratings is the reliance upon decentralized governance and decision making. In all three projects, governance of local water resources was established in part through a bottom-up process involving stakeholder forums that enhanced buy-in and participation and was reportedly critical to project success. The Economic Analysis of Adaptation Options project (GEF ID 3679), which sought “to develop a framework and information base to support increased and innovative means of financing adaptation to climate change,” is rated as moderately unsatisfactory for overall outcomes. Key shortcomings cited in the terminal evaluation of this project were a disconnect between national planning and the project’s methodology; and the

proprietary nature of project data and methodology, which is seen as limiting the project’s long-term impact.

In terms of sustainability of project outcomes, three of the five completed projects received ratings of moderately likely or above. Financial threats are seen as limiting the sustainability of the Coping with Drought and Climate Change in Ethiopia project (GEF ID 3154); for the Economic Analysis of Adaptation Options project, the lack of an open methodology and publicly accessible project data noted above, and the fact that the project’s reporting failed to make an impact in peer-reviewed academic literature or country-driven strategies, were determinants in the project’s moderately unlikely sustainability rating.

4. Factors Affecting Achievement of Project Results

Achievement of project results is affected by many factors, from project design and quality of project implementation and execution, to the operational context in which projects take place, to exogenous factors beyond the control of project management. Given the range and complexity of these factors, it is difficult to isolate variables and determine their specific effects on project outcomes. At the same time, associations between factors and project outcomes are found within the current set of project ratings for completed GEF projects.

This chapter reports on three factors that may be expected to link with project outcomes: **quality of project implementation**, **quality of project execution**, and **realization of promised cofinancing**. In chapters 5 and 6, some factors related to the project cycle and to cofinancing's effect on the GEF project cycle, respectively, are discussed. These too may have a bearing on the results of a project.

4.1 Quality of Implementation and Execution

From FY 2008 onwards, the GEF Independent Evaluation Office has assessed quality of project implementation and execution of completed projects. As noted in chapter 2, quality of implementation covers the quality of project design, as well as the quality of supervision and assistance provided by the GEF Implementing Agency to the executing

agency throughout project implementation. Quality of execution primarily covers the effectiveness of the executing agency in performing its roles and responsibilities. In both instances, the focus is on factors that are largely within the control of the respective implementing and executing agencies.

Two reviews examining quality of supervision—defined as “the identification and tracking of, and response to, risks and other issues affecting project implementation and achievement of project objectives” (GEF IEO 2010b)—were undertaken by the GEF Independent Evaluation Office in FY 2006 and 2009. These reviews, which examined a sample of projects under implementation during FY 2005–06 (55 projects) and FY 2007–08 (47 projects), respectively, found a slight improvement overall in the supervision of GEF projects between the two cohorts, with significant improvements occurring for UNEP-implemented projects. Improvements at UNEP were explained by the Agency's development of a risk-tracking system that became operational in FY 2008, the requirement that focal area team leaders regularly monitor follow-up given by task managers to projects at risk, and the appointment of dedicated staff to monitor project supervision at the portfolio level.

To date, 489 completed projects have ratings on quality of implementation and 484 projects have ratings for quality of execution. At the portfolio level, ratings for both these metrics have remained fairly stable among the six APR year cohorts where ratings are available (table 4.1). However, when

TABLE 4.1 Quality of Project Implementation and Execution, by APR Year Cohort

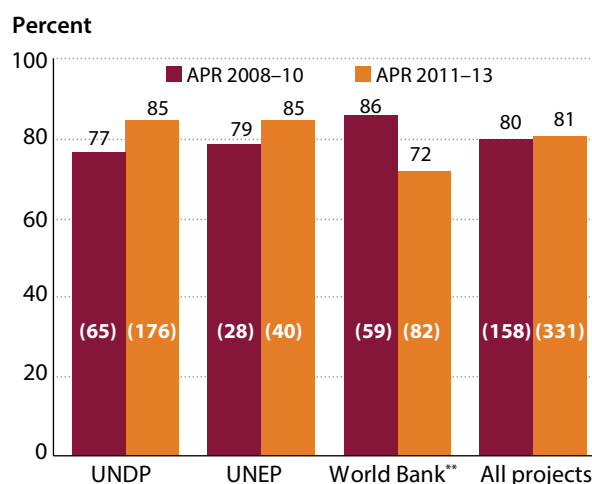
Criterion	APR 2008	APR 2009	APR 2010	APR 2011	APR 2012	APR 2013	All cohorts
% of projects with quality of implementation rated moderately satisfactory or higher	72	85	86	81	86	78	81
Number of rated projects	60	55	43	101	76	154	489
% of projects with quality of execution rated moderately satisfactory or higher	83	87	86	81	86	85	84
Number of rated projects	59	54	43	98	76	154	484

quality of project implementation ratings are aggregated by GEF Agency, larger shifts in ratings are seen. As shown in figure 4.1, the percentage of projects with quality of implementation ratings in the satisfactory range has gone up for UNDP and UNEP for the two most recent three-year APR cohorts.¹ This mirrors to some extent the improvements in Agency performance found in the 2009 quality of supervision assessment—although it is important to note that project ratings for quality of implementation and the quality of supervision assessments, while similar, do not use an identical measurement metric.² Quality of implementation ratings on World Bank–implemented projects have declined substantially between the two most recent three-year APR cohorts; this difference is statistically significant at a 95 percent confidence level. No substantive change in quality of supervision by the World Bank was found in the 2009 assessment.

It is plausible that the steep decline in implementation ratings is a consequence of the IEG approach to rating implementation becoming more stringent. In fact, when implementation completion report and IEG review ratings for

¹ Three-year APR cohorts are used due to the unavailability of implementation ratings for APR cohort years 2007 and earlier.

² Quality of implementation covers such project-specific components as quality of project design, whereas the quality of supervision assessments done in FY 2006 and FY 2009 were largely focused on Agency systems and procedures for monitoring GEF projects at the portfolio level.

FIGURE 4.1 Percentage of Projects with Implementation Ratings of Moderately Satisfactory or Above for Three-Year APR Year Cohorts, by GEF Agency

NOTE: ** = difference in percentage between APR year cohorts is statistically significant at a 95 percent confidence level. Three-year APR cohorts are used due to the unavailability of implementation ratings for APR cohort years 2007 and earlier. Numbers of projects are provided in parentheses.

implementation quality are compared, they exhibit a similar pattern to those of overall outcome ratings, with a very large spread in ratings seen among projects completed or reviewed in recent years. This is not to say that the decline in implementation ratings on World Bank GEF projects should be ignored. Rather, it suggests that further analysis is needed to understand what may be behind the decline in performance ratings of World Bank GEF projects before any course of corrective action may be identified.

4.2 Realization of Promised Cofinancing

OPS5 reported a general consensus among key stakeholders in the GEF partnership on the utility of cofinancing, which is seen as helping bring additional resources to GEF projects, increase country ownership, and increase the likelihood of support for follow-up activities following project closure (GEF IEO 2013b). Tracking the materialization of cofinancing is important, as it provides information on the extent to which partner organizations meet their commitments. Nonmaterialization of cofinancing may hamper implementation of project activities and, in several situations, compromise the achievement of project results.

Tables 4.2 and 4.3 and figure 4.2 present data on promised and realized (actual) cofinancing for projects by different APR year cohorts. As reported in APR 2012, there was a substantial rise in the amount of promised cofinancing to dollar of GEF grant between the OPS4 and OPS5 cohorts. The

median ratio of promised cofinancing to GEF grant rose from 1.2 to 1.6 between OPS4 and OPS5, and the total amount of promised cofinancing to total GEF funding in these two four-year cohorts rose from \$2.00 to \$2.70 of promised cofinancing per dollar of GEF grant. On average, projects from the APR 2013 cohort have similar ratios of promised cofinancing to GEF grant as projects in the OPS5 cohort. The large rise evident in the total amount of promised cofinancing to GEF grant in the APR 2013 cohort is due to a few project outliers generating very large amounts of promised cofinancing. In particular, a single project in the cohort, the Second Beijing Environment Project (GEF ID 7) accounts for \$1.23 billion in promised cofinancing.

While the number of projects for which data on realized cofinancing are available is not as large as for projects with data on promised cofinancing, figures on realized cofinancing closely track those of promised cofinancing. On average, for both the OPS5 and APR 2013 cohorts, the amount of

TABLE 4.2 Promised Cofinancing to GEF Grant

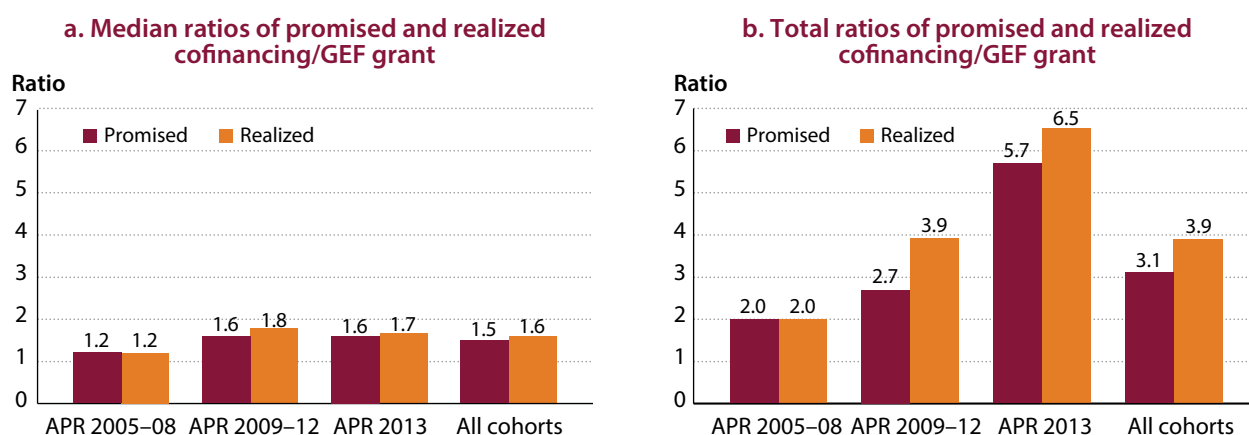
Criterion	APR 2005–08	APR 2009–12	APR 2013	All cohorts
Total projects with data on promised cofinancing	210	281	160	651
Total GEF funding (million \$)	984.5	1,094.0	630.8	2,709.3
Total promised cofinancing (million \$)	1,970.1	2,952.9	3,593.0 ^a	8,515.9
Median ratio of promised cofinancing to GEF grant	1.2	1.6	1.6	1.5
Ratio of total promised cofinancing to total GEF grant	2.0	2.7	5.7	3.1

a. A single project in the APR 2013 cohort, the Second Beijing Environment Project, accounts for \$1.23 billion in promised cofinancing.

TABLE 4.3 Realized (Actual) Cofinancing

Criterion	APR 2005–08	APR 2009–12	APR 2013	All cohorts
Total projects with data on realized cofinancing	162	264	129	555
Total realized cofinancing (million \$)	1,425.9	4,008.3	3,360.3	8,795
Median ratio of realized cofinancing to GEF grant	1.2	1.8	1.7	1.6
Ratio of total realized cofinancing to total GEF grant for APR cohort	2.0	3.9	6.5	3.9
% of projects with ≥ 90% of promised cofinancing realized	64	78	67	71
% of projects with ≥ 100% of promised cofinancing realized	52	69	55	61

FIGURE 4.2 Promised and Realized Cofinancing of GEF Projects, by APR Year Cohort Groupings



NOTE: Data on promised cofinancing are available for 651 projects in the APR 2005–13 cohort; data on realized cofinancing are available for 555 projects in the APR 2005–13 cohort.

realized cofinancing was slightly higher than the amount of promised cofinancing. When considering all cohorts to date, the median ratio of promised or realized cofinancing to GEF grant is around \$1.50 of cofinancing to dollar of GEF grant. If considering the total amount of cofinancing in all cohorts, the amount of promised cofinancing to GEF grant is just over \$3, and the total amount of realized cofinancing to GEF grant is just under \$4.

As shown in table 4.3, the percentage of projects realizing expected cofinancing at 90 percent

or 100 percent of the promised amount is actually higher in the OPS5 cohort than the OPS4 cohort—even though the amount of promised cofinancing to GEF grant is on average considerably higher in the OPS5 cohort compared to OPS4. Additional analysis looking at the sources and types of cofinancing among projects in these two cohorts is needed to assess what may be behind both the rise in promised and realized cofinancing in GEF projects over time. Table 4.4 provides information on promised and realized cofinancing by GEF Agency.

TABLE 4.4 Promised and Realized Cofinancing/Total GEF Grant Ratios by GEF Agency

Agency	APR 2005–08		APR 2009–12		APR 2013		All cohorts	
	Total	Median	Total	Median	Total	Median	Total	Median
Promised								
UNDP	1.4 (84)	1.2 (84)	3.0 (146)	2.0 (146)	2.7 (73)	1.6 (73)	2.4 (303)	1.6 (303)
UNEP	1.7 (28)	1.3 (28)	1.2 (41)	1.3 (41)	1.7 (24)	1.2 (24)	1.5 (93)	1.3 (93)
World Bank	2.4 (95)	1.3 (95)	2.8 (72)	1.5 (72)	8.7 (47)	2.4 (47)	4.1 (214)	1.6 (214)
All projects	2.0 (210)	1.2 (210)	2.7 (281)	1.6 (281)	5.7 (160)	1.6 (160)	3.1 (651)	1.5 (651)
Realized								
UNDP	1.6 (58)	1.2 (58)	5.8 (141)	2.2 (141)	4.5 (55)	1.5 (55)	4.5 (254)	1.7 (254)
UNEP	1.7 (21)	1.5 (21)	1.8 (40)	1.7 (21)	1.5 (21)	1.2 (21)	1.7 (82)	1.5 (82)
World Bank	2.3 (80)	1.1 (80)	3.0 (63)	1.4 (63)	9.6 (39)	2.6 (39)	4.3 (182)	1.5 (182)
All projects	2.0 (162)	1.2 (162)	3.9 (264)	1.8 (264)	6.5 (130)	1.7 (130)	3.9 (556)	1.6 (556)

NOTE: Number of observations in parentheses.

5. Elapsed Time during Council Approval and CEO Endorsement Stages

The time required to prepare and implement projects is an important indicator of efficiency in project delivery. Delays in project preparation and implementation lengthen the project cycle, increase costs, and potentially affect the generation of global environmental benefits. An extended project cycle also poses a reputational risk to the GEF, as key stakeholders may perceive the organization as inefficient, unresponsive, and bureaucratic. It is therefore important to monitor the time required for proposals and projects to advance through the GEF project cycle, and to take corrective measures when necessary.

OPS5 reported that key stakeholders in the GEF partnership perceive the GEF project cycle to be lengthy and that the present requirements entail additional effort in project preparation. OPS5 also reported that the GEF-5 target of 18 months for Council-approved project proposals to reach the CEO endorsement stage was being met in less than half of all approved GEF-5 FSPs. Moreover, performance along this metric actually deteriorated in GEF-5 compared to GEF-4. At the same time, efficiency gains were noted in other parts of the GEF project cycle. When compared with past performance, OPS5 reported a reduction in the time taken from PIF submission to PIF approval, from CEO endorsement to project start, and in the timeliness of project completion.

The emerging results of OPS5 were shared through interagency meetings. At that time, several participants expressed skepticism that the OPS5

findings on the GEF project cycle would hold in the future, as (1) the analysis did not take account of the cyclical patterns that may be driving performance, and (2) the findings were based on a small number of observations. Since the OPS5 analysis, six months of additional data have become available. Incorporation of these additional data mitigates some of the concerns related to cyclical patterns and also significantly increases the number of observations. The GEF Independent Evaluation Office has therefore used this opportunity to prepare a follow-up to the analysis presented in OPS5. The updated analysis seeks to determine the extent to which the findings on project preparation time presented in OPS5 still hold. It is also intended to provide additional information on this topic to the working group established to prepare proposals for the GEF Council on streamlining the project cycle.

The updated analysis confirms the findings and conclusions of OPS5 on project preparation-related project cycle stages. The analysis shows that, compared to GEF-4, less time is spent during GEF-5 from the first submission of a PIF to its approval by the Council. It also confirms that the business standard of 18 months or less from Council approval to CEO endorsement is met in fewer than half of the cases, and that performance of GEF-5 projects along this metric is lower than that of GEF-4 projects. If the entire period from the first PIF submission for Council approval to CEO endorsement is considered, only 30 percent of GEF-5 FSP proposals were CEO endorsed

within two years. This is a slight improvement over GEF-4. However, when eventual status in terms of a project's CEO endorsement or drop/rejection is taken into account, performance for GEF-5 proposals lags that for GEF-4.

5.1 Methodology

The update on the OPS5 analysis on the GEF project cycle focuses on stand-alone FSPs and covers the Council approval and CEO endorsement stages. The analysis for other stages has not been updated for various reasons. Due to a poor response rate from the operational focal points, data on the project identification stage are not being tracked effectively in the GEF Project Management Information System (PMIS). Therefore, no additional data on this stage are available. And, since the data on project implementation and completion are updated annually, an update on this part of the analysis was not feasible.

Project data downloaded from the PMIS were used as the basis for the updated analysis. The analysis takes into account data for GEF-5 projects up to February 28, 2014. In all, 409 GEF-5 proposals are covered in the updated analysis, compared to 278 in the OPS5 analysis. In the figures presented in this chapter, findings from both OPS5 and the updated analysis are shown.

5.2 Findings

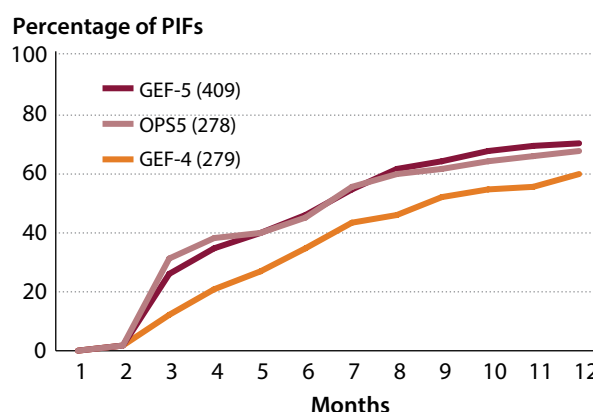
PIF SUBMISSION TO COUNCIL APPROVAL

The project cycle stages from PIF submission to Council approval include PIF submission, GEF Secretariat's PIF review, PIF clearance, PIF screening by the Scientific and Technical Advisory Panel, inclusion of the PIF in the GEF Council's work program, and PIF approval by the GEF Council. After the Council grants approval to a PIF, the Trustee reserves the amount requested in the PIF for the intended project. Although the Council has not

established any standard for the time taken from first submission of a PIF to Council approval, the programming document for GEF-5 (GEF Secretariat 2010) establishes a 40-day standard for achieving the milestone.

Figure 5.1 presents the cumulative percentage of PIF submissions that achieve Council approval and the time taken. It shows that PIFs rarely achieve Council approval within two months of first submission. Thus, the GEF-5 target of 40 days is not being met in the large majority of instances. At the same time, performance for this part of the GEF project cycle has improved from that of GEF-4. Forty-five percent of GEF-5 PIF submissions achieved Council approval within six months of their first submission compared with 34 percent of GEF-4 PIF submissions. The efficiency gains in this part of the GEF project cycle that were reported in OPS5 are confirmed by the updated analysis.

FIGURE 5.1 Time Taken from First Submission of PIFs to Council Approval



COUNCIL APPROVAL TO CEO ENDORSEMENT

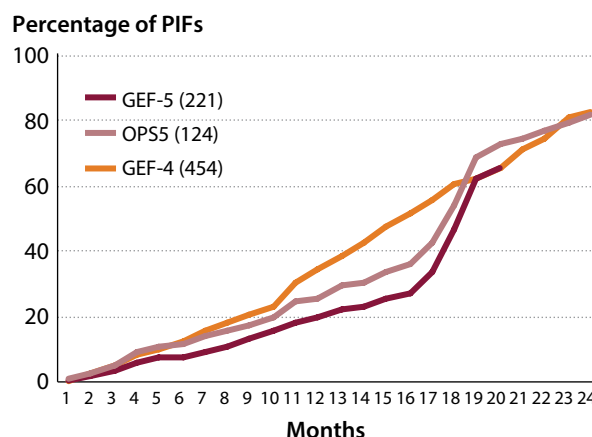
After a PIF is approved by the Council, the respective GEF Agency and project proponents prepare a detailed proposal for CEO endorsement. During this period, along with meeting other requirements, the project proponents and Agencies

are expected to take into account the feedback provided through Scientific and Technical Advisory Panel screening reports, as well as any comments made by the GEF Council at PIF approval. The Council established a business standard of 22 months from Council approval to CEO endorsement for GEF-4, and subsequently tightened this standard to 18 months for GEF-5.

Figure 5.2 presents the time taken from Council approval of a PIF to first submission for CEO endorsement. It shows that of approved GEF-5 project proposals, only 47 percent were submitted within 18 months for CEO endorsement. At the 18-month threshold, the performance of GEF-5 projects is worse than for GEF-4—although by the 19th month, the submission rate for GEF-5 proposals catches up with that of GEF-4.

GEF-5 projects' first submission for CEO endorsement after Council approval has been considerably slower for UNDP and UNEP compared to GEF-4. While United Nations Industrial Development Organization (UNIDO) and World Bank submissions have so far been at the same rate as during GEF-4, the percentage of proposals that were submitted within 18 months was lower than for UNDP (table 5.1). In terms of time taken for submission of the 50th percentile proposal, only the

FIGURE 5.2 Time Taken from Council Approval to First Submission for CEO Endorsement



World Bank showed some improvement, although its performance on this indicator was either equal to or lower than that of the other Agencies.

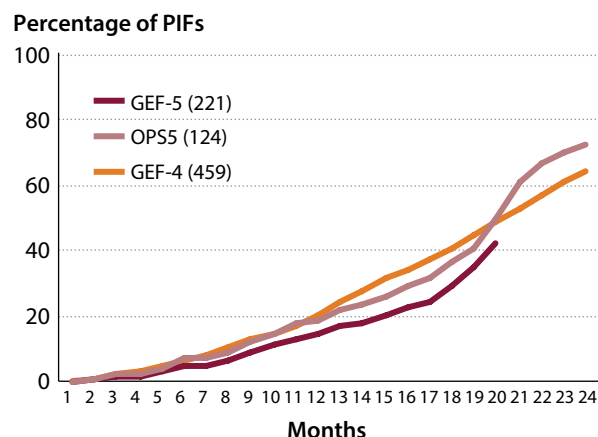
After a request for CEO endorsement is submitted, it is appraised by the GEF Secretariat. In many cases, resubmissions are required, which entails additional time before a project proposal is endorsed by the CEO. Figure 5.3 presents the time taken from Council approval to CEO endorsement. It shows that the 18-month target for GEF-5 is met only in 29 percent of cases. This is considerably lower than the performance for GEF-4

TABLE 5.1 Time Taken from Council Approval to CEO Endorsement of PIFs, by Agency

GEF Agency	Number of observations	Council approval to 1st submission for CEO endorsement		Council approval to CEO endorsement	
		% approved within 18 months	Time taken by 50th percentile proposal (in months)	% approved within 18 months	Time taken by 50th percentile proposal (in months)
UNDP	GEF-5: 86	58	18	30	20
	GEF-4: 185	74	14	47	19
UNEP	GEF-5: 24	38	19	29	—
	GEF-4: 59	61	16	61	16
UNIDO	GEF-5: 17	53	18	18	—
	GEF-4: 34	53	17	32	23
World Bank	GEF-5: 49	43	19	39	—
	GEF-4: 102	43	21	40	24

NOTE: — = not available. GEF-5 is tracked up to 20 months.

FIGURE 5.3 Time Taken from Council Approval to CEO Endorsement



projects, both in terms of endorsement rate at the 18-month threshold (41 percent for GEF-4), and in meeting the respective replenishment period target (i.e., 18 months for GEF-5, and 22 months for GEF-4). Figure 5.2 shows that even if all of the GEF-5 requests for CEO endorsement were endorsed within a day and without resubmission, the 18-month target for CEO endorsement would still be met in less than half of the instances.

The considerable deterioration of performance in terms of time taken from Council approval to CEO endorsement is primarily due to longer time taken by the three UN Agencies (UNDP, UNEP, and UNIDO) in submitting their proposals for CEO endorsement in GEF-5 vis-à-vis GEF-4 (table 5.1). Thirty-nine percent of the World Bank GEF-5 proposals were endorsed by the CEO within 18 months of Council approval, which is almost the same as for the GEF-4 period.

PIF SUBMISSION TO CEO ENDORSEMENT

The period between first submission of a PIF to CEO endorsement covers several stages related to project preparation and appraisal. Taking stock of this period—as opposed to focusing more narrowly on the time taken from PIF approval to CEO

endorsement—provides a more complete assessment of the time required for project proposals to advance through the GEF project cycle. The GEF has not established a specific standard for the time it should take from first submission of a PIF to CEO endorsement.

Figure 5.4 presents a comparison of the PIF submissions during GEF-4 and GEF-5 that could be tracked for 24 months, as of February 28, 2014. It shows that 30 percent of GEF-5 PIF submissions for FSPs were endorsed by the CEO within two years of first submission for PIF approval, compared to 26 percent in GEF-4. This confirms the OPS5 finding that, overall, there has been a slight improvement at the two-year threshold.¹

FIGURE 5.4 Time Taken from First Submission of PIF to CEO Endorsement

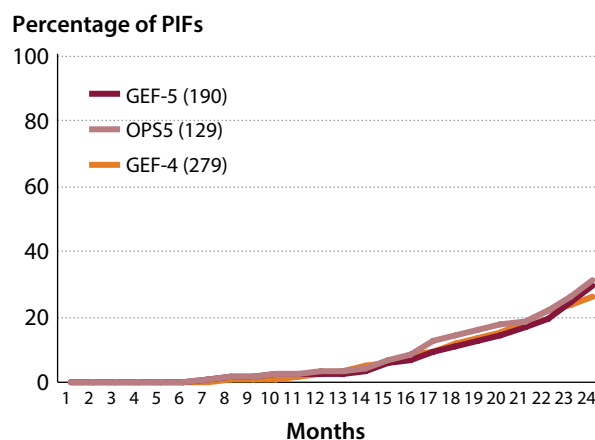
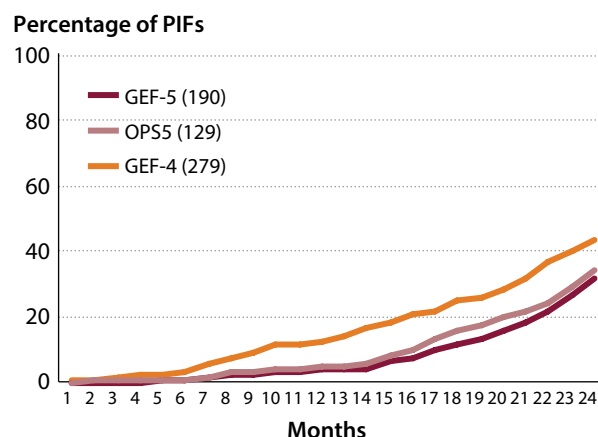


Figure 5.5 looks at another dimension of performance, timeliness in terms of determining eventual status—i.e., either CEO endorsement or rejection/drop of a proposal. Simultaneously taking into account both endorsement and rejection/drop ascertains the GEF’s ability to take decisions

¹Using a smaller data set, the OPS5 project cycle analysis reported that 31 percent of GEF-5 PIF submissions for FSPs were CEO endorsed within two years of first submission for PIF approval.

FIGURE 5.5 Time Taken from First Submission of PIF to CEO Endorsement or Drop/Rejection



in a timely manner. The data show that the time required to determine the eventual status of PIF submissions in terms of whether a project proposal achieves CEO endorsement or is rejected/dropped during preparation or appraisal was shorter during GEF-4 than GEF-5. A greater percentage of the GEF-5 project proposals tended to linger in

the pre-endorsement stages than of the GEF-4 proposals.

OTHER UPDATES

Table 5.2 presents updated data on the time taken at different stages of the appraisal process by 25th, 50th, and 75th percentile project proposals. In terms of time taken from PIF submission to CEO endorsement, performance in GEF-5 is very similar to that in GEF-4. The table confirms that, in general, GEF-5 proposals require less time to advance from PIF submission to Council approval than did GEF-4 proposals. The GEF Secretariat's response time for GEF-5 PIF submissions seems to be slightly slower than for GEF-4. However, its response time for requests for CEO endorsement of GEF-5 proposals is slightly swifter than in GEF-4. In summary, the time taken by the GEF Agencies from Council approval to first submission of request for CEO endorsement is confirmed as an area of major concern within the project appraisal and preparation period.

TABLE 5.2 Time Taken during Different Stages of the Project Appraisal Process

Stage	GEF-5			GEF-4		
	% of project proposals			% of project proposals		
	25	50	75	25	50	75
PIF submission to CEO endorsement (months)	23 (22)	n.a.	n.a.	22	28	43
PIF submission to Council approval (months)	2.9 (2.8)	6.2 (6.3)	13 (17)	4.3	7.6	13.0
PIF submission to clearance (months)	1.2 (1.0)	4.0 (4.2)	9.5 (14.7)	1.0	3.9	12.6
Clearance to Council approval (months)	1.6 (1.6)	1.7 (1.7)	1.9 (1.9)	1.9	2.2	3.4
Response time to PIF submission (work days)	3 (3)	8 (8)	13 (13)	2	6	12
Council approval to CEO endorsement (months)	17.5 (14.7)	20.0 (19.7)	n.a.	12.1	18.1	23.9
Council approval to 1st submission for CEO endorsement (months)	16.1 (12.1)	18.2 (18.0)	n.a.	9.5	13.7	20.3
Back-and-forth for CEO endorsement—i.e., 1st submission for CEO endorsement to CEO endorsement (months)	1.9 (1.9)	3.1 (3.1)	5.2 (5.2)	1.7	2.8	4.8
Response time to CEO endorsement submission (work days)	6 (6)	10 (10)	15 (15)	7	11	22

NOTE: n.a. = not applicable. Figures reported in OPS5 are in parentheses. GEF-5 data are as of February 28, 2014.

6. Effect of Cofinancing on the Project Cycle

OPS5 found that the cofinancing of GEF projects—whether measured as the ratio of total promised cofinancing to total GEF grant or as the median ratio of promised cofinancing to GEF grant in project proposals—has increased from GEF-3 to GEF-5.¹ It also concluded that, while other factors such as economic development in the recipient countries and the evolution of the GEF portfolio likely contributed to the growth in cofinancing, much of this growth was due to an increased focus on maximizing cofinancing during the project appraisal process. The study reported that although GEF stakeholders agree that cofinancing is useful in bringing new resources to GEF projects, increasing country ownership, and increasing the likelihood of follow-up activities, they also believe that greater transparency is needed in the application of cofinancing requirements, as well as a more balanced perspective to acknowledge the costs involved in such an approach. These costs include additional time and resources spent in mobilizing cofinancing.

During the third meeting of the GEF-6 replenishment in Paris, several participants asked the GEF Independent Evaluation Office to examine the effects of cofinancing on project preparation time. Given the methodological challenges associated

with the limited availability of information, it is difficult to address the replenishment group's request comprehensively in a short span. However, available information allows for some aspects of the request to be addressed in this report.

The analysis presented in this chapter provides additional information on cofinancing and its effect on the GEF project cycle, building on the OPS5 study. It examines the effect requests by the GEF Secretariat for additional cofinancing—made during the PIF review process—have on the level of promised cofinancing and whether such requests also affect the time spent by project proposals in gaining PIF clearance and Council approval. The analysis is aimed at providing additional inputs to the working group that has been established to update the GEF policy on cofinancing.

The analysis shows that during the PIF review process, the Secretariat requested additional cofinancing for 54 percent of the GEF-5 project proposals covered here. Requests for additional cofinancing from the Secretariat led to, on average, a 12 percent increase in promised cofinancing. However, the proposals for which the Secretariat requested higher cofinancing took an average of 38 more days to obtain PIF clearance—and 43 more days to achieve Council approval. Project proposals for the chemicals focal area seem to have undergone greater scrutiny for cofinancing. During the PIF appraisal process, proposals from the chemicals focal area show a greater average increase in cofinancing, along with higher PIF

¹ The GEF Council defines cofinancing as “project resources that are committed by the GEF agency itself or by other non-GEF sources and which are essential for meeting the GEF project objectives” (GEF 2003).

rejection rates which may be linked to level of promised cofinancing.

6.1 Methodology

This study covered all GEF-5 proposals for FSPs, where first submission of a PIF was made on or prior to June 30, 2012, and included rejected or dropped projects. The data gathered for this analysis came from the PMIS and a survey of the GEF Secretariat's review sheets for each of the GEF-5 FSP proposals. In all, 392 FSPs for which PIFs had been submitted were considered. Of these, 309 projects obtained Council approval during the one-year period tracked by the analysis. The analysis is limited to the PIF review stage of the project cycle, as it is during this stage that the Secretariat assesses project eligibility based on several criteria including level of promised cofinancing. Within the PIF review stage, the analysis focused on the time taken from the first PIF submission to PIF clearance and to Council approval. Both of these milestones have been used to check the sensitivity of the results.

The approach adopted for assessing the effects that requests for additional cofinancing have on the project cycle has its limitations. First, project proponents and partner Agencies may respond to the GEF Secretariat's attention to cofinancing prior to the first submission of a PIF; such effort is not reflected in the analysis. In addition, requests from the Secretariat to increase cofinancing are likely to be related to the Secretariat's assessment that the proposed cofinancing is low. Therefore, proposals for which the Secretariat does not provide such requests constitute a comparison group, and not a control or experimental group. To some extent, the differences between the comparison groups were mitigated by use of a multilinear regression model to estimate net effects.

6.2 Findings

SECRETARIAT REQUEST FOR INCREASE VERSUS ACTUAL INCREASE IN PROMISED COFINANCING

For 166 (54 percent) of the 309 GEF-5 PIFs that received Council approval within a year, the GEF Secretariat requested an increase in cofinancing during the PIF review process. Table 6.1 presents the changes in promised cofinancing in PIFs from their last Secretariat review to their subsequent resubmission, based on whether the Secretariat asked for more cofinancing in its PIF review. For projects for which the Secretariat asked for more cofinancing, the level of cofinancing increased by 12 percent from the first submission to Council approval. For proposals for which the GEF Secretariat did not make such a request, the level of net cofinancing remained the same.

Table 6.2 presents the percentage of projects that gained cofinancing between submissions differentiated by the presence or absence of Secretariat comment.² For project proposals where the Secretariat requested an increase in cofinancing, a majority (73 percent) record an increase in promised cofinancing. In comparison, of the project proposals for which the Secretariat did not request an increase in cofinancing, a considerably lower percentage saw an increase in cofinancing (20 percent). Thus, in general, the partner Agencies and project proponents have responded to the cofinancing-related requests of the Secretariat.

² For brevity, "comment" as used in this analysis refers only to those instances of PIF submission or resubmission where the GEF Secretariat asked for more cofinancing.

TABLE 6.1 Changes in Promised Cofinancing during PIF Review

Review iteration	Number of project proposals		% increase in cofinancing at the portfolio level	
	Approved	Approved with comment	Approved	Approved with comment
From 1st to 2nd PIF submission	309	150	–1	10
From 2nd to 3rd PIF submission	141	53	0	16
From 3rd to 4th PIF submission	53	19	–1	10
From 4th to 5th PIF submission	16	5	2	3
From 1st PIF to Council approval ^a	309	166	0	12

a. With a comment to raise cofinancing on any submission between the first PIF submission and Council approval.

TABLE 6.2 Distribution of Submission-by-Submission Increases in Project Cofinancing

Review iteration	Projects without comment			Projects with comment		
	No increase in cofinancing	Increase in cofinancing	Total	No increase in cofinancing	Increase in cofinancing	Total
From 1st to 2nd PIF submission	136 (86)	23 (14)	159	53 (35)	97 (65)	150
From 2nd to 3rd PIF submission	73 (83)	15 (17)	88	18 (34)	35 (66)	53
From 3rd to 4th PIF submission	27 (79)	7 (21)	34	9 (47)	10 (53)	19
From 4th to 5th PIF submission	9 (82)	2 (18)	11	1 (20)	4 (80)	5
From 1st PIF to Council approval ^a	115 (80)	28 (20)	143	45 (27)	121 (73)	166

NOTE: Percentages are provided in parentheses.

a. With a comment to raise cofinancing on any submission between the first PIF submission and Council approval.

EFFECT OF SECRETARIAT REQUEST FOR MORE COFINANCING ON PROJECT CYCLE

As noted earlier, project proposals that did not receive any comments asking for an increase in cofinancing may not be treated as a control group for those that did. Rather, these two groups of proposals constitute comparison groups, and the net differences in the time taken and submissions required are indicative. Nonetheless, the patterns that emerge are consistent with the hypothesis that a focus on cofinancing makes for greater time in project preparation. Requests for higher cofinancing is associated with additional time spent in the project appraisal process and a greater number of submissions needed for PIF clearance or approval. Project proposals with cofinancing comments took,

on average, 38 additional days to obtain PIF clearance (or 43 additional days for Council approval) compared to proposals without Secretariat comment (table 6.3). Similarly, proposals for which a request for increased cofinancing was made required on average an additional 0.6 submissions to obtain Council approval than those without comment. Depending on the variables that are controlled for, the estimates generated through linear regression models show that the effect of a request for increased cofinancing on additional time taken for PIF clearance is in the 20–40-day range. However, when the effect is estimated for those projects that actually increased their cofinancing—which may be used as a proxy for the project proponents actually making an effort to increase cofinancing—the estimate of additional days to PIF clearance increases to the 60–80-day range.

TABLE 6.3 Effect of Cofinancing Requests on Time Taken and Number of PIF Revisions Needed for Council Approval/PIF Clearance

Cofinancing request	Number of projects	Average number of days from 1st PIF submission to Council approval (PIF clearance)	Average number of PIF submissions for Council approval/PIF clearance
No comment to increase cofinancing	143	151 (94)	2.1
With comment to increase cofinancing ^a	166	194 (132)	2.7
Net difference		43 (38)	0.6

NOTE: Percentages are provided in parentheses.

a. Refers to any comment requesting an increase in cofinancing on any PIF submission.

Secretariat feedback asking for an increase in cofinancing does not seem to affect countries uniformly in terms of the additional time required for Council approval or PIF clearance. Proposals from some countries took more time to achieve PIF clearance when the Secretariat requested an increase in cofinancing, while proposals from other countries were not as affected. However, since the number of observations decreases significantly at that disaggregated level, only tentative inferences may be drawn. Global projects, which tend to involve several countries and Agencies, and projects in Latin America and the Caribbean tended to take much longer when they received feedback from the Secretariat asking for an increase in cofinancing. By focal area, biodiversity and chemicals project proposals showed significant increases in time needed.

DIFFERENCES ACROSS MAJOR COUNTRY GROUPS

Differences among project proposals from different regions and across different country characteristics were examined; these are presented in table 6.4, which shows some interesting results. For example, project proponents from Africa and countries classified as fragile were less likely to increase cofinancing in response to the Secretariat's request, but were likely to have relatively moderate PIF rejection rates. Thus, the Secretariat

does seem to have some level of calibration based on country circumstances in its approach to seeking more cofinancing. The request for an increase in cofinancing appears to be most effective on proposals from Latin American and Caribbean countries and SIDS.

FOCAL AREA DIFFERENCES IN PROJECT APPRAISAL

A lower percentage of land degradation (42 percent) and climate change (45 percent) project proposals received feedback requesting an increase in cofinancing (table 6.5). In contrast, nearly two-thirds of chemicals (63 percent) and multifocal area proposals (67 percent) received such feedback. While comments in the chemicals focal area led to an average increase in cofinancing of 45 percent, the increase in cofinancing was marginal for multifocal area proposals (7 percent). Fourteen percent of the PIFs submitted for the chemicals focal area were rejected due to low levels of cofinancing. Of the projects that received Secretariat comment, those from the chemicals focal area were more likely to respond to the request for increasing cofinancing both in terms of response rate and average increase. This, combined with the high percentage of chemicals project proposals that received feedback asking for an increase in cofinancing, indicates that proposals for chemicals projects may have undergone greater scrutiny.

TABLE 6.4 Cofinancing of Project Proposals from First PIF Submission to Council Approval, by Country Group

Country group	Number	% of proposals with comment (any PIF submission)	% that increased promised cofinancing ^a	Average increase in cofinancing from first PIF submission to Council approval ^a	PIFs rejected for low cofinancing (as % of total submission)
All projects	309	54	73	12	7
Asia	9	52	73	21	8
Africa	83	52	63	6	5
ECA	47	60	75	5	11
LAC	63	52	79	26	3
\$0.04–\$23 billion GDP	65	52	68	20	5
\$24–\$121 billion GDP	64	50	66	–2	5
\$122+ billion GDP	129	58	76	14	8
LDC	66	42	71	8	6
Lower income	77	57	68	24	5
Upper income	115	60	74	9	7
SIDS	19	47	78	34	5
LLDC	54	54	69	16	8
HIPC	59	42	64	1	3
Fragile	34	50	47	–5	7
None of the above	141	57	73	14	7
National	258	55	72	13	6
Regional	30	43	69	10	8
Global	21	57	92	10	7

NOTE: ECA = Europe and Central Asia; HIPC = heavily indebted poor country; LAC = Latin America and the Caribbean; LLDC = landlocked developing country.

a. Of those proposals that received Secretariat comment to increase cofinancing.

TABLE 6.5 Cofinancing of Project Proposals from First PIF Submission to Council Approval, by Focal Area

Focal area	Number	% of proposals with comment (any PIF submission)	% that increased promised cofinancing ^a	Average increase in cofinancing from first PIF submission to Council approval ^a	PIFs rejected for low cofinancing (as % of total submission)
All projects	309	52	73	12	7
Biodiversity	61	51	77	28	1
Climate change	116	45	71	11	9
International waters	10	50	80	9	0
Land degradation	12	42	80	32	0
Multifocal area	76	67	65	7	4
Chemicals	32	63	90	45	14

a. Of those proposals that received Secretariat comment to increase cofinancing.

7. Quality of M&E Design and Implementation

Project M&E systems provide real-time information to managers on progress made in achieving intended results and facilitate adaptive management. Effective M&E systems allow for evaluation of project sustainability and impacts following project closure. They also provide information potentially of value in managing resources at the portfolio level. They are therefore among the key project performance indicators tracked and reported on by the GEF Independent Evaluation Office in the APRs.

7.1 Rating Scale

As discussed in [section 2.5](#), M&E systems are assessed in terminal evaluations on two principle dimensions: (1) the **design** of a project's M&E system, and (2) the **implementation** of a project's M&E system. A six-point rating scale is used to assess M&E design and M&E implementation, with the following categories:

- **Highly satisfactory.** The project had no shortcomings in M&E design/implementation.
- **Satisfactory.** The project had minor shortcomings in M&E design/implementation.
- **Moderately satisfactory.** The project had moderate shortcomings in M&E design/implementation.
- **Moderately unsatisfactory.** The project had significant shortcomings in M&E design/implementation.

- **Unsatisfactory.** The project had major shortcomings in M&E design/implementation.
- **Highly unsatisfactory.** There was no project M&E design/implementation.

Among projects that have been rated on both M&E design and implementation by the GEF Independent Evaluation Office or the GEF Agency evaluation offices, strong associations are found between the two ratings. That is, projects with M&E design ratings of moderately satisfactory or higher are more likely than not to have M&E implementation ratings of moderately satisfactory or higher as well, and vice versa. At the same time, project M&E systems can be—and often are—modified and improved upon during project implementation. Also, high-quality design of project M&E is not a guarantee of high-quality M&E implementation.

7.2 Findings

Within the GEF partnership, there is a broad consensus that effective M&E systems are essential in helping both to support the attainment of project-level outcomes, and to facilitate continuous learning and improvements which are reflected in policy and programming changes at the portfolio level. For example, the 2010 GEF M&E policy states that

GEF projects and programs are more likely to capitalize on their innovative and catalytic role when they are fully integrated with RBM [results-based management] and where management

activities are based on feedback from systematic M&E findings. (GEF IEO 2010c)

UNDP, in its *Handbook on Planning, Monitoring and Evaluating for Development Results*, notes that

UNDP places great importance on monitoring and evaluation because, when done and used correctly, they strengthen the basis for managing for results, foster learning and knowledge generation in the organization as well as the broader development and evaluation community, and support the public accountability of UNDP. (UNDP 2009)

At the World Bank, M&E is considered an integral component of ongoing efforts to function as a results-based organization, including informing the Bank's modernization strategy (World Bank 2012).

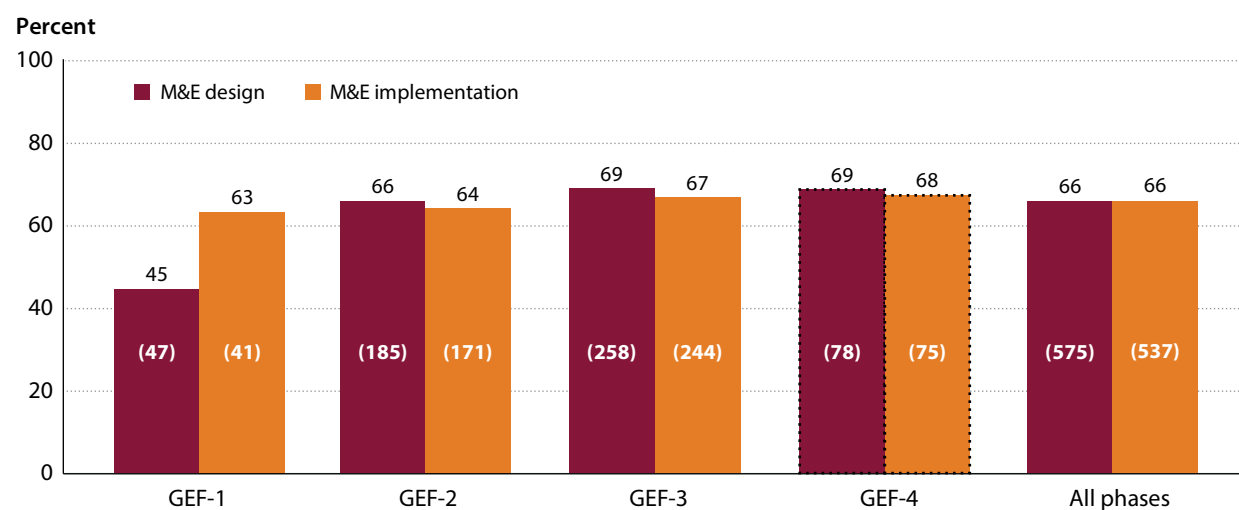
Nevertheless, translating these aspirations into practice remains a challenge. Figure 7.1 shows M&E design and implementation ratings by GEF phase for the 575 and 537 projects, respectively, for which such ratings are available. As shown, there was substantial room for improvement in the design of M&E systems from GEF-1 projects. Improvements in M&E design were realized to some degree in

subsequent phases, climbing to around 65 percent for the share of projects with M&E design ratings in the satisfactory range. Ratings on both M&E design and M&E implementation have remained more or less steady from GEF-2 onwards, with some 65 percent of projects rated in the satisfactory range. This indicates that around a third of GEF projects from GEF-2 on continue to have unsatisfactory M&E design and/or implementation—a finding that was noted in APR 2012 as well.

Improvements in some aspects of M&E design have been confirmed through three quality at entry reviews conducted in FY 2005, 2008, and 2011.¹ As reported in APR 2011, compared with projects sampled in FY 2005, subsequent cohorts showed improvement in terms of the percentage of projects meeting minimum M&E requirements for quality of entry as defined by GEF-4 standards. Improvements in M&E design included more

¹ These studies examined a sample of FSP project documents that received CEO endorsement: 74 from FY 2005, 82 from FY 2008, and 80 from FY 2011, or 236 FSPs in all.

FIGURE 7.1 Percentage of Projects with M&E Design and M&E Implementation Ratings of Moderately Satisfactory or Above



NOTE: Dashed line indicates low reporting coverage of GEF-4 phase. Numbers of terminal evaluations reviewed are provided in parentheses.

widespread use of SMART indicators and a larger share of projects specifying targets for objectives and outcomes, and allocation of a separate budget for M&E activities. Improvements, while not large at the portfolio level,² were more pronounced for some GEF Agencies—UNEP in particular. In some areas, however—such as providing baseline data in project proposals—progress has been difficult.

Since inception, the GEF Council has, on many occasions, worked toward strengthening M&E policies and procedures. Steps taken include approval of the first GEF M&E Policy in 2006, and a 2010 revision of the M&E Policy for GEF-5 that incorporated findings and recommendations from OPS4. Thus, while M&E ratings on completed projects have remained relatively flat at the portfolio level, these ratings to some degree mask an increase over time in expectations for project M&E systems, and the fact that newer projects have yet to enter in the pool of completed projects under analysis in large numbers.

Grouping M&E ratings by GEF Agency reveals shifts not seen at the portfolio level. For the two most recent four-year APR cohorts, M&E design ratings have moved only slightly for UNDP and UNEP, with a more pronounced decline in ratings for World Bank–implemented projects (figure 7.2). The change in World Bank M&E design ratings is not statistically significant. However, between the same four-year APR cohorts, there have been very substantial shifts in M&E implementation ratings, particularly a 13 percent increase in the share of UNDP projects in the satisfactory range, and a 27 percent drop in share for World Bank projects in the satisfactory range. This drop is consistent with the decreases in IEG outcome and implementation ratings. The underlying reasons are not fully understood and need to be analyzed further.

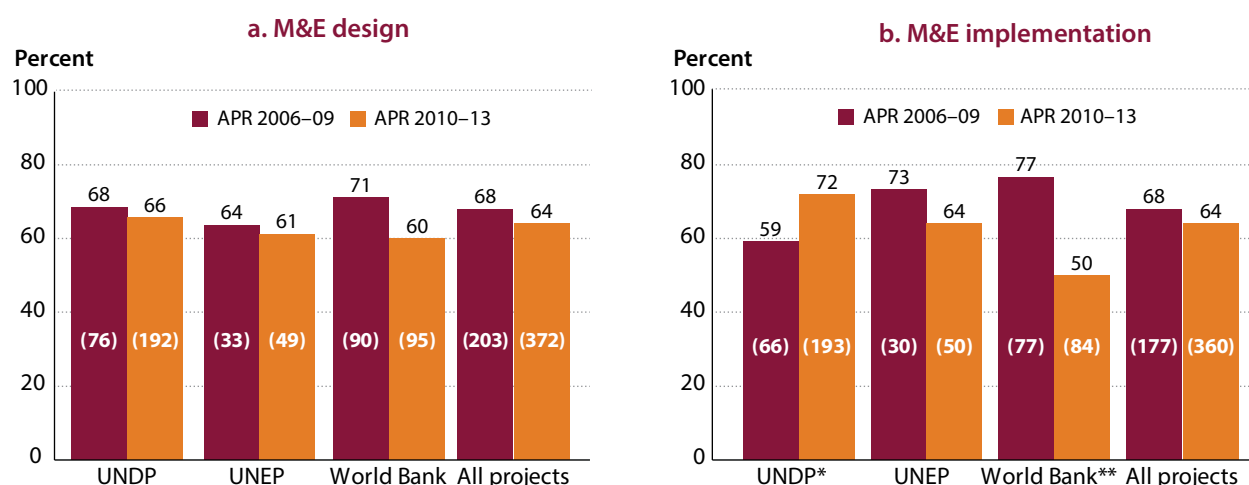
² Eighty percent of sampled projects endorsed by the CEO in FY 2011 were found to be compliant with the minimum requirements for quality at entry as measured by GEF-4 standards, compared with 76 percent of sampled projects endorsed by the CEO in FY 2008.

To see whether M&E design and implementation performance differs by GEF focal area, table 7.1 presents ratings by focal area for all rated projects to date. Climate change projects stand out as having higher ratings on average for M&E design—around 70 percent of projects rated in the satisfactory range, compared to around 60 percent for projects in other focal areas. The higher M&E design ratings for climate projects is perhaps indicative of the availability of a clear and universal indicator (greenhouse gas emissions and reductions) as well as greater international attention to the best ways to assess and measure progress on the ground.

More pronounced differences between focal areas are found in M&E implementation ratings, where—again—the climate change focal area has on average a higher share of projects with ratings in the satisfactory range, together with projects from the land degradation and biodiversity focal areas. Underperforming focal areas in M&E implementation to date include multifocal area projects and chemicals projects. The finding on multifocal projects is not unexpected given their complexity, but it indicates that improving the design and implementation of M&E systems for these projects should be a priority given their increasing prominence in the GEF portfolio. At present, no clear explanation is found for the low M&E implementation ratings on chemicals focal area projects, although the foundational nature of a majority of the projects completed to date and the small number of completed projects rated so far (21 projects) might plausibly explain this pattern.³

³ OPS4 describes foundational projects as those that focus on policy, regulatory frameworks, and national priority setting and capacity development (GEF IEO 2010a). Past work by the GEF Independent Evaluation Office shows that establishing robust M&E systems for such projects is often challenging. In the 2011 APR substudy on quality of impact measurement arrangements, 6 of the 55 sampled projects were eventually excluded from review because they were determined to be foundational projects, and it was felt that assessing the quality of their M&E design for arrangements for impact measurement might not be practical.

FIGURE 7.2 Percentage of Projects with M&E Design and M&E Implementation Ratings of Moderately Satisfactory or Above, by GEF Agency and Four-Year APR Cohorts



NOTE: * = difference in percentage between APR year cohorts statistically significant at a 90 percent confidence level; ** = difference in percentage between APR year cohorts statistically significant at a 95 percent confidence level. Numbers of projects are provided in parentheses.

TABLE 7.1 M&E Design and Implementation Ratings by GEF Focal Area, All Rated Projects to Date

Focal area	M&E design		M&E implementation	
	No. of rated projects	% of projects rated moderately satisfactory or above	No. of rated projects	% of projects rated moderately satisfactory or above
Biodiversity	265	66	245	68
Climate change	140	71	133	71
Chemicals ^a	24	58	21	48
International waters	65	60	60	58
Land degradation	33	61	33	73
Multifocal	48	58	45	51
All projects	575	66	537	66

a. Consists of projects in the persistent organic pollutants focal area and the ozone layer depletion focal area; beginning in GEF-4, these have been grouped together in a single GEF focal area.

7.3 Best Practices in M&E

At the interagency meeting discussing the preliminary findings of APR 2013, participants requested that the APR include examples of best practices in M&E throughout the GEF partnership. Following this, a desk review was conducted of all projects covered in APRs to date that have

received the highest ratings for M&E design and implementation. This group includes just 14 of the 575 projects rated on M&E design (~2 percent) and 26 of the 537 projects rated on M&E implementation (~5 percent). A complete list of the 40 reviewed projects with highly satisfactory M&E design and/or M&E implementation ratings is in [annex D](#).

In terms of attributes, these projects are fairly representative of GEF Agencies and regions—although projects from the multifocal and chemicals areas are not represented in this list. All of the projects are from the GEF-2 through GEF-4 replenishment phases. More than half of the projects were MSPs; considering that MSPs are only 44 percent of the projects covered in APRs to date, this perhaps reflects the reduced level of complexity in these projects, and the consequence that design and implementation of effective, high-quality M&E systems is easier to achieve in MSPs than FSPs.

It is worth noting that all but 1 of the 14 projects with highly satisfactory M&E design and all but 1 of the 26 projects with highly satisfactory M&E implementation had overall outcome ratings in the satisfactory range. Indeed, within the APR data set of completed projects to date, strong associations are found between outcome and M&E ratings. Eighty-eight percent of projects with satisfactory ratings on M&E design had satisfactory ratings on outcomes, compared with 73 percent of projects with unsatisfactory ratings on M&E design. For M&E implementation, the association is stronger. Ninety-two percent of projects with satisfactory ratings on M&E implementation had satisfactory ratings on outcomes, compared with 66 percent of projects with unsatisfactory ratings on M&E implementation. Both associations are significant at a 95 percent confidence level. At the same time, correlation is not causation. It is likely that the factors that lead to better M&E design and implementation also lead to better performance in terms of outcome achievements.

Lastly, most (92 percent) of the projects with highly satisfactory M&E implementation ratings had high M&E design ratings—satisfactory or highly satisfactory—which is in line with overall findings at the portfolio level noted in [section 7.1](#).⁴

⁴The World Bank rates M&E components using a four-point scale. For this analysis, a World Bank IEG

Review of the 14 projects with outstanding M&E yields some common attributes:

- All of the M&E plans were sufficiently **detailed**, with **clearly defined responsibilities** for monitoring activities and dedicated budgets for each M&E component.
- A large number of these M&E designs made provision for the active **participation of stakeholders** in M&E implementation. Among the potential benefits of this approach are increased opportunities for stakeholder buy-in (see example [below](#)), as project beneficiaries can more readily see the results of the project in real time; and expanded networks for information gathering and dissemination, with associated gains in efficiency.
- All of the projects with outstanding M&E design had M&E systems that were **integral** to the project's overall design, with processes and indicators that were expected to facilitate adaptive management through the timely provision of relevant information.

DESIGN

Some examples of best practices in M&E design among completed projects covered in APRs follow.

- **Establishing Conservation Areas through Landscape Management in the Northern Plains of Cambodia (GEF ID 1043), implemented by UNDP.** This project's M&E plan is notable in that it was designed prior to the introduction of the 2006 GEF M&E Policy. Of particular note is a section on conservation impact monitoring, which is carefully tailored to ensure integrity and transparency, and to facilitate stakeholder buy-in. As stated in the project document,

rating of high is considered to correspond to ratings of satisfactory or above.

(i)n the project logframe, the monitoring program is designated a separate component in recognition of its importance, and the necessity of maintaining independence between project activities and their evaluation. This is particularly relevant given that the results of the monitoring program will be used to set reward rates for the incentive scheme. The project recognizes the critical need for quantifiable indicators, not just for management to adapt activities, but to provide a public and transparent process to evaluate project success. Both communities and government need to understand and accept monitoring results for there to be genuine stakeholder buy-in to the project.

All of the M&E activities were listed and explained, and a table was included indicating responsibilities, budgets, and time frames for each. Moreover, all indicators were SMART and results oriented.

- **Indonesia Forests and Media Project (GEF ID 1424), implemented by the World Bank.**

The focus of this project was on awareness raising, an often poorly defined outcome which can be challenging to monitor. Nevertheless, this project's M&E system was designed with a clear set of relevant targets and indicators, and an effective methodology for data gathering. Planned M&E activities included daily scans of media coverage and representative surveys that provided baseline and post-intervention assessments. Results from the project's surveys were integral to the project and played an important role in the development of promotional campaigns. Many of the project's methodologies were borrowed from those proven and in wide use by the marketing industry.

Regarding the size of the budget for M&E, projects with outstanding M&E design exhibited a high degree of variability. For projects where M&E was not a core output (11 projects), the budget

for M&E ranged from 2 percent to 13 percent of the total project budget. Where establishment of an M&E system was a key output of the project (3 projects), the M&E budget ranged from 10 percent to 33 percent of the total project budget.

IMPLEMENTATION

It follows that projects with well-designed M&E plans are more likely to have highly rated M&E implementation—a finding noted at the beginning of this chapter. At the same time, review of completed projects with outstanding M&E implementation ratings reveals two themes not readily apparent from ratings alone. The first is that many of these projects made substantive provisions in terms of time and resources for **training of stakeholders** on the project's M&E system. These events involved not only those whose responsibility it was to carry out project M&E, but also other stakeholders who were expected to act upon the findings and stood to benefit from a deeper understanding of this project component. Second, projects with outstanding M&E implementation found ways to **share M&E findings** with a broad array of project stakeholders, often through the use of information management systems providing real-time access to project data, project-specific publications, and stakeholder workshops where findings were discussed. Project evaluations noted that this kind of approach helped facilitate stakeholder buy-in and knowledge sharing.

Some examples of best practices in M&E implementation among completed projects covered in APRs follow.

- **Greater Berbak Sembilang Integrated Coastal Wetland Conservation Project (GEF ID 845), implemented by the World Bank.** M&E implementation for this project, which focused on strengthening conservation protections for threatened Indonesian wetlands, is notable for involving a large number of stakeholders, including forest rangers, local

nongovernmental organizations, and local villagers in assessment of biodiversity conditions and threats. To ensure consistent and high-quality M&E, the project provided intensive training on wildlife and monitoring survey techniques to the M&E team. As noted in the project's terminal evaluation, local nongovernmental organizations are likely to replicate the monitoring approach in nearby parks. Moreover, because the evaluation of project performance involved project counterparts and partners, it was "easy to discuss priorities and refocus project activities during implementation."

- **Building Capacity for Participation in the Biosafety Clearing House (GEF ID 2402), implemented by UNEP.** This project sought to strengthen the capacities of 112 countries to access and use the Biosafety Clearing

House—an information repository and knowledge-sharing platform established as part of the Cartagena Protocol on Biosafety. With such a large number of country stakeholders, effective implementation of M&E required efficient coordination of monitoring teams and dissemination of M&E findings. This was accomplished through the establishment of a network of regional advisers; on-line open information management and knowledge-sharing systems; and regional workshops where participants discussed project strengths and weaknesses, sustainability, and lessons learned. Such meetings reportedly enabled group reflection and enhanced adaptive management and learning. In addition, project experiences and learning were distilled into a project publication to help further knowledge dissemination and broader adoption of best practices.

8. Quality of Terminal Evaluation Reports

Terminal evaluation reports provide one of the principle ways by which the GEF Council, GEF management, GEF Agencies, GEF Independent Evaluation Office, and other stakeholders are able to assess the performance of GEF projects. This assessment facilitates continued learning and adaptation throughout the GEF partnership. The integrity and quality of terminal evaluations is therefore essential to the validity of any findings that may arise from their analysis.

The GEF Independent Evaluation Office has been reporting on the quality of terminal evaluations since APR 2004. To date, 693 terminal evaluations have been submitted to the Office. Of these, 682 have been rated by either the GEF Independent Evaluation Office or GEF Agency evaluation offices. As noted earlier in this report, year of terminal evaluation completion is used for analysis rather than APR year, as year of terminal evaluation is generally coterminous with the actual preparation of a report. Terminal evaluations are assessed by the evaluation offices of GEF Agencies, the GEF Independent Evaluation Office, or both. As noted in chapter 2 and described in full in [annex B](#), terminal evaluations are assessed and rated by the GEF Independent Evaluation Office on the following criteria:

- Did the report present an assessment of relevant outcomes and achievement of project objectives in the context of the focal area program indicators, if applicable?

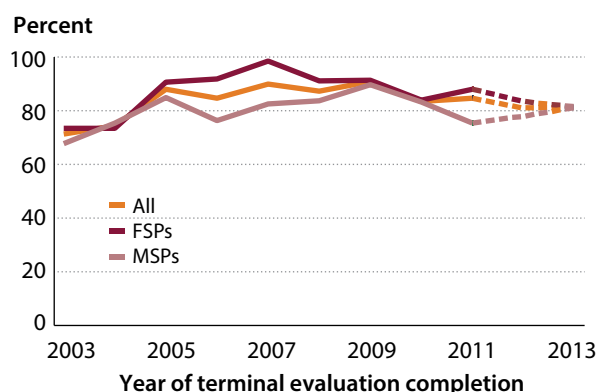
- Was the report consistent, the evidence complete and convincing, and the ratings substantiated?
- Did the report present a sound assessment of sustainability of outcomes?
- Were the lessons and recommendations supported by the evidence presented?
- Did the report include the actual project costs (total and per activity) and actual cofinancing used?
- Did the report include an assessment of the quality of the project M&E system and its use in project management?

Performance on each of these criteria is rated on a six-point scale from highly satisfactory to highly unsatisfactory. The overall rating for the terminal evaluation is a weighted average of the six subratings, with the first two subratings receiving more weight than the other four (see [annex B](#)). The evaluation offices of GEF partner Agencies generally use an identical or comparable approach to the rating of terminal evaluation quality.

8.1 Findings

As shown in figure 8.1, ratings on the quality of terminal evaluations have remained more or less steady since 2005, with the percentage of terminal evaluations rated in the satisfactory range for

FIGURE 8.1 Terminal Evaluation Reports with Overall Quality Rated Moderately Satisfactory or Above, by Project Size



NOTE: Dotted lines indicate that trend lines are provisional and may change as additional ratings of terminal evaluations become available in subsequent APRs.

overall terminal evaluation quality slightly above 80 percent. On average, a slightly higher percentage of FSP evaluations have ratings in the satisfactory range compared to MSPs; however, the difference is only a few percentage points.

Of perhaps greater concern are two aspects of terminal evaluation reporting that have on average received substantially lower ratings: reporting on project financing and reporting on M&E systems. When considering all rated terminal evaluations

completed within the last eight years, the percentage with satisfactory ratings on financial reporting and M&E systems is 67 percent and 63 percent, respectively, compared to 84 percent for reporting along other dimensions (table 8.1). The difference in ratings for both reporting dimensions is statistically significant at a 95 percent confidence level.

8.2 Comparison of GEF Independent Evaluation Office and Agency Evaluation Office Ratings

The discussion of APR methodology in [section 2.5](#) noted that several GEF partner Agencies have independent evaluation offices that provide oversight and review of ratings provided in their Agency's respective terminal evaluations. Beginning in 2009, the GEF Office began accepting ratings from the independent evaluation offices of the World Bank, UNEP, and—subsequently—UNDP. This approach, which reduces duplicative work, follows the GEF Independent Evaluation Office finding that ratings from these three offices are largely consistent with those provided by the Office itself (GEF IEO 2009a).

The GEF Independent Evaluation Office continues to monitor consistency between the ratings provided by Agency independent evaluation offices and those provided by internal GEF Independent

TABLE 8.1 Percentage of Terminal Evaluation Reports Rated Moderately Satisfactory or Above on Individual Quality Dimensions, by Two-Year Cohorts

Quality dimension	Year of terminal evaluation completion				All evaluations
	2006–07	2008–09	2010–11	2012–13	
Financial reporting	51	71	71	73	67**
M&E reporting	57	65	63	66	63**
All other reporting	83	91	84	80	84
Overall terminal evaluation rating	88	90	84	81	86
Number of rated evaluations	106	141	147	159	553

NOTE: Two-year terminal evaluation completion cohorts are used for clarity of presentation; no substantive change is revealed when assessing ratings by single years of terminal evaluation completion. ** = Difference in percentage of terminal evaluations with satisfactory ratings along this quality dimension compared with the percentage of terminal evaluations with satisfactory ratings along the other four quality dimensions is statistically significant at a 95 percent confidence level.

Evaluation Office review of terminal evaluations. To do so, the GEF Office reviews a random sample of terminal evaluations that have been reviewed by GEF Agency evaluation offices. For the APR 2013 cohort, no less than 1 of every 10 evaluations reviewed by Agency evaluation offices was also reviewed by the GEF Office.

Table 8.2 shows how ratings on overall outcomes compare between Agency evaluation offices and the GEF Independent Evaluation Office, for all projects to date where two sets of ratings are available (146 projects). In general, ratings between the

offices are largely consistent. For three Agencies, a slightly higher percentage of projects were rated in the satisfactory range compared with ratings provided by the GEF Independent Evaluation Office. However, the difference is small (≤ 7 percent) and not statistically significant.

As noted in chapter 2, the GEF Office will consider accepting the ratings provided by the evaluation offices of the other GEF Agencies when there is a sufficient record of ratings on which to compare consistency and when the ratings from the two offices are found to be consistent.

TABLE 8.2 Comparison of Overall Outcome Ratings from the Evaluation Offices of the GEF and the GEF Agencies for All Jointly Rated Projects, APR 2005–13

GEF Agency	Number of projects with ratings from both Agency and GEF evaluation offices	% of projects rated moderately satisfactory or above by Agency evaluation office	% of projects rated moderately satisfactory or above by GEF Evaluation Office	% difference in ratings between Agency and GEF evaluation offices
ADB	1	100	100	0
UNDP	32	91	84	7
UNEP	40	95	93	2
UNIDO	8	88	88	0
World Bank	64	86	84	2
Total	146	89	87	2

NOTE: ADB = Asian Development Bank.

9. Management Action Record

The GEF MAR tracks the level of adoption, by the GEF Secretariat and/or the GEF Agencies (together here referred to as GEF management), of GEF Council decisions that have been made on the basis of GEF Independent Evaluation Office recommendations. The MAR serves two purposes:

(1) to provide Council with a record of its decision on the follow-up of evaluation reports, the proposed management actions, and the actual status of these actions; and (2) to increase the accountability of GEF management regarding Council decisions on monitoring and evaluation issues. (GEF IEO 2005)

The format and procedures for the MAR were approved by the GEF Council at its November 2005 meeting. They call for the MAR to be updated and presented to the Council for review and follow-up on an annual basis.

MAR 2013 tracks 30 separate GEF Council decisions: 21 that were part of MAR 2012, and 9 new decisions that emerged from the November 2013 GEF Council meeting. In addition to GEF Council decisions, since APR 2012, the Office has also tracked adoption of the decisions of the LDCE/SCCF Council. One decision from that Council's November 2011 meeting is tracked in MAR 2013.

9.1 Rating Approach

For each tracked GEF Council and LDCE/SCCF Council decision, self-ratings are provided by

management on the level of adoption, along with commentary as necessary. Ratings and commentary on tracked decisions are also provided by the GEF Independent Evaluation Office for verification. The rating categories for the progress of adoption of Council decisions were agreed upon through a consultative process of the Office, the GEF Secretariat, and the GEF Agencies. Categories are as follows:

- **High**—fully adopted and fully incorporated into policy, strategy, or operations
- **Substantial**—largely adopted but not fully incorporated into policy, strategy, or operations as yet
- **Medium**—adopted in some operational and policy work, but not to a significant degree in key areas
- **Negligible**—no evidence or plan for adoption, or plan and actions for adoption are in a very preliminary stage
- **Not rated or not possible to verify yet**—ratings or verification will have to wait until more data are available or proposals have been further developed
- **N.A.**—not applicable or no rating provided (see commentary)

Council decisions may be dropped from the MAR for the following reasons:

- **Graduation** due to high level of adoption of the Council decision
- **Retirement** as the Council decision has become less relevant, or subsequent Council decisions have made a high level of adoption of the decision difficult, or because further progress on adoption of the decision is likely to be slow and drawn out

The GEF Independent Evaluation Office keeps track of the reasons for removing a decision from the MAR.

MAR 2013 tracks management actions on GEF Council and LDCF/SCCF Council decisions based on 15 GEF Independent Evaluation Office documents:

- “Annual Performance Report 2006” (GEF/ME/C.31/1, May 2007)
- “Joint Evaluation of the Small Grants Programme—Executive Version” (GEF/ME/C.32/2, October 2007)
- “Annual Country Portfolio Evaluation Report 2009” (GEF/ME/C.35/1, June 2009)
- “Annual Report on Impact 2009” (GEF/ME/C.36/2, November 2009)
- “Annual Performance Report 2009” (GEF/ME/C.38/4, June 2010)
- “Evaluation of the GEF Strategic Priority for Adaptation” (GEF/ME/C.39/4, October 2010)
- “Annual Thematic Evaluations Report 2011” (GEF/ME/C.41/02, October 2011)
- “Evaluation of the Special Climate Change Fund” (GEF/LDCF.SCCF.11/ME/02, October 2011)
- “Annual Performance Report 2011” (GEF/ME/C.42/01, May 2012)
- “Annual Country Portfolio Evaluation Report 2012” (GEF/ME/C.42/03, May 2012)
- “Annual Thematic Evaluations Report 2012” (GEF/ME/C.43/02, October 2012)
- “GEF Annual Impact Report 2012” (GEF/ME/C.43/04, October 2012)
- “GEF Annual Impact Report 2013” (GEF/ME/C.45/2, October 2013)
- “Mid-Term Evaluation of the System for Transparent Allocation of Resources (STAR)” (GEF/ME/C.45/04, October 2013)
- “Mid-Term Evaluation of the National Portfolio Formulation Exercise (NPFE)” (GEF/ME/C.45/06, October 2013)

9.2 Findings

Of the 30 GEF Council decisions tracked in MAR 2013, the Office was able to verify management’s actions on 27 (table 9.1). Five decisions tracked in MAR 2013 will be graduated due to high levels of adoption as rated by management and verified by the GEF Independent Evaluation Office. In addition, five decisions tracked in MAR 2013 will be retired for various reasons.

Overall, management has been very responsive to Council decisions, as evidenced by the large number of decisions that have been graduated due to substantial or high levels of adoption throughout the partnership. Of the 120 Council decisions tracked since commencement of the MAR in 2006, 71 (59 percent) have been graduated due to high or substantial levels of adoption, and an additional 25 (21 percent) have been retired—typically because these Council decisions are no longer relevant.

Of the 20 decisions tracked in MAR 2013 that have not been graduated or retired this year, 9 are new additions from the November 2013 Council meeting and progress on adoption is ongoing. For the other 11 tracked decisions that have not been graduated or retired, all but 2 show Independent Evaluation Office–verified progress in adoption, although not always at a level to warrant a change

TABLE 9.1 GEF Management and GEF Independent Evaluation Office Ratings of Council Decisions Tracked in MAR 2013

Management rating	GEF Independent Evaluation Office rating						Sum of management ratings
	High	Substantial	Medium	Negligible	Not rated/ not possible to verify yet	Not applicable	
High	5	2	1	0	1	0	9
Substantial	0	1	2	0	0	0	3
Medium	0	2	11	1	2	0	16
Negligible	0	0	0	1	0	0	0
Not rated/not possible to verify yet	0	0	0	0	0	0	0
Not applicable	0	0	0	1	0	0	2
Sum of Office ratings	5	5	14	3	3	0	30

NOTE: Highlighted cells show agreement between GEF management and GEF Independent Evaluation Office ratings; cells to the right of the highlighted diagonal represent higher ratings by management than by the Office (except in the case of not rated/not possible to verify yet).

in ratings. For several of these projects, change in the Office's ratings is contingent upon adoption of proposed GEF-6 strategy documents.

GEF COUNCIL DECISIONS WITH ADOPTION RATED AT A HIGH OR SUBSTANTIAL LEVEL

Ten decisions tracked in MAR 2013 are rated by the GEF Independent Evaluation Office as having a high or substantial level of adoption. Examples include the November 2007 Council decision based on the Joint Evaluation of the Small Grants Programme, calling for strengthening of country program oversight. According to UNDP and the GEF Secretariat, and as verified by the GEF Independent Evaluation Office, a process for resolving conflicts and addressing complaints has been established, complaints received have been appropriately followed up on and resolved, and an audit approach is now permanently embedded in the Small Grants Programme. Moreover, discussions are now ongoing on ways to further improve and streamline the program's monitoring system, in line with the programmatic approach outlined in proposed GEF-6 strategy documents.

Other examples of decisions where a high level of adoption has been achieved are three recommendations based on Council review of the NPFE midterm evaluation. These include GEF-6 proposals for capacity-building initiatives to support a more comprehensive understanding of the GEF in stakeholders at the country level; support for programming exercises at the end of a GEF replenishment phase rather than at the start of a new one; and continued support for the NPFE initiative. In all three cases, both management and the GEF Independent Evaluation Office note a high level of adoption, as evidenced by inclusion of related NPFE proposals in GEF-6 replenishment documents that have been accepted by the participants, and ongoing engagement with recipient countries to build on earlier NPFE experience.

DECISIONS THAT HAVE SHOWN NO CHANGE IN RATINGS

As noted above, the large majority of Council decisions from previous MARs that were not graduated or retired showed progress on level of adoption, though not always at a sufficient level to warrant a change in ratings. Two decisions where no change

in ratings reflects a lack of forward progress are a June 2012 Council decision requesting the Secretariat consider ways of making project approval and implementation in SIDS more flexible and context specific, and a November 2012 decision requesting the Secretariat adapt a more robust tracking and reporting approach to ensure partner Agency accountability for collaboration in the South China Sea and East Asian Seas. Regarding the SIDS decision, the Secretariat states that, while partner Agencies are encouraged to pay attention to the specific needs of SIDS in project preparation and implementation, having project cycle procedures specific to SIDS would not be feasible. Moreover, the World Bank, while agreeing with the Secretariat's negligible rating, states that any project cycle simplification for SIDS should also be extended to LDCs and to conflict and fragile states. Regarding the decision on ensuring accountability for collaboration in the South China Sea and East Asian Seas, management cites a number of platforms designed to help in tracking and sharing information across South China Sea and East Asian Seas projects. However, the Office finds that the key feature of the Council recommendation—that

there needs to be accountability for coordination and communication between Agencies—is thus far absent from the proposals put forward.

GRADUATED AND RETIRED DECISIONS

As noted above, since the commencement of the MAR in June 2006, the Office has tracked the adoption of 120 Council decisions based on recommendations from 35 evaluations. Overall, the GEF has been highly responsive to Council decisions, allowing for an ongoing reform process. Evidence of this reform process is seen in the high or substantial level of adoption reached on 71 of the decisions at the time of their graduation (table 9.2). The Independent Evaluation Office graduates decisions for which a high level of adoption rating has been achieved or those that are considered no longer relevant. To date, 96 (80 percent) of tracked decisions have been graduated.

Five decisions tracked in MAR 2013 have been graduated due to high levels of adoption as rated by management and verified by the Office. Another five decisions tracked in MAR 2013 will be retired.

TABLE 9.2 Reason for Council Decision Graduation or Retirement, and Final GEF Independent Evaluation Office Rating, by MAR Year

MAR	Fully adopted		No longer relevant				Total
	High	Substantial	Medium	Negligible	Not rated/ not possible to verify yet	Not applicable	
2005	5	15	7	3	0	0	30
2006	5	1	0	0	0	0	6
2007	7	8	0	0	2	0	17
2008	5	0	0	0	0	0	5
2009	5	0	0	0	0	0	5
2010	9	3	4	3	0	2	21
2011	2	0	0	0	0	0	2
2012	0	0	0	0	0	0	0
2013	5	1	1	1	2	0	10
Total	43	28	12	7	4	2	96

Reasons for retirement of these decisions vary and are as follows:

- A 2007 Council decision calling for improved supervision by partner Agencies during implementation of GEF projects through adequate funding in project fees has been retired as subsequent decisions by the Council make full adoption by Agencies difficult.
- A 2007 Council decision requesting improvements in the quality of terminal evaluation reporting has been retired after a substantial level of adoption was assessed by management and verified by the Office; complete adoption is considered by the Independent Evaluation Office to be difficult and unlikely.
- A 2009 Council decision requesting the Secretariat conduct a survey of countries in exceptional situations that limit access to international financial institutions has been retired as management continues to find the relevant Council decision to be politically impracticable and beyond its remit.
- A 2009 decision calling on the Secretariat to incorporate lessons learned from the positive private sector engagement in projects concerning ozone has been retired as these issues and recommendations are found in OPS5 recommendations that will be tracked by the Independent Evaluation Office.
- A 2012 decision concerning improved engagement of operational focal points in project and program M&E has been retired as this issue will be looked at by the Office as part of a more comprehensive evaluation of the GEF-6 results-based management system.

ADOPTION OF STAR EVALUATION RECOMMENDATIONS

The STAR midterm evaluation is one where significant progress has been made by management in adopting the Council decisions based on it. The GEF Council requested the Secretariat take into account the GEF Independent Evaluation Office's recommendations on increasing flexibility for countries in using STAR resources across focal areas, specification of better indicators and updating of data, and fine-tuning of the STAR implementation processes. During the November 2013 Council meeting, the Secretariat welcomed these recommendations, but voiced concern about the Office's recommendation to increase flexibility for countries that had marginal flexibility. After the Council meeting, the Secretariat and the Office discussed the analysis on marginal flexibility presented in the STAR midterm evaluation; this discussion led to a shift in the Secretariat's position on the topic. The STAR proposal for GEF-6 that is being developed by the Secretariat extends full flexibility to additional countries and increases the level of flexibility for countries with marginal flexibility. The Secretariat has also updated the data for several indicators that constitute the Global Benefits and Global Performance Indexes. It is also proposing minor modifications in these indexes so they may be further improved. The Secretariat has undertaken several measures to fine-tune the STAR implementation process. These include putting in place a system for STAR allocations by two different staff members and reconciliation of the independently derived results, and fixing the problems in calculations noted in the midterm evaluation. It is likely that, at the end of the process for preparation of STAR proposals, adoption of all Council decisions based on the evaluation would be high.

ADOPTION OF NPFE EVALUATION RECOMMENDATIONS

The NPFE midterm evaluation is another recently completed evaluation on which management has already made significant progress in adopting Council decisions. The evaluation led to several Council decisions, which include continuation of NPFE support in GEF-6, use of the balance of the funds allocated to the NPFE initiative to help countries undertake NPFEs for GEF-6, inclusion of capacity development initiatives in final replenishment proposals for improved understanding of the GEF among partners and stakeholders at the country level, and updating of the NPFE guidelines to address country information needs. Overall progress on adoption of the Council decisions based on the midterm evaluation has been substantial. The GEF Independent Evaluation Office assesses that the Secretariat has fully adopted all of the Council decisions save that on updating the NPFE guidelines. While the Secretariat has indeed updated the guidelines as requested in the Council's decision, the changes made do not adequately meet country information needs for programming on topics such as eligibility criteria, cofinancing expectations, and funding modalities. The guidance in its present form is too concise to inform countries on these key topics. Given that the Secretariat is also working to revise the cofinancing policy and streamlining the project cycle, the guidance may need to be further updated once these revisions come into effect.

ADOPTION OF ANNUAL IMPACT REPORT 2012

The GEF Annual Impact Report 2012, which was presented to the Council in October 2012 and reported on the Impact Evaluation of GEF International Waters Support to the South China Sea and Adjacent Areas led to several Council decisions. These decisions addressed several topics that are

central to the GEF approach in the international waters focal area. Some aspects of the decisions were directional and focused on long-term processes where progress is difficult to track in a short time frame. On other aspects, where decisions may be tracked easily, relevant actions that will facilitate such tracking have not yet been undertaken. For example, progress on the Council decision that the Secretariat should take into account the evaluation findings when screening future proposals submitted for GEF funding in the South China Sea and adjacent areas may potentially be tracked in the short to medium term. However, since no new international waters project focused on the South China Sea has been endorsed by the CEO since the evaluation was completed, it is difficult to assess whether the relevant Council decision has been adopted.

COMPARISON BETWEEN OFFICE AND MANAGEMENT RATINGS

Management and the GEF Independent Evaluation Office are in agreement on the level of adoption for 18 of the 30 decisions tracked in MAR 2013. For two decisions, the Office rating is higher than management's. For another three decisions, the Office is unable to verify ratings because proposals need additional time to be developed. Excluding these last three decisions, the level of agreement between management and the Office is 67 percent—in line with that found in MARs from the past three years.

The largest gap in ratings between those provided by management and the Office are those rating the level of adoption of a November 2013 Council decision calling for updating of the NPFE guidelines. The Council requested the Secretariat update these guidelines to address country information needs regarding programming topics such as eligibility criteria, cofinancing expectations, and funding modalities. While the Secretariat maintains that the NPFE guidelines have been

sufficiently updated and rates the level of adoption as high for this decision, the Office finds that several topics—including eligibility criteria and cofinancing expectations—have not been covered in adequate detail. For this reason, the Office rates adoption as medium, and the decision will be tracked in next year’s MAR.

DECISIONS OF THE LDCF/SCCF COUNCIL

MAR 2013 tracks the level of adoption of a single LDCF/SCCF Council decision from the Council’s November 2011 meeting, based on the Evaluation of the Special Climate Change Fund. The Council decision comprises three subcomponents, requesting the Secretariat (1) prepare proposals to ensure transparency of the project preselection process, (2) disseminate good practices through existing channels, and (3) enhance visibility of the fund by requiring projects to identify their funding source. Subcomponents 1 and 2 have been assessed by

LDCF/SCCF management and verified by the Independent Evaluation Office as fully adopted (high rating). Actions taken include issuance of a report for GEF Agencies for each preselection process, including details of the evaluation committee, and outcome and reasoning concerning the projects in the preselection pool; and production of a book on lessons learned from the GEF’s adaptation portfolio to date, along with a knowledge management event at the 2013 United Nations Framework Convention on Climate Change Conference of the Parties. Regarding the third subcomponent of the Council decision on increasing visibility of the fund, the Office notes that the Secretariat’s outreach efforts have intensified. At the same time, it encourages the Secretariat to prepare a proposal to ensure visibility of the fund in a systematic way. This third subcomponent will be tracked in MAR 2014, while the first two components will no longer be tracked.

A complete version of MAR 2013 is available at the GEF Independent Evaluation Office [website](#).

10. Performance Matrix

The performance matrix presents a summary of the performance of GEF Agencies and the GEF as a whole,¹ across a range of parameters including results, processes affecting results, and M&E. Some of the parameters included in the performance matrix, such as outcome ratings and cofinancing, are also covered in the preceding chapters, while others are only reported here. Values presented are two- and four-year averages, depending on the parameter; in the case of Parameters 6 and 8, assessments of oversight processes and M&E arrangements are updated as needed (see below).

For APR 2013, some changes have been made to the performance matrix. The median ratio of materialized cofinancing per dollar of GEF grant is now reported alongside the ratio of total materialized cofinancing to total GEF grant to provide an assessment of the level of cofinancing found in a typical GEF project. For reporting on efficiency (Parameters 4 and 5), the matrix now reports on the percentage of projects meeting relevant time thresholds rather than on the average length of project extensions and project preparation time.

Of the 10 parameters presented in the performance matrix (table 10.1), values on 6 parameters have been updated based on the additional information on the APR 2013 cohort. Non-updated parameters are 2, 6, 7, and 8.

¹ There is currently insufficient information to report on the individual performance of GEF Agencies other than UNDP, UNEP, and the World Bank.

10.1 Performance Indicators

The 10 performance indicators and associated methodologies used to arrive at the reported values are as follows:

- **Overall outcome ratings, cofinancing, figures on project extensions, and quality of M&E implementation** (Parameters 1, 3a, 3b, 3c, 5, and 9) are four-year averages (APR 2010–13). For averages on outcome ratings, project extensions, and quality of M&E implementation, each project is given equal weight. Cofinancing figures are reported in two ways: Parameters 3a and 3c show the total materialized cofinancing to the total GEF grant in the APR 2010–13 cohort and the percentage of total promised cofinancing from the APR 2010–13 cohort that materialized, respectively. Parameter 3b is the median amount of cofinancing to GEF grant in the APR 2013 cohort. Percentages and values on individual GEF partner Agencies exclude projects under joint implementation.
- **Quality of supervision and adaptive management** (Parameter 2) and **realism of risk assessment** (Parameter 7) are findings from a 2009 follow-up assessment of project supervision and candor and realism in project supervision reporting first conducted in FY 2006. Forty-seven projects under implementation during FY 2007–08 were sampled for this review. (See GEF IEO 2010b for complete details of the methodology used.)

TABLE 10.1 Performance Matrix

Parameter	UNDP	UNEP	World Bank	Overall GEF performance
Results				
1. Percentage of projects with overall outcome ratings of moderately satisfactory or higher (APR years 2010–13)	87	90	70	82
Factors affecting results				
2. Quality of supervision and adaptive management: percentage of projects rated moderately satisfactory or higher (APR years 2007–08)	92	73	86	85
Reported cofinancing ^a				
3a. Reported materialization of total cofinancing to total GEF funding (APR years 2010–13)	5.7	1.7	6.6	5.0
3b. Reported materialization of cofinancing to GEF funding—median project value (APR years 2010–13)	2.1	1.2	1.8	1.7
3c. Reported materialization of cofinancing as percentage of total promised cofinancing (APR years 2010–13)	190	118	101	123
Efficiency				
4. Percentage of projects for which 18-month standard for CEO endorsement was met (GEF-5) ^b	30	29	39	29
5. Percentage of completed projects that require extensions of more than 2 years (APR years 2010–13)	9	16	7	11
Quality of M&E				
6. Independence of terminal evaluations and review of terminal evaluations (where applicable) (FSPs/MSPs) (APR 2009 assessment, sample of projects under implementation during FY 2007–08)	HS/HS	HS/HS	HS/n.a. ^c	S
7. Realism of risk assessment (robustness of project-at-risk systems): percentage of projects rated moderately satisfactory or above in candor and realism in supervision reporting (APR years 2007–08)	77	73	80	77
8. Quality assurance of project M&E arrangements at entry: percentage of projects compliant with critical parameters (for sample of projects endorsed by the GEF CEO in FY 2011)	88	92	100	80
9. Percentage of projects with M&E implementation ratings of moderately satisfactory or above (APR years 2010–13)	72	64	50	64
10. Percentage of terminal evaluations rated moderately satisfactory or above (year of terminal evaluation completion 2012–13)	76	100	83	81

NOTE: HS = highly satisfactory; S = satisfactory.

a. Ratios include only projects for which data on realized cofinancing are available.

b. GEF-5 figures are provisional and run through February 2014.

c. Not applicable, because the World Bank's IEG does not conduct independent reviews for MSPs.

- Parameter 4 shows the percentage of Council-approved project proposals for which the **18-month target for CEO endorsement** was met. The assessment takes into account only those GEF-5 project proposals that have been Council approved for at least 18 months so that compliance with the standard may be tracked.
- Parameter 5 shows the percentage of completed projects in the APR 2010–13 cohort that received **project extensions of more than two years**. The figures include all projects with and without project extensions for which such data are available. Values on individual GEF partner Agencies exclude projects under joint implementation.

- Parameter 6, which assesses the **independence and integrity of the process followed by GEF partner Agencies in conducting terminal evaluations** of completed GEF projects and independent review of terminal evaluations (where applicable) are findings from an assessment last updated in FY 2011. Ratings were provided on a six-point scale from highly unsatisfactory to highly satisfactory, and separately assessed for evaluations of FSPs and MSPs.

To arrive at overall ratings for the independence and integrity of GEF partner Agencies in conducting terminal evaluations and terminal evaluation reviews of completed GEF projects, the following six dimensions were evaluated: (1) the extent to which the drafting of the terms of reference is independent of the project management team, (2) the extent to which the recruitment of the evaluator was independent of the project management team, (3) the extent to which the partner Agency recruited the appropriate evaluator for the project, (4) the extent to which the M&E system provides access to timely and reliable information, (5) the extent to which there was any undue pressure from management on the evaluators regarding the evaluation process (e.g., in terms of site selection, selection of informants, confidentiality during interviews, information disclosure, and ratings), and (6) the extent to which the evaluation was subjected to an independent review process.

- Parameter 8 presents findings from an APR 2011 assessment determining the extent to which **project M&E design at entry** meets critical parameters, as specified in the GEF's 2010 M&E Policy (GEF IEO 2010c). Values shown are based on 80 FSPs randomly sampled from the set of 137 FSPs that received CEO endorsement in FY 2011. Note that the values shown here differ from those presented in chapter 4, which covers M&E design ratings on completed

projects. (For a complete description of the methodology used, see GEF IEO 2013a.)

- Parameter 10, showing the percentage of **terminal evaluations rated moderately satisfactory or above** for overall reporting quality, is a two-year average based on the year in which the terminal evaluation was completed, and includes FY 2012–13.

10.2 Findings

As reported in chapter 3, 82 percent of completed projects (318 of 386) in the four-year APR 2010–13 cohort have overall **outcome ratings** in the satisfactory range. The percentage of projects with overall outcome ratings in the satisfactory range is nearly identical among the two most recent four-year APR cohorts. However, differences in outcome ratings within and between these cohorts are discernible when ratings are aggregated by GEF Agency. A substantial rise in ratings is seen in UNDP-implemented GEF projects between the two four-year APR cohorts, together with a substantial drop in the ratings of World Bank–implemented GEF projects. As discussed more fully in [section 3.2](#) and [annex C](#), the decline in ratings among World Bank–implemented projects may be due in part to a change in the IEG's approach to the application of its rating criteria for terminal evaluation reviews.

An assessment of **Agency quality of supervision and adaptive management and realism of risk assessment** finds 85 percent and 77 percent of sampled projects, respectively, with satisfactory ratings along these two dimensions. This assessment, last updated in 2009, identified considerable improvements among UNEP projects as compared with findings from the 2006 pilot assessment. For World Bank and UNDP projects, ratings are high in both assessment years.

As reported in OPS5, there is general consensus among key stakeholders in the GEF partnership

on the utility of **cofinancing**, which is seen as helping to bring additional resources to GEF projects, increase country ownership, and increase the likelihood of support for follow-up activities after project closure. At the same time, there is some concern that a focus on maximizing cofinancing is engendering some unintended and potentially negative effects. These effects include the creation of disincentives for proposing new and innovative approaches for which cofinancing might be more difficult to obtain or where the potential for global environmental benefits is high but cofinancing is low; placing some partner Agencies and nongovernmental/community-based organizations with less access to cofinancing at a relative disadvantage to other GEF partners; and increasing the time required to prepare GEF projects. The OPS5 finding provides some context with which to assess the cofinancing figures presented in the performance matrix.

For the most recent four-year APR cohort, aggregation of realized cofinancing figures reported in project evaluations finds that \$5 of cofinancing was realized for every dollar of GEF grant.² This is a large jump from the previous four-year APR cohort figure of \$2.40 in realized cofinancing per dollar of GEF grant, and is in line with trends in cofinancing highlighted in OPS5 and APR 2012. Large increases in the total amount of realized cofinancing are also evident when cofinancing is aggregated by GEF Agency. The amount of realized cofinancing per dollar of GEF grant for all UNDP-implemented projects rose from \$2.80 to \$5.70 between the two most recent four-year APR cohorts, and from \$2.50 to \$6.60 for all World Bank-implemented projects. For UNEP, the growth in realized cofinancing per dollar of GEF grant was smaller, from \$1.60 to \$1.70.

² The GEF Independent Evaluation Office has not verified the cofinancing figures reported in terminal evaluations of completed GEF projects.

Because average cofinancing figures can be influenced by project outliers, the median amount of cofinancing—reported under Parameter 3b in table 10.1—is more reflective of a typical GEF project. Between the two most recent four-year APR cohorts, the median amount of realized cofinancing to dollar of GEF grant rose from \$1.30 to \$1.70.

Underlying some of the rise in materialization of cofinancing between the two most recent four-year APR cohorts has been an increase in the percentage of promised cofinancing realized (Parameter 3c), both at the level of the GEF portfolio and for the three original GEF Agencies. For the GEF as a whole, the percentage of promised cofinancing realized rose from 103 percent for projects in APR cohort 2006–09 to 123 percent for projects in APR cohort 2010–13. For GEF Agencies and considering the same cohorts, the percentage of promised cofinancing realized rose from 130 percent to 190 percent for UNDP, from 113 percent to 118 percent for UNEP, and from 91 percent to 101 percent for the World Bank.

The GEF-5 **target of 18 months between Council approval to CEO endorsement of projects** was met in only 29 percent of instances. By Agency, the standard was met in 39 percent of the cases for the World Bank, 30 percent for UNDP, and 29 percent for UNEP. While the figures for the three original Agencies are equal to or higher than the GEF portfolio figures, those for other GEF Agencies are lower. For example, the standard was met for only 18 percent of UNIDO GEF projects (17 observations).

Between the two most recent four-year APR cohorts, there has been a substantial decline in the percentage of **projects requiring extensions of more than two years**. For the GEF as a whole, the percentage declined from 38 percent to 11 percent; for UNDP, from 65 percent to 9 percent; for UNEP, from 24 percent to 16 percent; and for the World Bank, from 20 percent to 7 percent. This decline shows that GEF Agencies are becoming timelier

and probably more efficient in completing project activities.

A 2011 assessment of the **independence and integrity of the processes** followed by GEF Agencies in conducting terminal evaluations and independent review (where applicable) of terminal evaluations (Parameter 6) rates these processes as satisfactory for the GEF overall and highly satisfactory for UNDP, UNEP, and the World Bank. The IEG does not review MSP evaluations; therefore, the IEG's review of MSP terminal evaluations was assessed as not applicable.

A 2011 assessment of **project M&E arrangements at entry** found 80 percent of sampled projects to be compliant with critical M&E parameters, as defined by GEF-4 standards. This compares with 58 percent compliance of sampled projects from FY 2005 and 76 percent compliance in sampled projects from FY 2008 (for the full findings, see GEF IEO 2013a). Improvements in M&E design included more widespread use of SMART indicators, a larger share of projects specifying targets for objectives and outcomes, and allocation of a separate budget for M&E activities. However, in some areas—such as providing baseline data in project proposals—progress has been difficult.

As reported in [chapter 7](#), around a third of completed GEF projects continue to have

unsatisfactory ratings on **M&E design and/or M&E implementation**. Between the two most recent four-year APR cohorts, the percentage of projects with M&E implementation ratings declined from 68 percent to 64 percent overall. For the three original GEF Agencies, M&E implementation ratings rose from 59 percent to 72 percent for UNDP, declined from 73 percent to 64 percent for UNEP, and declined from 77 percent to 50 percent for the World Bank. Differences in ratings between cohorts are statistically significant at a 90 percent confidence level for the rise in ratings among UNDP projects, and statistically significant at a 95 percent confidence level for the decline in ratings among World Bank projects. The reason for the World Bank decline in M&E implementation ratings is not well understood, although it may be linked to the change in IEG ratings stringency discussed more fully in [chapter 3](#) and [annex C](#).

Eighty-one percent of terminal evaluations completed in 2012–13 are rated in the satisfactory range for **overall reporting quality**. By GEF Agency and for the same two completion years, 76 percent of UNDP evaluations, 100 percent of UNEP evaluations, and 83 percent of World Bank evaluations are rated in the satisfactory range for overall reporting quality.

Annex A:

Projects Included in

APR 2013 Cohort

GEF ID	Project	Agency	Country	Focal area	GEF funding (mil. \$)
7	Second Beijing Environment Project	WB	China	CC	25.0
10	Biomass Energy for Rural India	UNDP	India	CC	4.0
615	Mekong River Basin Water Utilization Project	WB	Regional	IW	11.0
785	Metro Manila Urban Transport Integration Project—Marikina Bikeways Project Component	WB	Philippines	CC	1.3
878	Protected Area Management and Wildlife Conservation	ADB	Sri Lanka	BD	10.2
939	Sustainable Forest Development Project, Protected Areas Management Component	WB	China	BD	16.0
942	Local Empowerment and Environmental Management Project - Micro Watershed and Environmental Management Project (FY04)	WB	Nigeria	BD	8.0
969	Securing the Environment for Economic Development (FY05)	WB	Zambia	BD	4.0
972	Integrated Management of Critical Ecosystems	WB	Rwanda	MF	4.3
1026	Enhancing Coverage and Management Effectiveness of the Subsystem of Forest Protected Areas in Turkey's National System of Protected Areas	UNDP	Turkey	BD	1.0
1027	Strengthening Governance and Financial Sustainability of the National Protected Area System	UNDP	Ukraine	BD	1.8
1032	Sustainable Management of the Shared Living Marine Resources of the Caribbean LME and Adjacent Regions	UNDP	Regional	IW	7.7
1040	Solar Thermal Hybrid Project	WB	Regional	CC	49.8
1061	Inka Terra: An Innovative Partnership for Self-Financing Biodiversity Conservation & Community Development	WB	Peru	BD	0.7
1068	Conservation of Wetland Biodiversity in the Lower Volga Region	UNDP	Russian Federation	BD	6.5
1083	Demand-Side Management and Energy Efficiency Program	WB	Vietnam	CC	5.5
1099	Atoll Ecosystem Management & Coral Reef Conservation in the Maldives	UNDP	Maldives	BD	2.4
1105	Efficient Utilization of Agricultural Wastes	ADB	China	CC	6.4
1107	Creating Biodiversity Conservation Landscapes in Nepal's Lowland Terai and Eastern Himal Areas	UNDP	Nepal	BD	3.3
1116	Improving the Energy Efficiency of Municipal Heat and Hot Water Supply in Armenia	UNDP	Armenia	CC	3.0

GEF ID	Project	Agency	Country	Focal area	GEF funding (mil. \$)
1123	DBSB: Wetland Restoration and Pollution Reduction	WB	Bulgaria	IW	7.5
1136	Wind Energy Applications	UNDP	Eritrea	CC	2.0
1145	Conservation of Iranian Wetlands	UNDP	Iran	BD	2.9
1149	Removing Barriers to Energy Efficiency in Municipal Heat and Hot Water Supply	UNDP	Kazakhstan	CC	3.3
1163	An Integrated Ecosystem Management Approach to Conserve Biodiversity and Minimize Habitat Fragmentation in Three Selected Model Areas in the Russian Arctic (ECORA)	UNEP	Russian Federation	MF	3.0
1164	Support to the National Programme of Action for the Protection of the Arctic Marine Environment, Tranche 1	UNEP	Russian Federation	IW	5.9
1167	Greater Addo Elephant National Park Project (FY04)	WB	South Africa	BD	5.5
1173	Protected Areas Management Project	WB	Tunisia	BD	5.3
1175	Conservation of Biodiversity in the Albertine Rift Forest Protected Areas	UNDP	Uganda	BD	3.4
1176	Conservation of Biological Diversity through Improved Forest Planning Tools	UNDP	Malaysia	BD	2.3
1178	Sahel Integrated Lowland Ecosystem Management (SILEM), Phase I (FY04)	WB	Burkina Faso	MF	4.5
1179	Energy Efficiency Project	WB	Uruguay	CC	6.9
1188	Combating Coastal Area Degradation and Living Resources Depletion in the Guinea Current LME through Regional Actions	UNDP-UNEP	Regional	IW	20.8
1201	Conserving Marine Biodiversity through Enhanced Marine Park Management and Inclusive Sustainable Island Development	UNDP	Malaysia	BD	2.0
1206	Natural Resources Management and Poverty Reduction	WB	Armenia	BD	5.1
1235	Renewable Energy-Based Rural Electrification Programme	UNDP	Botswana	CC	3.0
1237	Energy Conservation Project, Phase II	WB	China	CC	26.0
1240	Removal of Barriers to Energy Efficiency Improvement in the Steel Rolling Mill Sector in India	UNDP	India	CC	7.0
1248	Reducing Pesticide Runoff to the Caribbean Sea	UNEP	Regional	IW	4.3
1258	Enhancing Conservation of the Critical Network of Sites of Wetlands Required by Migratory Waterbirds on the African/Eurasian Flyways	UNEP	Regional	BD	6.0
1259	In-situ Conservation of Crop Wild Relatives through Enhanced Information Management and Field Application	UNEP	Regional	BD	5.8
1260	Sustainable Development of Utility-Scale Wind Power Production	UNDP	Pakistan	CC	3.1
1268	Effective Management of the National Protected Areas System	UNDP	Regional	BD	6.0
1284	Action Plan for Removing Barriers to the Full Scale Implementation of Wind Power in Mexico (Phase I)	UNDP	Mexico	CC	4.7
1287	Parana Biodiversity Project	WB	Brazil	BD	8.0
1312	Management and Conservation of Wetland Biodiversity in the Esteros del Ibera	UNDP	Argentina	BD	1.0
1323	Hai River Basin Integrated Water Resources Management	WB	China	IW	17.0
1346	Integrated Assessment and Management of the Gulf of Mexico large Marine Ecosystem	UNIDO	Mexico	IW	4.5
1348	Africa Stockpiles Program, P1 (FY07)	WB-FAO	Regional	MF	25.0

GEF ID	Project	Agency	Country	Focal area	GEF funding (mil. \$)
1351	Nutrient Reduction	WB	Hungary	IW	12.5
1362	Western Kenya Integrated Ecosystem Management Project (FY05)	WB	Kenya	MF	4.1
1426	Development and Implementation of Mechanisms to Disseminate Lessons Learned and Best Practices in Integrated Transboundary Water Resources Management in Latin America and the Caribbean	UNEP	Brazil	IW	1.0
1475	Establishing the Basis for Biodiversity Conservation on Sapo National Park and in South-East Liberia (FY05)	WB	Liberia	BD	1.0
1503	National Fadama Development Program II (NFDPII): Critical Ecosystem Management (FY06)	WB	Nigeria	BD	10.0
1513	Building Sustainable Commercial Dissemination Networks for Household PV Systems in Eastern Africa	UNEP	Regional	CC	0.7
1516	C.A.P.E. Biodiversity Conservation and Sustainable Development Project	WB-UNDP	South Africa	BD	9.0
1525	Capacity Building for the Implementation of the Cartagena Protocol	WB	Colombia	BD	1.0
1558	Obtaining Biofuels and Non-wood Cellulose Fiber from Agricultural Residues/Waste	WB-IFC	Peru	CC	1.0
1571	Eco-Enterprises	WB-IFC	Regional	BD	1.0
1590	Integrated Community-Based Ecosystem Management (FY04)	WB	Namibia	MF	7.1
1599	Development of a Strategic Market Intervention Approach for Grid-Connected Solar Energy Technologies (EMPower)	UNEP	Global	CC	1.0
1621	Gansu & Xinjiang Pastoral Develop	WB	China	MF	10.5
1642	Formoso River—Integrated Watershed Management and Protection	WB	Brazil	BD	0.7
1684	National Performance Assessment and Subregional Strategic Environment Framework in the GMS	ADB	Regional	MF	0.8
1718	Mainstreaming Biodiversity Conservation in production systems in the Juniper Forest Ecosystem	UNDP	Pakistan	BD	1.0
1721	Conservation of Habitats and Species in Arid and Semi-Arid Ecosystems in Balochistan	UNDP	Pakistan	BD	0.8
1727	Russia: Conserving Globally Significant Biodiversity of Taimyr Including Its Keystone Population of Wild Reindeer: A Demonstration	UNDP	Russian Federation	BD	1.0
1749	Lake Pomorie Conservation, Restoration and Sustainable Management Project	WB	Bulgaria	BD	0.9
1750	Lake Dianchi Freshwater Biodiversity Restoration Project	WB	China	BD	1.0
1802	Demonstrating and Promoting Best Techniques and Practices for Reducing Health-Care Waste to Avoid Environmental Releases of Dioxins and Mercury	UNDP	Global	Chem	11.1
1855	Community-Based Ecosystem Management Project (FY05)	WB	Chad	MF	6.0
1870	Prevention and Control of Dust and Sandstorm in Northeast Asia	ADB	China, Mongolia	MF	0.5
1907	Natural Resources and Poverty Alleviation Project	ADB	Afghanistan	BD	1.0
1918	Conservation of the Biodiversity of the Paramo in the Northern and Central Andes	UNEP	Regional	BD	8.2

GEF ID	Project	Agency	Country	Focal area	GEF funding (mil. \$)
1999	WCL Demonstration	WB	Kenya	BD	0.8
2020	Strategic Action Programme for the development of the Nubian Sandstone Aquifer in Chad, Egypt, Libya and Sudan.	UNDP	Regional	IW	1.0
2037	Dashtidzhum Biodiversity Conservation	WB	Tajikistan	BD	0.8
2043	Technology Transfer Networks (TTN) Phase II: Prototype Verification and Expansion at the Country Level	UNEP	Global	MF	2.0
2092	Coastal Resilience to Climate Change: Developing a Generalizable Method for Assessing Vulnerability and Adaptation of Mangroves and Associated Ecosystems	UNEP	Global	BD	1.0
2105	Conservation and Sustainable Use of Biodiversity in the Dalmatian Coast through Greening Coastal Development	UNDP	Croatia	BD	7.0
2128	Building Capacity for Effective Participation in the Biosafety Clearing House (BCH) of the Cartagena Protocol	UNEP	Global	BD	4.6
2138	Livestock Waste Management	WB	Regional	IW	7.0
2140	Removing Barriers to Invasive Plant Management in Africa	UNEP	Regional	BD	5.0
2175	Support to the Implementation of the Regional Environmental Action Plan in Central Asia	UNEP	Regional	LD	1.0
2331	Preparing for HCFC Phaseout in CEITs: Needs, Benefits and Potential Synergies with other MEAs	UNDP	Regional	Chem	0.7
2342	Conservation and Sustainable Management of Below Ground Biodiversity, Tranche 2	UNEP	Global	BD	4.0
2356	Sao Paulo Riparian Forests	WB	Brazil	LD	7.8
2397	Small Wind Energy Development and Promotion in Rural Areas	UNDP	Korea, Dem. People's Rep.	CC	0.7
2422	Integration of Ecosystem Management Principles and Practices into Land and Water Management of Laborec-Uh Region (Eastern Slovakian Lowlands)	UNDP	Slovakia	BD	1.0
2499	Productive Uses of Renewable Energy in Guatemala (PURE)	UNDP	Guatemala	CC	2.6
2500	Energy Conservation in Small Sector Tea Processing Units in South India	UNDP	India	CC	1.0
2508	POPs Stockpiles Management and Destruction	WB	Moldova	Chem	6.4
2512	Demonstrating Sustainable Land Management in the Upper Sabana Yegua Watershed System	UNDP	Dominican Republic	LD	4.4
2520	Development of Sub-Regional Environmental Action Plans of the New Partnership for Africa's Development	UNEP	Africa	MF	1.0
2526	Promotion of Energy Efficient Cooking, Heating and Housing Technologies	UNDP	Pakistan	CC	1.0
2537	Renewable Energy Project	WB	Armenia	CC	3.0
2543	Kiribati Adaptation Program Phase II -Pilot Imp	WB	Kiribati	CC	1.8
2549	Sustainable Agro-Pastoral and Land Management Promotion under the National Community Development Program Support Program	WB	Cameroon	LD	6.0
2550	Integrated Livestock and Crop Conservation Program	UNDP	Bhutan	BD	0.9
2552	Implementation of Adaptation Measures	WB	Regional	CC	2.1
2608	Second National Communication to UNFCCC	UNDP	India	CC	3.5
2683	Greening the Tea Industry in East Africa	UNEP	Regional	CC	2.9

GEF ID	Project	Agency	Country	Focal area	GEF funding (mil. \$)
2700	Implementation of the Sustainable Development Strategy for the Seas of East Asia	UNDP	Regional	IW	10.9
2702	Strengthening and Catalyzing the Sustainability of Nicaragua's Protected Area System	UNDP	Nicaragua	BD	1.8
2723	Mainstreaming Karst Peatlands Conservation Concerns into Key Economic Sectors	UNDP	Bosnia and Herzegovina	BD	1.0
2740	CACILM CPP: Achieving Ecosystem Stability on degraded land in Karakalpakstan and the Kyzylkum Desert	UNDP	Uzbekistan	LD	1.0
2743	CACILM CPP: Demonstrating Sustainable Mountain Pasture Management in the Susamyr Valley, Kyrgyzstan	UNDP	Kyrgyzstan	LD	1.0
2752	Integrating Vulnerability and Adaptation to Climate Change into Sustainable Development Policy Planning and Implementation in Southern and Eastern Africa	UNEP	Regional	CC	1.0
2774	Community-based Adaptation (CBA) Programme	UNDP	Global	CC	4.5
2780	Second National Communication of Peru to the UNFCCC	UNDP	Peru	CC	1.8
2826	Uruguay Wind Energy Programme	UNDP	Uruguay	CC	1.0
2832	Mainstreaming Climate Change in Integrated Water Resources Management in Pangani River Basin	UNDP	Tanzania	CC	1.0
2875	Demonstration Project for Phasing-out and Elimination of PCBs and PCB-Containing Equipment	UNIDO	Macedonia	Chem	1.0
2969	Conservation of Aketajawe-Lolobata	WB	Indonesia	BD	1.0
3044	Open Africa North South Tourism Corridor (OANSTC) Project	WB	Regional	BD	0.5
3049	Piloting Natural Resource Valuation within Environmental Impact Assessments	UNDP	Jamaica	MF	0.5
3052	Enhancing Global Environmental Management in Bhutan's Local Governance System	UNDP	Bhutan	MF	0.5
3070	Developing Policy-Relevant Capacity for Implementation of the Global Environmental Conventions in Jordan	UNDP	Jordan	MF	0.5
3126	Establishing an Effective and Sustainable Structure for Implementing Multilateral Environmental Agreements	UNDP	Ghana	MF	0.5
3142	Grid-Connected Photovoltaic Project	UNDP	Mexico	CC	1.0
3152	Achieving Reduction in GHG Emissions through Advanced Energy Efficiency Technology in Electric Motors	UNDP	India	CC	0.3
3154	Coping with Drought and Climate Change	UNDP	Ethiopia	CC	1.0
3156	Coping with Drought and Climate Change	UNDP	Zimbabwe	CC	1.0
3171	Kyrgyzstan: Capacity Building for Improved National Financing of Global Environmental Management	UNDP	Kyrgyzstan	MF	0.4
3173	Meeting the Primary Obligations of the Rio Conventions through Strengthened Capacity to Implement Natural Resources Legislation	UNDP	Lao PDR	MF	0.5
3178	Strengthening National Capacity in Rio Convention Implementation through Targeted Institutional Strengthening and Professional Development	UNDP	Uzbekistan	MF	0.5
3181	Pollution Reduction through Improved Municipal Wastewater Management in Coastal Cities in ACP Countries with a Focus on SIDS	UNDP	Global	IW	1.0

GEF ID	Project	Agency	Country	Focal area	GEF funding (mil. \$)
3188	Demonstration of Community-Based Management of Seagrass Habitats in Trikora Beach, East Bintan, Riau Archipelago Province, Indonesia	UNEP	Indonesia	IW	0.4
3190	Mainstreaming Global Environment in national plans and policies by strengthening the monitoring and reporting system for Multilateral Environmental Agreements in Egypt	UNDP	Egypt	MF	0.5
3192	Sustainable Management of Endemic Ichthyofauna of the Issyk-Kul Lake Basin	UNDP	Kyrgyzstan	BD	1.0
3212	Capacity Building on Obsolete and POPs Pesticides in Eastern European Caucasus and Central Asian (EECCA) countries	FAO	Global	Chem	1.0
3219	Reducing Climate Change-Induced Risks and Vulnerabilities from Glacial Lake Outbursts in the Punakha-Wangdi and Cham-khar Valleys	UNDP	Bhutan	CC	3.4
3230	CACILM Multicountry Partnership Framework Support Project	ADB	Regional	LD	3.0
3231	CACILM CPP: Multi-Country Capacity Building Project	UNDP	Regional	LD	2.9
3256	Power Sector Policy Reform to Promote Small Hydropower Development in the Republic of Montenegro	UNDP	Montenegro	CC	1.0
3284	Establishment of Protected Areas (FY08)	WB	Liberia	BD	0.8
3306	LDC/SIDS Portfolio Project: Capacity Building and Resource Mobilization for Sustainable Land Management in Bangladesh	UNDP	Bangladesh	LD	0.6
3316	LDC/SIDS Portfolio Project: Capacity Building for Sustainable Land Management	UNDP	Haiti	LD	0.5
3340	Good Practices and Portfolio Learning in GEF Transboundary Freshwater and Marine Legal and Institutional Frameworks	UNDP	Angola	IW	1.0
3345	Improved Management and Release Containment of POPs Pesticides in Nicaragua	UNDP	Nicaragua	Chem	0.9
3356	CPP Namibia: Sustainable Land Management Support and Adaptive Management	UNDP	Namibia	LD	7.0
3360	LDC/SIDS Portfolio Project: Capacity Development for Sustainable Land Management in Seychelles	UNDP	Seychelles	LD	0.5
3415	Identification and Implementation of Adaptation Response Measures in the Drini-Mati River Deltas	UNDP	Albania	CC	1.0
3417	Adaptation to Climate Change Impacts in Mountain Forest Ecosystems of Armenia	UNDP	Armenia	CC	0.9
3449	SFM: Carbon Benefits Project (CBP): Modeling, Measurement and Monitoring	UNEP	Global	MF	5.5
3523	West Pacific East Asia Oceanic Fisheries Management Project	UNDP	Regional	IW	0.9
3556	Uzbekistan: Enhancement of National Strict Nature Reserves Effectiveness by Demonstrating New Conservation Management Approaches in Surkhan Strict Nature Reserve	UNDP	Uzbekistan	BD	1.0
3571	Technical Assistance for Environmentally Sustainable Management of PCBs and Other POPs Waste in the Republic of Armenia	UNIDO	Armenia	Chem	0.8
3675	Improving Coverage and Management Effectiveness of the Protected Area System in Moldova	UNDP	Moldova	BD	1.0
3679	Economic Analysis of Adaptation Options ^a	UNEP	Global	CC	1.0
3691	Tiger Futures	WB	Global	BD	1.0

GEF ID	Project	Agency	Country	Focal area	GEF funding (mil. \$)
3856	Project for Continued Enhancement of Building Capacity for Effective Participation in the BCH II	UNEP	Global	BD	2.5
3878	GEOFUND 2: Armenia Geothermal Project	WB	Armenia	CC	1.5
3914	Mainstreaming Biodiversity Conservation into Territorial Planning Policies and Practices	UNDP	Belarus	BD	1.0
3928	Global Energy Assessment: Developing Policy Tools for Jointly Reducing Energy Poverty and Greenhouse Gas Emissions	UNIDO	Global	CC	1.0
3948	Reducing the Carbon Footprint of Major Sporting Events, FIFA 2010 and Green Goal	UNEP	South Africa	CC	1.0
4017	Enabling Paradigm Shift on Monitoring and Assessment within the UNCCD—Piloting the Reporting of the Performance Indicators 2010	UNEP	Global	LD	2.5
4204	Support to the Global Tiger Summit Hosted by the Russian Federation	WB	Russian Federation	BD	0.6
4410	Development of the Guidelines for Updating of National Implementation Plans (NIPs) under the Stockholm Convention Taking into Account the New POPs Added to the Convention	UNIDO	Global	Chem	0.7
4514	Greening the COP17 in Durban	UNIDO	South Africa	CC	1.0

NOTE: ADB = Asian Development Bank, FAO = Food and Agriculture Organization of the United Nations, IFC = International Finance Corporation, WB = World Bank; BD = biodiversity, Chem = chemicals, CC = climate change, IW = international waters, LD = land degradation, MF = multifocal.

a. Project funded by the SCCF.

Annex B:

Terminal Evaluation Report Review Guidelines

The assessments in the terminal evaluation reviews are based largely on the information presented in the terminal evaluation report. If insufficient information is presented in a terminal evaluation report to assess a specific issue—such as, for example, quality of the project’s M&E system or a specific aspect of sustainability—then the preparer of the terminal evaluation reviews will briefly indicate so in that section and elaborate more if appropriate in the section of the review that addresses quality of the report. If the review’s preparer possesses other first-hand information—such as, for example, from a field visit to the project—and this information is relevant to the terminal evaluation reviews, then it should be included in the reviews only under the heading “Additional independent information available to the reviewer.” The preparer of the terminal evaluation review takes into account all the independent relevant information when verifying ratings.

B.1 Criteria for Outcome Ratings

Based on the information provided in the terminal evaluation report, the terminal evaluation review will make an assessment of the extent to which the project’s major relevant objectives were achieved or are expected to be achieved,¹ relevance of the project results, and the project’s cost-effectiveness.

¹ Objectives are the intended physical, financial, institutional, social, environmental, or other develop-

The ratings on the outcomes of the project will be based on performance on the following criteria:²

- a. Relevance.** Were project outcomes consistent with the focal area/operational program strategies and country priorities? Explain.
- b. Effectiveness.** Are project outcomes commensurate with the expected outcomes (as described in the project document) and the problems the project was intended to address (that is, the original or modified project objectives)?
- c. Efficiency.** Include an assessment of outcomes and impacts in relation to inputs, costs, and implementation times based on the following questions: Was the project cost-effective? How does the project’s cost/time versus outcomes equation compare to that of similar projects? Was the project implementation delayed due to any bureaucratic, administrative, or political problems and did that affect cost-effectiveness?

ment results to which a project or program is expected to contribute (OECD DAC 2002).

² *Outcomes* are the likely or achieved short-term and medium-term effects of an intervention’s outputs. *Outputs* are the products, capital goods, and services that result from a development intervention; these may also include changes resulting from the intervention that are relevant to the achievement of outcomes (OECD DAC 2002). For the GEF, environmental outcomes are the main focus.

An overall rating will be provided according to the achievement and shortcomings in the three criteria ranging from highly satisfactory, satisfactory, moderately satisfactory, moderately unsatisfactory, unsatisfactory, highly unsatisfactory, and unable to assess.

The reviewer of the terminal evaluation will provide a rating under each of the three criteria (relevance, effectiveness, and efficiency). Relevance of outcomes will be rated on a binary scale: a satisfactory or an unsatisfactory rating will be provided. If an unsatisfactory rating has been provided on this criterion, the overall outcome achievement rating may not be higher than unsatisfactory. Effectiveness and efficiency will be rated as follows:

- **Highly satisfactory.** The project had no shortcomings.
- **Satisfactory.** The project had minor shortcomings.
- **Moderately satisfactory.** The project had moderate shortcomings.
- **Moderately unsatisfactory.** The project had noticeable shortcomings.
- **Unsatisfactory.** The project had major shortcomings.
- **Highly unsatisfactory.** The project had severe shortcomings.
- **Unable to assess.** The reviewer was unable to assess outcomes on this dimension.

The calculation of the overall outcomes score of projects will consider all three criteria, of which the relevance criterion will be applied first: the overall outcome achievement rating may not be higher than unsatisfactory. The second constraint applied is that the overall outcome achievement rating may not be higher than the effectiveness rating. The third constraint applied is that the overall rating may not be higher than the average score of the effectiveness and efficiency criteria calculated using the following formula:

$$\text{Outcomes} = (b + c) \div 2$$

In case the average score is lower than the score obtained after application of the first two constraints, then the average score will be the overall score. The score will then be converted into an overall rating with midvalues rounded upward.

B.2 Impacts

Has the project achieved impacts, or is it likely that outcomes will lead to the expected impacts? Impacts are understood to include positive and negative, primary and secondary, long-term effects produced by a development intervention. They could be produced directly or indirectly and could be intended or unintended. The terminal evaluation review's preparer will take note of any mention of impacts, especially global environmental benefits, in the terminal evaluation report including the likelihood that the project outcomes will contribute to their achievement. Negative impacts mentioned in the terminal evaluation report should be noted and recorded in Section 2 of the terminal evaluation review template in the subsection on "Issues that require follow-up." Although project impacts will be described, they will not be rated.

B.3 Criteria for Sustainability Ratings

Sustainability will be understood as the likelihood of continuation of project benefits after completion of project implementation (GEF 2000). To assess sustainability, the terminal evaluation reviewer will identify and assess the key risks that could undermine continuation of benefits at the time of the evaluation. Some of these risks might include the absence of or inadequate financial resources, an enabling legal framework, commitment from key stakeholders, and enabling economy. The following four types of risk factors will be assessed by the terminal evaluation reviewer to rate the likelihood of sustainability of project outcomes: financial,

sociopolitical, institutional framework and governance, and environmental.

The following questions provide guidance to assess if the factors are met:

a. Financial resources. What is the likelihood that financial resources will be available to continue the activities that result in the continuation of benefits (income-generating activities and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project outcomes)?

b. Sociopolitical. Are there any social or political risks that can undermine the longevity of project outcomes? What is the risk that the level of stakeholder ownership is insufficient to allow for project outcomes/benefits to be sustained? Do the various key stakeholders see it as in their interest that the project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the long-term objectives of the project?

c. Institutional framework and governance. Do the legal frameworks, policies, and governance structures and processes pose any threat to the continuation of project benefits? While assessing this parameter, consider if the required systems for accountability and transparency, and the required technical know-how, are in place.

d. Environmental. Are there any environmental risks that can undermine the future flow of project environmental benefits? The terminal evaluation should assess whether certain activities in the project area will pose a threat to the sustainability of project outcomes. For example, construction of a dam in a protected area could inundate a sizable area and thereby neutralize the biodiversity-related gains made by the project.

The reviewer will provide a rating under each of the four criteria (financial resources, sociopolitical, institutional, and environmental) as follows:

- **Likely.** There are no risks affecting that criterion of sustainability.
- **Moderately likely.** There are moderate risks that affect that criterion of sustainability.
- **Moderately unlikely.** There are significant risks that affect that criterion of sustainability.
- **Unlikely.** There are severe risks affecting that criterion of sustainability.
- **Unable to assess.** Unable to assess risks on this dimension.
- **Not applicable.** This dimension is not applicable to the project.

A number rating of 1–4 will be provided in each category according to the achievement and shortcomings, with likely = 4, moderately likely = 3, moderately unlikely = 2, unlikely = 1, and not applicable = 0. A rating of unable to assess will be used if the reviewer is unable to assess any aspect of sustainability. In such instances, it may not be possible to assess the overall sustainability.

All the risk dimensions of sustainability are critical. Therefore, the overall rating will not be higher than the rating of the dimension with the lowest rating. For example, if the project has an unlikely rating in any of the dimensions, then its overall rating cannot be higher than unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

B.4 Criteria for Assessment of Quality of Project M&E Systems

GEF projects are required to develop M&E plans by the time of work program inclusion to appropriately budget M&E plans and to fully carry out the M&E plans during implementation. Project managers are also expected to use the information generated by the M&E system during project implementation to improve and adapt the project

to changing situations. Given the long-term nature of many GEF projects, projects are also encouraged to include long-term monitoring plans that measure results (such as environmental results) after project completion. Terminal evaluation reviews will include an assessment of the achievement and shortcomings of M&E systems.

a. M&E design. Projects should have a sound M&E plan to monitor results and track progress in achieving project objectives. An M&E plan should include a baseline (including data, methodology, and so on), SMART (specific, measurable, achievable, realistic, and timely) indicators and data analysis systems, and evaluation studies at specific times to assess results. The time frame for various M&E activities and standards for outputs should have been specified. The questions to guide this assessment include: In retrospect, was the M&E plan at entry practicable and sufficient (sufficient and practical indicators identified; timely baseline; targets created; effective use of data collection; analysis systems including studies and reports; practical organization and logistics in terms of what, who, and when for M&E activities)?

b. M&E plan implementation. The M&E system was in place and allowed the timely tracking of results and progress toward project objectives throughout the project. Annual project reports were complete, accurate, and with well-justified ratings. The information provided by the M&E system was used to improve and adapt project performance. An M&E system should be in place with proper training for parties responsible for M&E activities to ensure that data will continue to be collected and used after project closure. The questions to guide this assessment include: Did the project M&E system operate throughout the project? How was M&E information used during the project? Did it allow for tracking of progress toward project objectives? Did the project provide proper training for

parties responsible for M&E activities to ensure data will continue to be collected and used after project closure?

c. Other questions. These include questions on funding and whether the M&E system was a good practice.

- Was sufficient funding provided for M&E in the budget included in the project document?
- Was sufficient and timely funding provided for M&E during project implementation?
- Can the project M&E system be considered a good practice?

A number rating of 1–6 will be provided for each criterion according to the achievement and shortcomings, with highly satisfactory = 6, satisfactory = 5, moderately satisfactory = 4, moderately unsatisfactory = 3, unsatisfactory = 2, highly unsatisfactory = 1, and unable to assess = no rating. The reviewer of the terminal evaluation will provide a rating under each of the three criteria (M&E design, M&E plan implementation, and M&E properly budgeted and funded) as follows:

- **Highly satisfactory.** There were no shortcomings in that criterion of the project M&E system.
- **Satisfactory.** There were minor shortcomings in that criterion of the project M&E system.
- **Moderately satisfactory.** There were moderate shortcomings in that criterion of the project M&E system.
- **Moderately unsatisfactory.** There were significant shortcomings in that criterion of the project M&E system.
- **Unsatisfactory.** There were major shortcomings in that criterion of the project M&E system.
- **Highly unsatisfactory.** There was no project M&E system.

The rating for M&E during implementation will be the overall rating of the M&E system:

**Rating on the Quality of the Project
M&E System = b**

B.5 Criteria for Assessment of Quality of Terminal Evaluation Reports

The ratings on quality of terminal evaluation reports will be assessed using the following criteria:

- a. The report presents an assessment of all relevant outcomes and achievement of project objectives in the context of the focal area program indicators if applicable.
- b. The report was consistent, the evidence presented was complete and convincing, and ratings were well substantiated.
- c. The report presented a sound assessment of sustainability of outcomes.
- d. The lessons and recommendations are supported by the evidence presented and are relevant to the portfolio and future projects.
- e. The report included the actual project costs (totals, per activity, and per source) and actual cofinancing used.
- f. The report included an assessment of the quality of the M&E plan at entry, the M&E system used during implementation, and whether the information generated by the M&E system was used for project management.

A number rating of 1–6 will be provided for each criterion according to the achievement and shortcomings, with highly satisfactory = 6, satisfactory = 5, moderately satisfactory = 4, moderately unsatisfactory = 3, unsatisfactory = 2, highly unsatisfactory = 1, and unable to assess = no rating. Each criterion to assess the quality of the terminal evaluation will be rated as follows:

- **Highly satisfactory.** There were no shortcomings in the terminal evaluation on this criterion.
- **Satisfactory.** There were minor shortcomings in the terminal evaluation on this criterion.
- **Moderately satisfactory.** There were moderate shortcomings in the terminal evaluation on this criterion.
- **Moderately unsatisfactory.** There were significant shortcomings in the terminal evaluation on this criterion.
- **Unsatisfactory.** There were major shortcomings in the terminal evaluation on this criterion.
- **Highly unsatisfactory.** There were severe shortcomings in the terminal evaluation on this criterion.

The first two criteria (of all relevant outcomes and achievement of project objectives and report consistency and substantiation of claims with proper evidence) are more important and have therefore been assigned a greater weight. The quality of the terminal evaluation reports will be calculated by the following formula:

$$\text{Quality of the Terminal Evaluation Report} = 0.3 \times (a + b) + 0.1 \times (c + d + e + f)$$

The total number will be rounded and converted to the scale of highly satisfactory to highly unsatisfactory.

B.6 Assessment of Processes Affecting Attainment of Project Outcomes and Sustainability

This section of the terminal evaluation review will summarize the factors or processes related to implementation delays and cofinancing that may have affected attainment of project results. This section will summarize the description in the terminal evaluation on key causal linkages of these factors:

a. Cofinancing and project outcomes and sustainability. If there was a difference in the level of expected cofinancing and actual cofinancing, what were the reasons for it? To what extent did materialization of cofinancing affect project outcomes and/or sustainability? What were the causal linkages of these effects?

b. Delays and project outcomes and sustainability. If there were delays, what were the reasons

for them? To what extent did the delay affect project outcomes and/or sustainability? What were the causal linkages of these effects?

c. Country ownership and sustainability. Assess the extent to which country ownership has affected project outcomes and sustainability. Describe the ways in which it affected outcomes and sustainability highlighting the causal links.

Annex C:

Analysis of Recent Ratings Decline in World Bank GEF Projects

[Section 3.2](#) reports that overall outcome ratings on World Bank GEF projects, along with ratings on most other performance indicators, have declined substantially in recent years. This decline in ratings is also noted in a 2013 IEG review examining the World Bank Group's partnership with the GEF.

The GEF Independent Evaluation Office has sought to better understand what may be behind the recent decline in World Bank performance ratings of GEF projects. One possibility suggested by the data is that the IEG review of ICRs has changed over time, becoming more stringent in its application of ratings criteria. As shown in figure C.1, for most years, ICR ratings and IEG ICR review ratings are more or less in line with one another, particularly when projects are grouped by year of project completion. However, the gap between ICR ratings and IEG ICR review ratings has grown much larger in recent years. The gap is apparent when aggregating ratings based on year of project completion or year of IEG review.

Because the ICR and ICR review process—and indeed all project reviews—entails a fair amount of subjectivity and can be influenced by such events as changes in personnel or management, the possibility that changes in ratings are not reflective of true changes in project performance cannot be fully discounted. Given the very large gap in ratings between ICRs and IEG ICR reviews, it seems

likely that some changes in the application of ratings criteria by the IEG to ICR reviews may have played a role. At the same time, as noted in the 2013 IEG review, the fact that the decline in ratings for World Bank GEF projects is not found in the Bank's portfolio of non-GEF environment-related projects, except those approved during the then most recent four-year period (FY 2004–07), suggests that some of the decline in ratings is in fact due to real changes in project performance.

One factor to consider is whether the large spread in outcome ratings between ICR and IEG ICR reviews evident in later years is heightened by the threshold effect of sorting those ratings as being in the satisfactory range or unsatisfactory range. When outcome ratings from ICR and IEG ICR reviews are plotted using the six-point ratings, the gap is not as extreme (figure C.2).

A final note: in the 2013 IEG review, the ratings used to report on the overall decline in performance of World Bank GEF projects are a mixture of IEG ICR reviews and IEG project performance assessment report (PPAR) reviews. As noted in [section 3.2](#), because PPARs are evaluating project performance using a different yardstick than ICR or terminal evaluation reviews, they are not used in the APR. Overall, PPARs of World Bank GEF projects have tended to have lower ratings than IEG ICR reviews.

FIGURE C.1 Comparison of Overall Outcome Ratings from World Bank GEF ICRs and IEG ICR Reviews

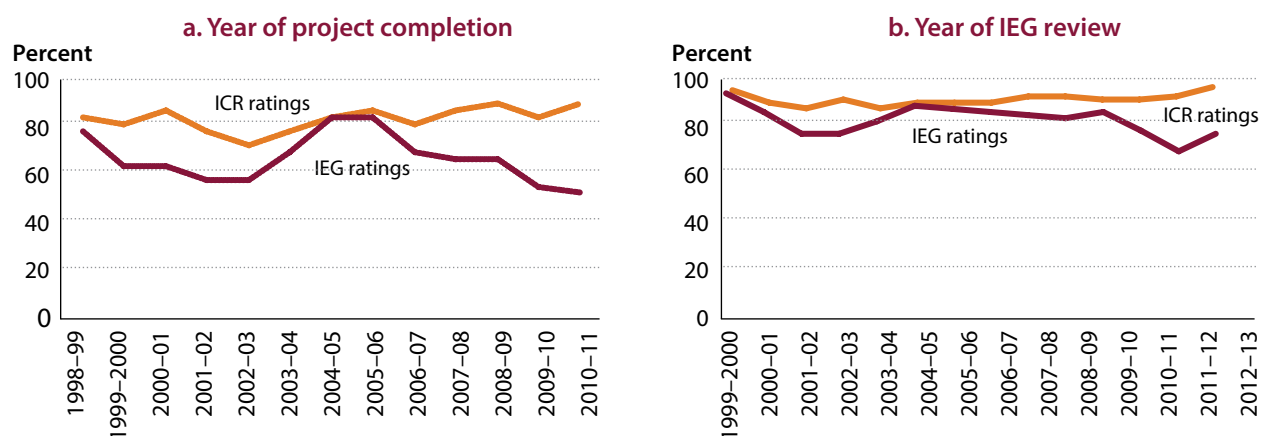
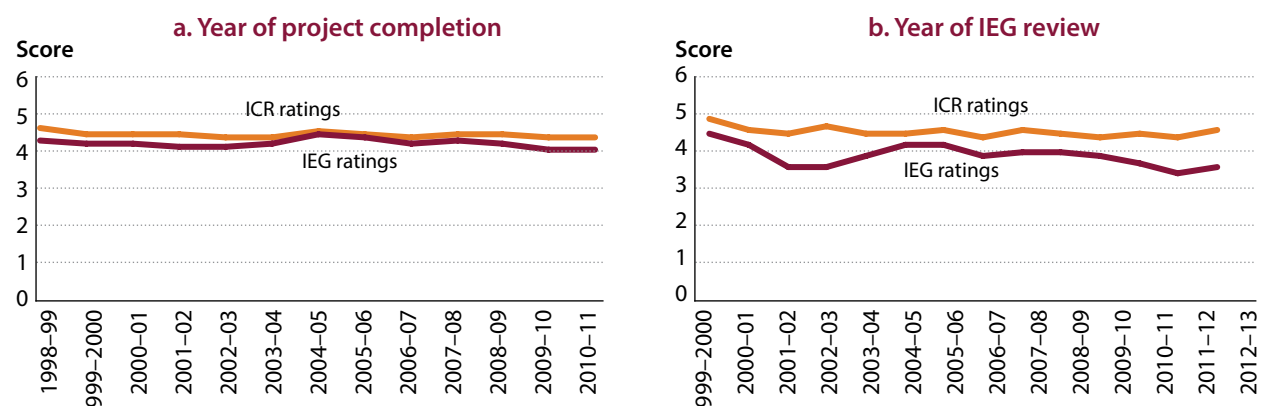


FIGURE C.2 Comparison of Overall Outcome Ratings on a Six-Point Scale from World Bank GEF ICRs and IEG ICR Reviews



Annex D: Projects Representative of Best Practices in M&E

[Section 7.3](#) reports on the findings from a desk study of GEF projects completed to date with highly satisfactory ratings on M&E design and/

or M&E implementation. Following are a list of projects in the APR 2005–13 year cohort that meet these criteria.

GEF ID	Project	Agency	Country	Focal area	M&E design rating	M&E imp. rating
625	Sustainable Use of Biodiversity in the Western Slope of the Serrania del Baudo	WB	Colombia	BD	HS	HS
845	The Greater Berbak-Sembilang Integrated Coastal Wetlands Conservation Project	WB	Indonesia	BD	S	HS
846	Albarradas in Coastal Ecuador: Rescuing Ancient Knowledge on Sustainable Use of Biodiversity	WB	Ecuador	BD	HS	HS
1020	Conservation and Sustainable Development of the Mataven Forest	WB	Colombia	BD	HS	HS
1034	Strengthening Romania's Protected Area System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park	UNDP	Romania	BD	S	HS
1043	Establishing Conservation Areas through Landscape Management (CALM) in the Northern Plains of Cambodia	UNDP	Cambodia	BD	HS	HS
1045	Biodiversity Protection in North Vidzeme Biosphere Reserve	UNDP	Latvia	BD	S	HS
1081	Peru Lima Transport Project	WB	Peru	CC	S	HS
1136	Wind Energy Applications	UNDP	Eritrea	CC	S	HS
1247	Addressing Land-based Activities in the Western Indian Ocean	UNEP	Regional	IW	S	HS
1248	Reducing Pesticide Runoff to the Caribbean Sea	UNEP	Regional	IW	MU	HS
1336	Promoting Energy Conservation in Small and Medium-sized Enterprises (PECSME)	UNDP	Vietnam	CC	HS	HS
1346	Integrated assessment and management of the Gulf of Mexico large marine ecosystem	UNIDO	Mexico	IW	S	HS
1424	Forests and Media Project (INFORM)	WB	Indonesia	BD	HS	S

GEF ID	Project	Agency	Country	Focal area	M&E design rating	M&E imp. rating
1642	Formoso River—Integrated Watershed Management and Protection	WB	Brazil	BD	S	HS
2042	Strengthening the Implementation Capacities for Nutrient Reduction and Transboundary Cooperation in the Danube River Basin (Tranche 2)	UNDP	Regional	IW	HS	Not rated
2128 & 2581	Building Capacity for Effective Participation in the Bio-safety Clearing House (BCH) of the Cartagena Protocol	UNEP	Global	BD	S	HS
2194	Developing the Legal and Regulatory Framework for Wind Power in Russia	WB	Russian Federation	CC	S	HS
2402	Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty in Ghana	UNDP	Ghana	LD	S	HS
2500	Energy conservation in small sector tea processing units in South India	UNDP	India	CC	HS	HS
2537	Renewable Energy Project	WB	Armenia	CC	HS	HS
2571	Distance Learning and Information Sharing Tool for the Benguela Coastal Areas	UNDP	Regional	IW	S	HS
2638	Conservation and sustainable use of globally significant biological diversity in Khazar Nature Reserve on the Caspian Sea Coast	UNDP	Turkmenistan	BD	HS	MU
2739	Building Sustainable Capacity and Ownership to Implement UNCCD Objectives in Latvia	UNDP	Latvia	LD	MS	HS
2836	Conservation and Sustainable use of Biodiversity in the Kazakhstani Sector of the Altai-Sayan Mountain Eco-region	UNDP	Kazakhstan	BD	HS	S
2861	Mainstreaming Biodiversity Conservation into Tourism through the Development and Dissemination of Best Practices	UNEP	Regional	BD	HS	S
3171	Kyrgyzstan: Capacity Building for Improved National Financing of Global Environmental Management	UNDP	Kyrgyzstan	MF	S	HS
3212	Capacity Building on Obsolete and POPs Pesticides in Eastern European Caucasus and Central Asian (EECCA) Countries	FAO	Global	Chem	HS	Not rated
3235	CACILM Rangeland Ecosystem Management under CACILM Partnership Framework, Phase 1	UNDP	Kazakhstan	LD	HS	HS
3256	Power Sector Policy Reform to Promote Small Hydro-power Development in the Republic of Montenegro	UNDP	Montenegro	CC	S	HS
3415	Identification and Implementation of Adaptation Response Measures in the Drini-Mati River Deltas	UNDP	Albania	CC	S	HS

NOTE: WB = World Bank; BD = biodiversity, CC = climate change, Chem = chemicals, IW = international waters, LD = land degradation, MF = multifocal; HS = highly satisfactory, MS = moderately satisfactory, MU = moderately unsatisfactory, S = satisfactory.

Annex E:

GEF Regions

The analysis presented in chapters 2 and 3 includes ratings on the basis of the region in which GEF project activities take place. Four regions are defined; following are the countries included in each region.

- **Africa.** Algeria, Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Democratic Republic of Congo, Republic of Congo, Côte d'Ivoire, Djibouti, Arab Republic of Egypt, Eritrea, Ethiopia, Gabon, The Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Libya, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mayotte, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, São Tomé and Príncipe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, Sudan, Swaziland, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe
- **Asia.** Afghanistan, American Samoa, Bangladesh, Bhutan, Cambodia, China, Fiji, India, Indonesia, Kiribati, Democratic People's Republic of Korea, Republic of Korea, Lao People's Democratic Republic, Malaysia, Maldives,

Marshall Islands, Federated States of Micronesia, Mongolia, Myanmar, Nepal, Palau, Pakistan, Papua New Guinea, Philippines, Samoa, Solomon Islands, Sri Lanka, Thailand, Timor-Leste, Tuvalu, Tonga, Vanuatu, Vietnam, Republic of Yemen

- **Europe and Central Asia.** Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Georgia, Hungary, Iran, Iraq, Jordan, Kazakhstan, Kosovo, Kyrgyz Republic, Latvia, Lebanon, Lithuania, former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, Russian Federation, Serbia, Syrian Arab Republic, Tajikistan, Turkey, Turkmenistan, Ukraine, Uzbekistan, West Bank and Gaza
- **Latin America and the Caribbean.** Antigua and Barbuda, Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Lucia, St. Vincent and the Grenadines, Suriname, Uruguay, República Bolivariana de Venezuela

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