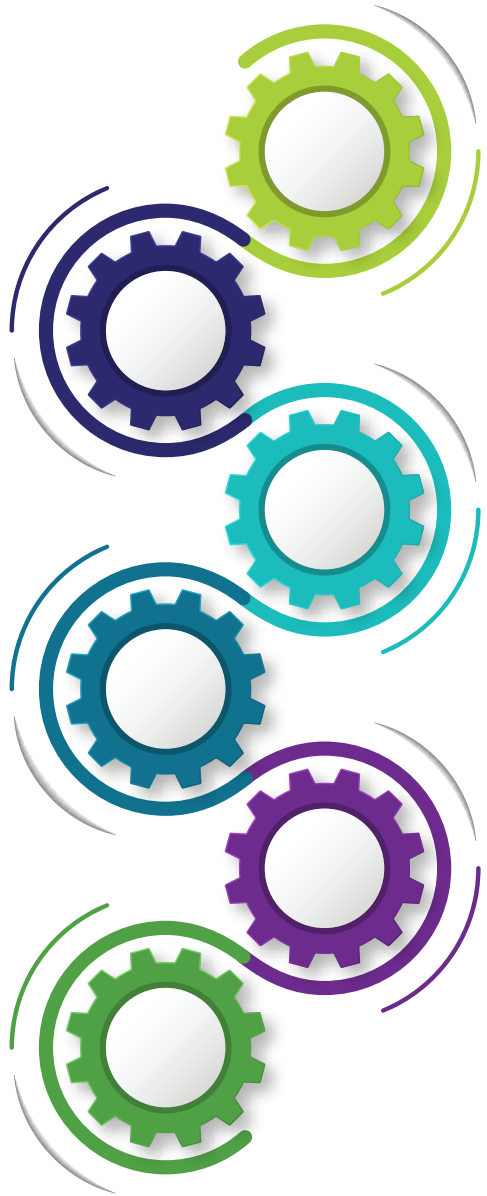




Independent
Evaluation Office
GLOBAL ENVIRONMENT FACILITY

The GEF Evaluation Policy

June 2019



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Definitions

Agency fee. Financing provided to a GEF partner Agency in connection with a GEF program or project.

CEO approval. Approval of a fully developed medium-size project or enabling activity by the GEF CEO.

CEO endorsement. Endorsement of a fully developed full-size project by the GEF CEO.

Child project. Project that forms part of a program, as set out in a program framework document.

Cofinancing. Financing additional to GEF project financing that supports implementation of a GEF-financed program or project and the achievement of its objectives.

Enabling activity. Project for the preparation of a plan, strategy, or report to fulfill commitments under a convention.

Evaluation. Systematic and impartial assessment of planned, ongoing, or completed activities, projects, or programs in specific focal areas or sectors; policies; strategies and their implementation; or other topics relevant to the GEF partnership and organization (adapted from OECD DAC 2010).

Full-size project. Project with GEF project financing exceeding \$2 million.

GEF additionality. Additional effects (environmental and otherwise) that can be directly associated with a GEF-supported program or project.

GEF Agency. Agency eligible to request and receive GEF resources directly for the design, implementation, and supervision of GEF projects and programs.

GEF Instrument. Written instrument establishing the restructured Global Environment Facility, effective July 7, 1994, as amended.

Gender-sensitive indicator. Indicator that can be used at various levels to monitor and report on socioeconomic and gender-sensitive changes over time.

GEF-financed activity (or intervention). Any programmatic approach, full-size project, medium-size project, or enabling activity financed from any GEF-managed trust fund, as well as regional and national outreach activities.

GEF operational focal point (OFP). Nominated by the recipient country, the OFP ensures that GEF proposals and activities in the country are consistent with country priorities and country commitments under global environmental conventions; identifies project ideas to meet country priorities; endorses project proposals; facilitates broad-based in-country consultations on GEF operational matters; and provides feedback on GEF activities, including implementation of projects (GEF 1996).

Global environmental benefits. Relate to international conventions and commitments the GEF is mandated to serve. GEF projects must demonstrate that project activities are delivering global environmental benefits.

Goal. Higher-order objective to which a GEF-financed program or project is intended to contribute.

Knowledge management. The process by which organizations within the GEF partnership generate value and improve performance from their intellectual and knowledge-based assets.

Impact. Positive and negative, primary and secondary long-term effects produced by a program or project, directly or indirectly, intended or unintended.

Indicator. Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, reflect the changes connected to a program or project, or help assess the performance of an organization.

Lead Agency. Agency that coordinates all activities under a program.

Medium-size project. Project with GEF project financing of up to \$2 million.

Midterm review. Assessment of a project's or program's performance and results carried out for adaptive management purposes at the midpoint of the intervention's intended duration.

Monitoring. Continuous or periodic function carried out by program or project management that uses a standardized and systematic process of collecting and analyzing data on specific indicators to provide decision makers and management of a GEF-financed activity with information on progress in the achievement of objectives and the use of allocated funds.

Outcome. Intended or achieved short- or medium-term effect of a project's or program's outputs.

Output. Product or service that results from the completion of activities implemented within a program or project.

Portfolio. Subset of projects focusing on a specific theme, GEF focal area, geographic region, country, or GEF Agency.

Program. Coherent set of interventions designed to attain specific global, regional, country, or sector objectives, consisting of a variable number of child projects.

Program's added value. Additional results brought in by the GEF funding delivered as a program compared with either a preexisting or hypothetical set of stand-alone full- and/or medium-size projects or other comparable alternatives.

Program framework document. Document that sets forth the concept of a program that is proposed for GEF financing.

Result. Includes intervention outputs, outcomes, progress toward longer-term impact, including global environmental benefits; results should be discernible/measurable.

Stakeholder. Individual or group that has an interest in the outcome of a GEF program or project or is likely to be affected by it, such as local communities, indigenous peoples, civil society organizations, and private sector entities. Stakeholders may include national program or project executing agencies or groups contracted to conduct activities at various stages of the program or project.

Stakeholder engagement. Process that begins with stakeholder identification and analysis and includes planning; disclosure of information; consultation and participation; monitoring, evaluation, and learning throughout the project cycle; addressing grievances; and ongoing reporting to stakeholders.

Terminal evaluation. Evaluation of a project's or program's design, performance, and results carried out at the end of implementation.

Abbreviations

CEO	Chief Executive Officer
CSO	civil society organization
DAC	Development Assistance Committee
GEF	Global Environment Facility
IEO	Independent Evaluation Office
OECD	Organisation for Economic Co-operation and Development
OFP	operational focal point
SMART	specific, measurable, attributable, relevant, and time-bound
STAP	Scientific and Technical Advisory Panel

Evaluation in the Global Environment Facility

1. This Policy sets out the guiding principles and minimum requirements for evaluation across the Global Environment Facility (GEF) partnership and for all GEF-financed activities.

The Policy is aligned with the GEF Instrument, which provides that “the Council shall...ensure that GEF policies, programs, operational strategies and projects are monitored and evaluated on a regular basis” (GEF 2015, paragraph 20[b]).

2. This Policy explains the concept, role, and use of evaluation within the GEF. It defines the institutional framework and responsibilities of stakeholders and establishes the requirements for how projects and programs funded by the GEF should be evaluated in line with international principles, norms, and standards. The Policy is designed to provide clarity on evaluation in the GEF. Revisions will be made when major changes in the GEF occur affecting the evaluation function. In addition, to ensure that the Policy remains relevant to evolving circumstances and continues to conform to international principles, norms, and standards, it will be periodically reviewed and updated as necessary. Any proposals for changes in the Policy will be presented by the GEF Independent Evaluation Office (IEO) to the Council for decision after consultation with stakeholders.

3. Evaluation helps the GEF to become more effective in its pursuit of global environmental benefits. Evaluation in the GEF has the following two overarching objectives:

- a.** Promote **accountability** for the achievement of GEF objectives through the assessment of results, effectiveness, processes, and performance of the partners involved in GEF-financed activities; GEF results are evaluated for their contribution to global environmental benefits.
- b.** Promote **learning**, feedback, and knowledge sharing on results and lessons learned among the GEF and its partners as a basis for decision making on projects, programs, program management, policies, and strategies; and to improve performance.

4. The broader framework of GEF policies is consistent with this Policy.¹ The evaluation sections of GEF policies are in full alignment with the standards and minimum requirements of this Policy.

5. Monitoring and evaluation are two distinct yet inter-connected functions in the GEF. Monitoring, conducted as a systematic management function, informs whether a project, program, policy implementation, or the organization is achieving its intended objectives as planned. Evaluation is a systematic and objective assessment of an ongoing or completed project, program, or policy; its design; implementation; effectiveness; and results. Evaluation provides information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.

¹ This framework comprises the [Fee Policy for GEF Partner Agencies](#) (2012), [Policy on Minimum Fiduciary Standards](#) (2019), [Operational Guidelines for the Application of the Incremental Cost Principle](#) (2007), [Policy on Co-financing](#) (2018), [Policy on Gender Equality](#) (2017), [Policy on Stakeholder Engagement](#) (2017), and [Project and Program Cycle Policy](#) (2018).

Evaluation verifies and uses monitoring data in its analyses as one of its sources of information. Evaluation also provides evidence on how changes are taking place, and the strengths and weaknesses of the design of the projects, programs, or operational strategies embedded in GEF results frameworks.

6. This Policy discusses monitoring only in its interrelations with evaluation. A separate [GEF Monitoring Policy](#) contains the basic provisions, standards, and requirements for monitoring in the GEF partnership.

1.1 Background

7. The GEF is a financial mechanism for international cooperation based on a partnership. It provides new and additional grant and concessional funding in developing countries and countries with economies in transition to meet the incremental costs of measures to achieve agreed global environmental benefits in five focal areas—biological diversity, climate change mitigation and adaptation,² international waters, land degradation, and chemicals—with sustainable forest management cross-cutting in relevant focal areas. In addition, the Integrated Approach Pilots introduced in GEF-6 and the Impact Programs introduced in GEF-7 also use focal area allocations in an integrated manner for systems change. The GEF Council provides strategic and policy direction in these five focal areas, taking into account guidance from the conferences of the parties to the relevant global environmental conventions.

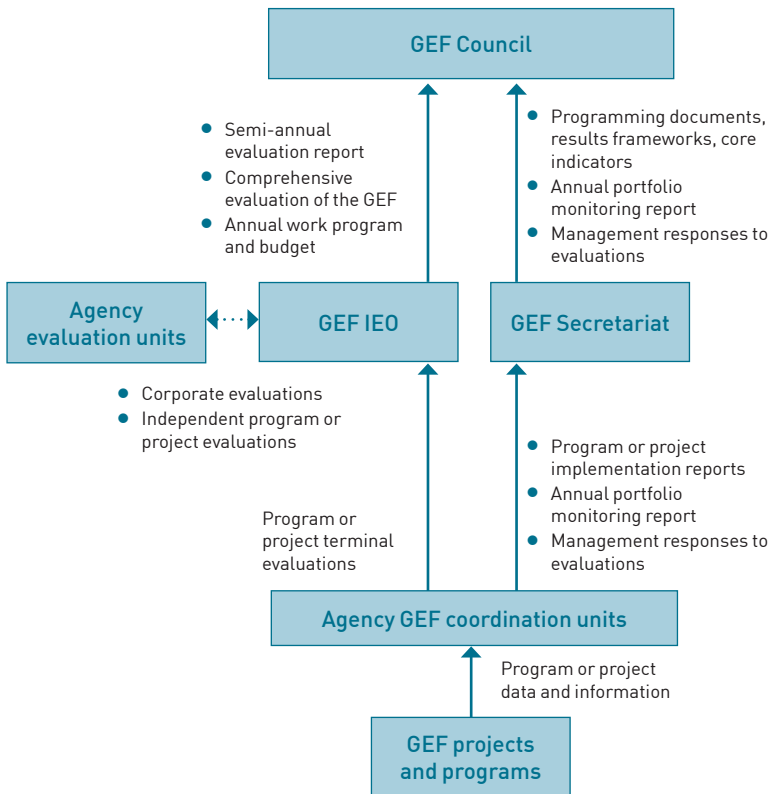
8. The GEF Instrument requires the GEF Council to ensure that GEF projects, programs, policies, and operational strategies are monitored and evaluated on a regular basis. Meeting

²The incremental cost principle does not apply to the Least Developed Countries Fund and the Special Climate Change Fund.

this requirement entails feedback to the GEF decision-making processes at the institutional, policy, program, and project levels. Corporate monitoring and evaluation in the GEF is based on regular reporting for internal management purposes to the GEF Council, in support of decision making, policy making, and accountability (figure 1).

9. Evaluation allows the GEF to track progress in fulfilling its mission of delivering global environmental benefits. GEF projects and programs are more likely to capitalize on their innovative and catalytic role when they are fully integrated with the GEF

FIGURE 1 Simplified flowchart of monitoring and evaluation reporting in the GEF



results frameworks and where management activities as well as postcompletion decision making are informed by comprehensive and relevant evaluative evidence. Evaluation strengthens the GEF partnership and encourages ownership of GEF projects and programs, all of which are essential principles of GEF operations and policies. The GEF emphasizes the quality of its evaluation function and ensures that evaluation findings are disseminated widely. The IEO is directly accountable to the GEF Council and has the mandate to report on the performance and effectiveness of GEF projects and programs. In addition, the evaluation units of the GEF Agencies are responsible for the conduct of program or project terminal evaluations in compliance with this Policy and in accordance with the terminal evaluation guidelines.

10. The Policy shall be operationalized through guidelines on specific issues and standards developed by the IEO in consultation with partners. The IEO is authorized to publish and revise such guidelines as required in line with this Policy. The Policy and related guidelines will be shared with the GEF partners and the public through the [IEO website](#).

1.2 Evaluation: Purposes, use, and types

11. Definition. Evaluation is the systematic and impartial assessment of planned, ongoing, or completed activities, projects, or programs in specific focal areas or sectors; policies; strategies and their implementation; or other topics relevant to the GEF partnership and organization.³ In the case of activities, projects, and programs, it aims at determining the relevance, efficiency, effectiveness, and sustainability of the interventions and contributions of the involved partners. An evaluation provides evidence-based information that is credible, reliable, and useful,

³ Definition adapted from OECD DAC (2010).

enabling the timely incorporation of findings, recommendations, and lessons into decision-making processes. In the context of the GEF, the evaluation function aims at assessing the relevance, efficiency, effectiveness, and—where feasible—sustainability of GEF interventions in the context of their contribution to global environmental benefits in GEF focal areas at the local and global levels.

12. Purpose. The purposes of evaluation include understanding why, how, and the extent to which intended and unintended results are accrued, and their impact on stakeholders. Evaluation is an important source of evidence of the achievement of results and institutional performance and contributes to knowledge and organizational learning. It serves as a driver of change and plays a critical role in supporting accountability. Evaluation can be used to improve the design and performance of a planned or ongoing program or project (a formative evaluation), to make an overall judgment about the effectiveness of a completed program or project, to ensure accountability, and to generate knowledge about good practices. Evaluation differs from other oversight mechanisms such as investigation and audit, which focus on the adequacy of management controls; compliance with regulations, rules, and established policies; and the adequacy of organizational structures and processes.

13. Use. Evaluation feeds into management and decision-making processes regarding the development of policies and strategies; and the programming, implementation, and reporting of activities, projects, and programs. Thus, evaluation contributes to institutional learning and evidence-based policy making, accountability, development effectiveness, and organizational effectiveness. It informs the planning, programming, budgeting, implementation, and reporting cycle. It aims to improve the institutional relevance and achievement of results, optimize the use of resources, and maximize the impact of the contributions provided.

14. Types. Within the context of the GEF, project/program-level terminal evaluations relevant to Agency interventions are conducted by the Agencies. Agencies also conduct midterm reviews of projects and sometimes carry out impact evaluations. The IEO validates the terminal evaluations of GEF projects from all Agencies, and conducts a spectrum of evaluations covering thematic issues, focal areas, institutional policies, and programs, and the comprehensive evaluation of the GEF, all of which cut across the entire GEF partnership. The main types of evaluations in the GEF include but are not limited to the following:

- a. **Project evaluations** at the completion of the project implementation (terminal evaluation), mainly conducted by GEF Agencies
- b. **Program evaluations** of a coherent set of interventions to attain specific global, regional, country, or sector objectives; these include evaluations of the GEF focal areas, programmatic approaches, and GEF corporate programs
- c. **Performance evaluations** of the GEF's portfolio of completed projects to assess relevance, efficiency, and effectiveness in delivering the expected results
- d. **Country and country cluster evaluations** of one or more Agencies' portfolio of projects and activities, and the assistance strategy behind them, in a country or cluster of countries; strategic cluster evaluations focus on a limited set of strategic issues across country portfolios
- e. **Process evaluations** of the functioning of participating organizations, instruments, mechanisms, and management practices, including evaluations of institutional and procedural issues across GEF focal areas and assessments of experience with GEF policies, criteria, and procedures; process evaluations could be conducted during the design or implementation of an intervention
- f. **Impact evaluations** of the long-term effects produced by an intervention, intended or unintended, direct or indirect;

- impact may be assessed at the project, program, portfolio, ecosystem, or country level, and includes global environmental benefits
- g. Thematic evaluations** of a selection of interventions addressing a specific theme, issue, or focal area across the GEF portfolio; these include evaluations that assess cross-cutting issues
 - h. Comprehensive evaluation of the GEF**, previously the Overall Performance Study (OPS), informing the GEF replenishment cycles and addressing performance and results in terms of global environmental benefits of GEF projects and programs, as well as GEF institutional arrangements, policies, strategies, and priorities; the evaluations referred to in a–h above feed into the comprehensive evaluations.

1.3 Follow-up to IEO evaluations

15. All evaluation reports presented to the GEF Council by the IEO require a management response. The GEF Chief Executive Officer (CEO) coordinates the preparation of the management response with Agency stakeholders for GEF Council consideration in response to the recommendations of each evaluation report. Management responses should clearly indicate whether management accepts, partially accepts, or rejects the IEO evaluation recommendations and explain the reasons. The IEO may comment on the management response to ensure recommendations have been addressed. The GEF Agencies ensure that recommendations from IEO evaluations that are relevant and/or apply to them are considered for decision making and action within the Agencies. The Council discusses and reviews the evaluation reports, the recommended actions, and the management responses; takes any necessary decisions on the recommendations; and gives guidance to the GEF and Agencies on policies or on action plans with specific time frames.

16. There is systematic follow-up to the implementation of evaluation recommendations through the Management Action Record. There is also systematic follow-up on implementation of the evaluation recommendations accepted by management and/or the GEF Council, with periodic review and follow-up on their status. In consultation with the appropriate GEF partners, the IEO reports to the Council on the follow-up of Council decisions related to evaluation recommendations; these decisions and follow-on actions are compiled in its Management Action Record and are provided to the Council on an annual basis in the Annual Performance Report.

1.4 Knowledge sharing from evaluations

17. Evaluation contributes to knowledge building and organizational improvement. Findings and lessons must be made accessible to target audiences in a user-friendly way. Evaluation reports must have a dissemination strategy tailored to the audience of each specific report; the strategy must be described in the relevant evaluation approach paper and in the terms of reference.

18. For the purposes of this Policy, knowledge management is the process by which organizations within the GEF partnership generate value and improve performance from their intellectual and knowledge-based assets. Knowledge sharing enables partners to capitalize on lessons learned by gaining insight and understanding from experience, and by applying this knowledge to generate new knowledge. Knowledge management helps the GEF create and transform knowledge into action, innovation, and change. Knowledge management is closely linked to performance enhancement.

19. The main purposes of knowledge creation and sharing of information from GEF evaluations are to

- a. **Promote learning** through better outreach to the project, program, and country levels by providing easily accessible learning products;
- b. **Promote the application of lessons** learned to improve the performance and impact of GEF activities; and
- c. **Promote feedback** to improve the development of projects and programs.

20. Knowledge creation and sharing from evaluation supports policy making by building a comprehensive body of evidence, lessons learned, and good practices. Evaluation is closely linked to policy making, more informed management, and decision making for strategic planning. Evaluations could provide an effective way to improve the performance and impact of policies, programs, and projects, especially when they are conducted at the appropriate time and focus on issues of concern to policy makers and managers.

21. Lessons from evaluations should be made available to stakeholders directly involved in program or project formulation and implementation for improved effectiveness. GEF partners are expected to seek out adaptive and interactive ways of disseminating findings from evaluations to a wide audience, including within and across GEF Agencies and the GEF partnership, environmental entities, academia, research institutions, civil society, and the general public. When lessons and findings are shared widely, evaluations have the potential to increase awareness of the importance of global environmental benefits and confidence in GEF work, and to leverage support.

2 Evaluation: Norms, principles, criteria, and minimum requirements

22. Evaluation in the GEF context is guided by internationally recognized principles, norms, and standards. Specifically, the GEF and its Agencies refer to those principles, norms, and standards produced by the United Nations Evaluation Group, the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD DAC), and the Evaluation Cooperation Group of the multilateral development banks. Although there is general agreement around internationally recognized norms and standards, there is also divergence resulting from the diverse goals and objectives of the individual Agencies. These differing goals lead to differences in emphasis and in the application of standards across Agencies. Guided by international norms and standards, the GEF Evaluation Policy considers these differences and establishes a set of key principles and criteria common across the GEF partnership. The Policy also establishes four mandatory minimum requirements Agencies must follow in conducting evaluations for GEF-financed activities.

23. Evaluation must be an explicit part of the planning and budgeting of GEF-financed activities. A key international norm concerns the adequate provision of resources to enable evaluation functions to operate effectively. In line with this norm, the costing and budgeting of evaluation activities are addressed, as appropriate, in the budgetary planning of the IEO, the Agency fee system, and program or project budgets. This includes any additional

financial implications of addressing the minimum requirements and responsibilities of this Policy. All GEF Agencies receive project/program allocations and Agency fees, to be used according to the provisions contained in the [Fee Policy for GEF Partner Agencies](#). Project allocations cover the requirement for monitoring and evaluation, including terminal evaluations. Consistent with good practice, budgetary resources should be allocated separately for monitoring and evaluation activities.

2.1 Principles

24. Evaluation in the GEF context is guided by internationally recognized principles. The principles below are internationally recognized professional standards that should be applied in all evaluations of GEF-financed activities:

- a. Independence.** Evaluations must be conducted independently from both the policy-making process and the delivery and management of assistance. Evaluation team members should not have been personally engaged in the activities to be evaluated or have been responsible in the past for the design, implementation, or supervision/midterm review of the project, program, or policy to be evaluated. Where evaluations are financed and/or managed by the GEF coordination units in GEF Agencies, these Agencies should ensure the behavioral independence of the evaluators. Behavioral independence requires that even if the evaluator is contracted by the Agency operational unit whose program or project is being evaluated, the unit should not interfere with or influence the process or the interpretation and reporting of the evaluation findings.
- b. Credibility.** Evaluations must be credible and based on reliable data and observations. Evaluation reports should reflect consistency and dependability in data, findings, judgments, and lessons learned, with reference to the quality of

- the instruments, procedures, and analysis used to collect and interpret information.
- c. **Utility.** Evaluations must serve the information needs of intended users. Partners, evaluators, and units commissioning evaluations should endeavor to ensure that the work is well informed, relevant, and timely, and that it is clearly and concisely presented so as to be of maximum benefit to intended users. Evaluation reports should present the evidence, findings, issues, conclusions, and recommendations in a complete and balanced way. They should be both results and action oriented.
 - d. **Impartiality.** Evaluations must give a comprehensive and balanced presentation of the strengths and weaknesses of the project, program, policy, strategy, or organizational unit being evaluated. The evaluation process should reflect impartiality at all stages and consider the views of all stakeholders. Units commissioning evaluations should endeavor to ensure that the selected evaluators are impartial and unbiased.
 - e. **Transparency.** An essential feature at all stages of the evaluation process, transparency involves clear communication concerning decisions for the program of work and areas for evaluation, the purpose of the evaluation, the criteria applied, the evaluation approach and methods, and the intended use of the findings. Documentation related to evaluations must be freely available, easily accessible, and readable for transparency and legitimacy.
 - f. **Integrity.** Evaluations must provide due regard to the welfare, beliefs, and customs of those involved or affected, avoiding or disclosing any conflict of interest. Evaluators must respect the right of institutions and individuals to provide information on the facts confidentially. Evaluators must honor the dignity, well-being, and self-worth of individuals and acknowledge the influence of culture within and across groups. If evidence of wrongdoing is uncovered, the

evaluator or manager shall report such cases discreetly to the IEO Director, who will take appropriate action such as informing the investigative body of the relevant Agency. Integrity requires that management and/or commissioners of evaluations communicate clearly, remain open to the findings, and do not allow vested interests to interfere with the evaluation.

- g. Participation.** GEF evaluations must be inclusive, so that the diverse perspectives and the values on which they are based as well as the types of power and consequences associated with each perspective are represented. Evaluation teams should interact with representatives of all the stakeholders involved in the project, program, or topic being evaluated. The participation of in-country stakeholders, including the GEF operational focal point (OFP) as well as other stakeholders such as project managers and civil society organizations (CSOs) involved in project implementation, and project beneficiaries should be ensured.
- h. Gender equality.** Gender equality and women’s empowerment is a strategic and operational imperative for the GEF. As a gender-responsive approach is applied throughout the GEF project cycle, it also applies to evaluations, as clearly stated in the 2017 GEF [Policy on Gender Equality](#). Evaluations must assess whether and how men and women are affected by changes to natural resource use and decision making resulting from GEF outcomes. Wherever feasible, evaluations should provide sex-disaggregated and gender-sensitive data. Units commissioning evaluations should strive for gender balance in the composition of evaluation teams.
- i. Competencies and capacities.** GEF evaluations require a range of expertise that may be technical, environmental, cultural, or within a social science or the evaluation profession. Units commissioning evaluations are responsible for selecting evaluators with sufficient experience and skills in

the appropriate field(s), and for adopting a rigorous methodology for the assessment of results and performance. Evaluations of GEF activities shall make the best possible use of local expertise, both technical and evaluative.

2.2 Criteria

25. Evaluations in the GEF explore four major criteria, in line with [OECD DAC guidance](#):

- a. Relevance.** The extent to which the intervention design and intended results were consistent with local and national environmental priorities and policies and to the GEF's strategic priorities and objectives, and remained suited to the conditions of the context over time.
- b. Effectiveness.** The extent to which the intervention achieved, or expects to achieve, results (outputs, outcomes, and impacts, including global environmental benefits) taking into account the key factors influencing the results.
- c. Efficiency.** The extent to which the intervention achieved value for resources by converting inputs (funds, personnel, expertise, equipment, etc.) to results in the timeliest and least costly way possible, compared to alternatives.
- d. Sustainability.** The continuation/likely continuation of positive effects from the intervention after it has come to an end, and its potential for scale-up and/or replication; interventions need to be environmentally as well as institutionally, financially, politically, culturally, and socially sustainable.

26. Other criteria may be considered on a case-by-case basis, depending on the specific evaluation as well as new developments in international good practice standards for evaluation.

2.3 Indicators

27. In the context of the results frameworks (and related core corporate indicators) introduced in each replenishment of the GEF, projects and programs shall adopt monitoring and evaluation systems with indicators that ensure evaluability. **Indicators should be SMART—specific, measurable, attributable, relevant, and time-bound.** These indicators will be reported in the terminal evaluations to assess performance against objectives and should have the following characteristics:

- a. **Specific.** The indicator measures only the design element (output, outcome, or impact) that it is intended to measure and captures the essence of the desired result by clearly and directly relating to the achievement of an objective and only that objective.
- b. **Measurable.** There are practical ways to quantitatively and/or qualitatively measure the indicator—i.e., the indicator has the capacity to be counted, observed, analyzed, tested, verified, or challenged.
- c. **Attributable.** The indicator identifies what changes occurred or are anticipated as a result of the intervention and whether the results are realistic. Attribution requires that changes in the targeted environmental and developmental issues can be linked to the intervention.
- d. **Relevant.** The indicator establishes levels of performance that are likely to be achieved in a practical manner, reflect the expectations of stakeholders, are plausibly associated with the activities, or are valid in describing the underlying issues and processes followed to tackle those issues.
- e. **Time-bound, timely, trackable, and targeted.** The indicator tracks progress in a cost-effective manner at appropriate intervals for a set period, with clear identification of the stakeholder group(s) to be affected by the intervention.

28. Results in the GEF are measured by global environmental benefit indicators, according to the results frameworks approved in each replenishment phase. Social and economic co-benefits achieved while contributing to global environmental benefits are also measured. As per the GEF [Policy on Gender Equality](#), the collection of sex-disaggregated data and information on gender, and the use of gender-sensitive indicators, sex-disaggregated targets and results, as relevant, are to be regularly incorporated in monitoring and evaluation. Wherever possible, the geographic coordinates of project sites should be collected and used in monitoring and evaluation.

2.4 Minimum requirements

29. Four minimum requirements must be applied to evaluation at the program or project levels. [Minimum Requirements 1](#) and [2](#) must also be applied to monitoring, as confirmed by the [GEF Monitoring Policy](#). The objectives and intended results of GEF-financed activities should be specific and measurable, so as to make it possible to monitor and evaluate the program or project effectively. Baseline data should be developed for the key results indicators. Agencies should ensure timely monitoring and evaluation planning at the project preparation stage.

30. Terminal evaluations of programs and of full- and medium-size projects are to be conducted according to Minimum Requirement 3. Once in full compliance with the provisions contained in [Minimum Requirement 3](#), Agencies are expected to apply their internal arrangements to the conduct of terminal evaluations and their cost to ensure that evaluation reports of GEF-financed activities conform to GEF evaluation principles. Evaluations should provide lessons learned and recommendations for future projects, programs, or policies.

MINIMUM REQUIREMENT 1: Design of monitoring and evaluation plans

All projects must include a concrete and fully budgeted monitoring and evaluation plan by the time of CEO endorsement for full-size projects and CEO approval for medium-size projects. Program monitoring and evaluation plans—describing the intended approach to monitoring and evaluation across the program, program rationale, the theory of change, results frameworks and indicators, and ways to ensure coherence across the child projects—must be included at program framework document (PFD) approval. Concrete and fully budgeted program monitoring and evaluation plans must be further detailed in the child project which supports the coordination, knowledge sharing, and monitoring and evaluation activities of the program, where applicable.

Logical frameworks and/or theories of change should align, where appropriate, to the GEF's results frameworks. Program monitoring and evaluation plans must ensure coherence between program and child project objectives, indicators, and outcomes. Monitoring and evaluation plans build in the possibility to adapt to changing conditions, if needed. Program or project monitoring and evaluation plans should contain the following:

- SMART indicators for results and implementation linked appropriately to the GEF's results frameworks, and including
 - Applicable GEF indicators on global environmental benefits identified at each replenishment cycle;
 - Socioeconomic co-benefits and sex-disaggregated/gender-sensitive indicators (where relevant);
 - Project site geographic coordinates (where feasible and appropriate); and
 - Additional process and/or performance indicators that can deliver reliable and valid information to management.
- Program or project baselines, with a description of the problem to be addressed and relevant indicators
- Periodic implementation reports, midterm reviews, and terminal evaluations
- Organizational set-up and budgets for both monitoring and evaluation, where the budget for evaluation should be explicit and distinguished from monitoring activities.

MINIMUM REQUIREMENT 2 Application of monitoring and evaluation plans

Program or project monitoring will include implementation of the monitoring and evaluation plan, comprising the following:

- The identified indicators are actively measured, or if not, a reasonable explanation is provided.
- The baseline for the program or project is fully established, data are compiled to review progress, and evaluations are undertaken as planned.
- The organizational set-up for monitoring and evaluation is operational, and its budget is spent as planned.

31. Terminal evaluations will assess results (outputs, outcomes, and impacts) according to the criteria of relevance, effectiveness, efficiency (cost-effectiveness), and sustainability, as applicable. Terminal evaluations will also assess GEF additionality, defined as the additional outcome (both environmental and otherwise) that can be directly associated with the GEF-supported program or project. To do so, Agencies will apply the evaluative approach for assessing GEF's additionality approved by the GEF Council in December 2018 (GEF IEO 2018).

32. Terminal evaluations of programmatic approaches must also assess the added value of implementing interventions as a program rather than as stand-alone projects or other comparable alternatives. This requirement reflects the fact that programmatic approaches are by nature designed as a set of coherent and synergistic interventions to achieve broader and longer-term results. Results must be measured according to [Minimum Requirement 3](#).

33. The monitoring and evaluation plan for programs shall, at program framework document (PFD) approval, include arrangements for program-level as well as child project-level terminal evaluation. Agencies participating in the program will conduct the

MINIMUM REQUIREMENT 3 Terminal evaluation of GEF-financed activities

All full- and medium-size projects and all programs will need to be evaluated at the end of implementation.

- The evaluation will be undertaken independent of project management or, if undertaken by project management, will be reviewed by the evaluation unit of the GEF Agency or by independent quality assurance mechanisms of the Agency.
- The evaluation will apply the international standards and minimum requirements set forth in this Policy.
- The evaluation will assess the following at a minimum:
 - Achievement of outputs and outcomes, and provide ratings for targeted objectives and outcomes for projects, with aggregated results reported for programs;
 - Likelihood of sustainability of outcomes at termination for projects and the overall program;
 - Whether Minimum Requirements 1 and 2 were met;
 - An assessment of GEF additionality; and
 - An assessment of whether and how men and women are affected differently by changes to natural resource use and decision making resulting from GEF outcomes.

In addition, for programs, the terminal evaluation will provide an assessment of the coherence between program and child project theories of change and objectives, indicators, and programmatic results achieved; these results must demonstrate the program's added value over comparable nonprogrammatic alternatives.

- The terminal evaluation report will contain the following at a minimum:
 - Basic data on the evaluation indicating when it took place, who was involved, its key questions, and its methodology, including application of the [four evaluation criteria](#) set forth in paragraph 26;
 - Basic data on the program or project, including actual GEF and other expenditures;
 - Lessons for broader applicability; and
 - Evaluation terms of reference (in an annex).
- The terminal evaluation report will be sent to the IEO immediately when ready, and at the latest, within 12 months of completion of program or project implementation.

MINIMUM REQUIREMENT 4 Engagement of operational focal points

Except for those GEF-financed activities for which OFP letters of endorsement are not required, all other projects and programs will engage the OFPs in monitoring and evaluation-related activities. The following requirements shall be met:

- The monitoring and evaluation plan will specify how the program or project will keep the relevant OFP informed and, where applicable and feasible, involved, while respecting the independent nature of evaluation.
- During implementation, the Agencies will inform the OFPs on monitoring and evaluation activities in the projects and programs that belong to their national portfolio.
- The OFPs will be informed of midterm reviews and terminal evaluations and will, where applicable and feasible, be briefed and debriefed at the start and at the end of evaluation missions. They will receive a draft report for comment, will be invited to contribute to the management response (where applicable), and will receive the final evaluation report within 12 months of program or project completion.
- The GEF Agencies will track application of the conditions specified here in their GEF-financed projects and programs.

terminal evaluations of the child projects they have implemented within the program. The lead Agency will be responsible for submitting the terminal evaluation for the program, consistent with [Minimum Requirement 3](#).

34. The evaluation plan of jointly implemented projects must include the evaluation arrangements agreed upon by the Agencies at CEO endorsement. Partners' responsibilities in ensuring evaluation of jointly implemented projects need to be discussed and agreed upon at the time of preparation to ensure cost-effectiveness, synergy, and avoidance of duplication in evaluation reporting. It is the responsibility of the lead Agency of the jointly implemented project to guide this discussion and reach an agreement with all the other participating Agencies at design.

2.5 Access to and disclosure of information

35. The IEO follows the [World Bank Policy on Access to Information](#). The GEF [Policy on Access to Information](#) (GEF 2018, paragraph 4) states that “The Ethics Committee, the Ethics Officer, the Independent Evaluation Office, the Secretariat, and the Trustee are subject to the World Bank Policy on Access to Information.”

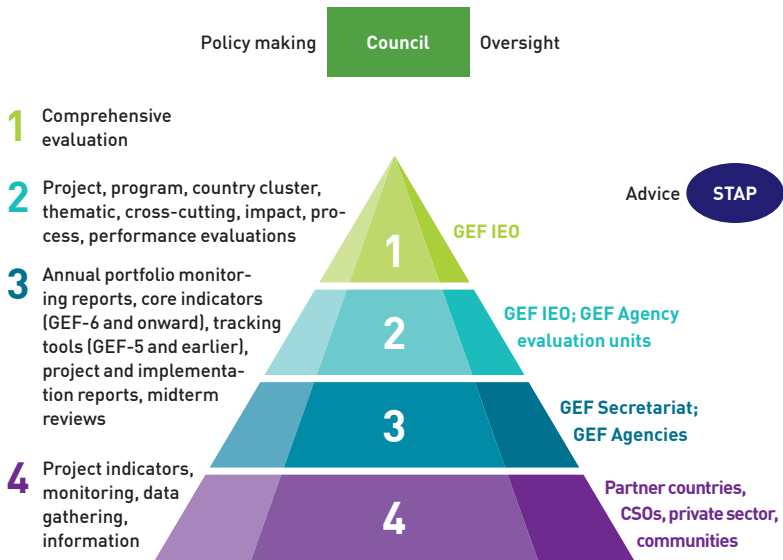
36. The IEO shall be provided access by the Agency to the documentation and information it needs to conduct its evaluations of GEF-financed activities. Staff of the IEO shall have access to Agencies’ official records to enable their work as evaluators, in accordance with applicable Agency policies and rules governing such access. IEO staff shall also have access to Agency staff during evaluations. Relevant Agency representatives shall facilitate visits by IEO staff to project sites and meetings with stakeholders and government representatives.

37. Evaluations shall be disseminated in accordance with widely accepted international standards by establishing effective feedback loops to policy makers, operational staff, beneficiaries, and the general public. The disclosure of evaluation reports shall be ensured through posting on websites and dissemination of findings through knowledge products and events. GEF-related evaluation reports should be broadly and freely shared, and findings and lessons learned made available to project management. Evaluation reports should provide transparent information on data sets, sources, methodologies, and approach.

3 Roles and responsibilities

38. Different partners and stakeholders within the GEF have different roles and responsibilities with respect to monitoring and evaluation. The GEF Council provides the overall framework for enabling monitoring and evaluation, starting with an agreement on the overall objectives and the corporate and focal area results frameworks. The GEF Secretariat develops and submits the plans and frameworks for monitoring progress against these objectives to the Council, and the IEO presents the overall evaluation workplan to report on the overall performance and effectiveness of the GEF to the Council. The GEF Council approves the IEO work program and budget, receives the evaluation reports, and decides on the management actions to respond to the evaluation recommendations. The IEO prepares a semi-annual evaluation report every six months and a comprehensive evaluation of the GEF every four years. Based on this information, the Council makes strategic and policy-level decisions. The GEF Agencies and their partners execute project, program, and portfolio monitoring and evaluation plans. The GEF Scientific and Technical Advisory Panel (STAP) provides advice on indicators and targets at the stage when policies, strategies, programs, and projects are prepared, as well as evaluation approaches in response to specific requests by the IEO. [Figure 2](#) and [table 1](#) provide the broad framework of the main roles and responsibilities of the key partners for monitoring and evaluation in the GEF.

FIGURE 2 Monitoring and evaluation levels and responsible entities in the GEF



39. Each GEF Agency has its own system of governance and rules and regulations governing the implementation of activities, as well as the evaluation of these activities. The GEF Council can adopt principles, norms, and standards for those parts of the GEF for which it is directly responsible, such as the GEF Secretariat, the IEO, and the STAP. The Council can also require minimum standards and minimum procedures to be applied to the evaluation of the activities that it funds. Specific roles and responsibilities for evaluation are detailed for each partner in the following subsections. Specific roles and responsibilities for monitoring are detailed in the [GEF Monitoring Policy](#).

TABLE 1 Key roles and responsibilities of GEF partners in evaluation

		Role/responsibility
GEF Agency units	Council	<ul style="list-style-type: none"> • Develop the overall policy on monitoring and evaluation • Provide an enabling environment for monitoring and evaluation • Oversee the evaluation function and guarantee IEO independence • Receive independent evaluation reports and decide on follow-up actions to implement evaluation recommendations
	IEO	<ul style="list-style-type: none"> • Conduct independent GEF evaluation • Validate terminal evaluations prepared by Agencies • Undertake postcompletion evaluation for a sample of projects • Assess the quality of program or project evaluations • Set minimum requirements for evaluation • Prepare the Management Action Record • Share and disseminate evaluative knowledge
Secretariat		<ul style="list-style-type: none"> • Set results frameworks at focal area and corporate levels • Monitor the GEF portfolio across Agencies and focal areas • Report on and incorporate lessons from portfolio monitoring • Review monitoring and evaluation requirements in program or project proposals
GEF Agency units	Operational	<ul style="list-style-type: none"> • Monitor the Agency GEF portfolio • Report Agency project, program, and portfolio progress, results, and learning • Ensure monitoring at program or project levels as appropriate • Manage program or project implementation adaptively • Systematically involve national partners and share project monitoring and evaluation information at the national level
	Evaluation	<ul style="list-style-type: none"> • Conduct and/or validate terminal evaluations of projects and programs • Conduct corporate Agency evaluations • Mainstream the GEF into relevant Agency evaluations
STAP		<ul style="list-style-type: none"> • Advise on scientific and technical matters in monitoring and evaluation • Provide support on scientific and technical indicators
GEF OFPs		Collaborate on monitoring and evaluation at project, program, and portfolio levels
Other stakeholders ^a		<ul style="list-style-type: none"> • Participate in monitoring activities • Provide views and perceptions to evaluations

a. Other stakeholders include CSOs, the private sector, and communities.

3.1 GEF Council

40. The GEF Council ensures accountability and oversight of GEF performance and results. The Council develops, adopts, and oversees the operational policies and programs for GEF-financed activities; reviews the operations of the GEF with respect to its purposes, scope, and objectives; and ensures that the GEF policies and work program, including operational strategies, programs, and projects, are monitored and evaluated on a regular basis. The Council also establishes the Evaluation Policy for the GEF and approves the IEO's work program and budget. The Council receives the independent evaluations conducted by the IEO, including the comprehensive evaluation of the GEF, and decides on follow-up actions from evaluation recommendations. The Council uses independent evaluation to complement a larger system of financial oversight and accountability within the GEF Trustee and Agencies. On behalf of the Council, the GEF Trustee ensures the maintenance of appropriate records and accounts of the GEF Trust Fund and provides for their audit in accordance with the rules of the Trustee.

41. The GEF Council provides an enabling environment for evaluation activities in line with internationally accepted standards and guarantees the independence of the IEO. The Council ensures that adequate resources are allocated to enable the independent evaluation function to operate effectively and with independence and that evaluators have the freedom to conduct their work without repercussions for career development. It also appoints a professionally competent Director to lead the IEO. The Council promotes transparency, participation, and disclosure of evaluation findings, and ensures that sufficient time is dedicated to discussion of evaluation issues at Council meetings. The GEF Council, together with the GEF CEO and the IEO Director, is responsible for the use of evaluation products including the systematic consideration of findings, conclusions, recommendations, and lessons for decision making on GEF programs and policies.

3.2 GEF Independent Evaluation Office

42. The IEO has the central role of ensuring the independent evaluation function within the GEF. The IEO operates as an organizational unit independent of GEF Secretariat management or Agency. The IEO prepares the overall evaluation policy for the GEF to be endorsed by the Council, sets the minimum requirements for evaluation in the GEF partnership, sets an evaluation agenda for approval by the Council, validates the terminal evaluations of projects and programs by Agencies, conducts a broad spectrum of independent evaluations, and shares evaluative evidence within and outside the GEF.

43. The IEO pursues the goals of improved accountability and learning through two functions:

- a. An evaluative function.** The main function of the IEO is to independently evaluate the effectiveness of the GEF at the project, program, portfolio, and institutional levels.
- b. A normative function.** The IEO is tasked to set minimum evaluation requirements and evaluation standards within the GEF to ensure improved and consistent measurement of GEF results.

44. The IEO is independent from both the policy-making process and the delivery and management of assistance. This guarantees that data gathering and analysis and judgments on criteria, findings, and recommendations will not be influenced by conflicts of interest or undue interference by management at any level. The IEO requests feedback and comments on draft reports from all stakeholders consulted during the evaluation, ensuring due diligence and verification of any evidence gaps. The Secretariat, Agencies, and other affected parties may receive, comment on, and respond to draft and final evaluation reports, but cannot approve, hold back, request changes, or otherwise modify such

draft and final evaluation reports. IEO evaluation reports are submitted directly and simultaneously to the GEF Council and the GEF Secretariat.

45. The independence of the IEO evaluation function is overseen by the GEF Council. The GEF Instrument states that “there shall be an independent evaluation office headed by a Director, appointed by and reporting to the Council, whose responsibility it is to carry out independent evaluations consistent with decisions of the Council” (GEF 2015, paragraph 21[i]). The term of the IEO Director will be determined by the Council. A Council Selection and Review Committee is formed to oversee the processes for appointing the Director and for conducting his/her performance objective reviews. The Director cannot join the GEF in any other capacity after completion of his/her mandate with the GEF. The Director is directly accountable to the GEF Council for the work of the IEO and may propose to the Council any measure he/she believes is necessary to ensure evaluation independence.

46. The Director manages the IEO and its budget by implementing strategic decisions by the GEF Council, providing overall direction and resource management, and strengthening institutional relationships. The Director is solely responsible for personnel decisions in the IEO in accordance with staff rules. In the exercise of these functions, the IEO Director participates in the GEF Council, the Assembly, and the replenishment meetings on evaluation issues and responds to Council requests on any related matters. The Council has direct access to the Director and his/her staff, and the Director may communicate directly with Council members during and between Council meetings or arrange special meetings as deemed appropriate and without prior clearance from anyone outside the IEO. Furthermore, the Director may propose decisions to the GEF Council on a no-objection basis between Council sessions.

47. To avoid conflict of interest, the Director establishes clear conflict-of-interest rules for the IEO staff. In this connection, an evaluation will not be entrusted to an IEO staff member who has been responsible in the past for the design, implementation, or supervision of the project, program, portfolio, strategy, or policy to be evaluated. The IEO does not engage consultants who have worked previously either as individuals or through private consulting firms and/or nonprofit organizations on the design or implementation of a project, program, portfolio, strategy, or policy to conduct evaluation analysis or prepare evaluation reports of the same.

48. Under the Director's leadership, the IEO has the responsibility for undertaking independent evaluations that involve a set of projects from more than one Agency. These evaluations are typically on a strategic level, on focal areas or programs, or on cross-cutting themes. Institutional evaluations are also undertaken. In addition, the IEO validates project terminal evaluations for those Agencies in which the evaluation function is not fully independent. It does so according to specific [evaluation guidelines](#) (GEF IEO 2017). Where possible and to prevent duplication and promote synergies, the IEO collaborates with evaluation units of the GEF Agencies. Within the GEF, the IEO facilitates cooperation with and among the GEF partners on matters of evaluation. This includes the establishment of procedures and guidelines on evaluation based on internationally recognized good practice standards.

49. In support of the Council's oversight role and to promote accountability, the Director of the IEO reports directly and regularly to the Council on evaluation findings. The evaluative evidence is presented in a semi-annual evaluation report which summarizes the data and analyses, findings, conclusions, and recommendations of the individual evaluations completed in the referenced period. The semi-annual evaluation report is presented as a working document and includes proposed Council decisions based on the recommendations from the evaluations.

The evaluations themselves are submitted to the Council as information documents.

50. The evidence presented in the IEO's evaluations is either developed by the IEO itself or extracted and independently verified from evaluations by GEF Agency evaluation units. Data and information sources include monitoring data (once independently verified); academic literature; and primary data collected through interviews, field visits, remote sensing, and other relevant credible sources. The IEO undertakes postcompletion evaluation for a sample of projects. The IEO also reviews project terminal evaluation reports submitted by the Agencies. Terminal evaluation reports focus on the ex post results of GEF projects and programs.

51. The IEO Director prepares a four-year rolling work program and budget request and submits these directly to the Council for approval. The monitoring and evaluation budgetary needs of the Agencies and the GEF Secretariat are addressed separately in the GEF corporate budget and through project fees. The IEO four-year work program and budget are developed in consultation with the GEF partnership and are approved by the Council. The work program and budget reflect a phased approach over a GEF replenishment period to ensure adequate evaluation coverage to promote accountability and learning. For every major evaluation, the IEO prepares an approach paper which is shared for comment with all the partners involved before finalization to allow for stakeholder feedback on the evaluation design.

52. The IEO ensures follow-up of evaluation recommendations through the Management Action Record system as part of its accountability function. A Management Action Record table containing all IEO evaluation recommendations, management responses, and related Council decisions is compiled annually and circulated to the GEF Secretariat to rate and report progress on actions implemented on Council decisions. The IEO provides an independent assessment of the rate of adoption of Council decisions.

- 53. The IEO supports knowledge sharing and establishes systems to disseminate lessons learned and documents good practices from evaluations and provides independent evaluative evidence to the GEF knowledge base.** The IEO supports knowledge sharing by ensuring the highest standards in accessibility and presentation for its published reports. The IEO develops learning products based on evaluations and disseminates findings through the [IEO website](#), publications, a variety of conferences, communities of practice, web platforms such as [Earth-Eval](#), and social media to share evaluation findings within and outside the GEF partnership.
- 54. The IEO establishes appropriate quality assurance mechanisms for its major evaluations and adopts the highest standards recognized in the international evaluation community.** These quality assurance mechanisms address evaluation approaches and methods, data gathering and analysis, and reporting on evaluation findings and conclusions.
- 55. The IEO works in close partnership with the global evaluation community.** The IEO remains on the cutting edge of emerging and innovative methodologies in environmental evaluation. It consults and collaborates with all relevant partners to foster a network of evaluation professionals who may add value to GEF operations and results.

3.3 GEF Secretariat

- 56. The GEF Secretariat is responsible for monitoring and reporting on the results of the overall GEF portfolio in accordance with the results frameworks set by the Council in each replenishment period.** The Secretariat reviews all projects and programs prior to their approval to ensure they meet GEF monitoring and evaluation requirements, including the use of indicators and targets to ensure alignment with focal area objectives.

57. The GEF Secretariat ensures that findings and recommendations from evaluations are followed up on with respect to GEF policies, programs, and procedures, and that related Council decisions are implemented. The Secretariat ensures that results and lessons are adequately reflected in public information about the GEF. This includes activities to gather and disseminate good practices to improve portfolio quality. In support of evaluation, the Secretariat responds promptly and fully to all IEO requests for information relating to GEF projects, programs, and policies; and coordinates the GEF management response to IEO evaluations.

3.4 GEF Agencies

OPERATIONAL UNITS

58. In line with the GEF Policy on Minimum Fiduciary Standards, the Agencies are responsible for ensuring that projects and programs are properly designed with monitoring and evaluation plans and that projects are adequately monitored during implementation. The GEF Agencies are responsible for developing monitoring plans with appropriate performance and results indicators for projects and programs; and for adequately monitoring program or project activities, production of outputs, and progress toward outcomes. When designated as a program's lead Agency, an Agency is responsible for monitoring the program as well as the child projects it directly implements. The Agencies implementing the other child projects in the program are responsible for their monitoring. To ensure that results can be analyzed across Agencies in a consistent manner, project logical frameworks and/or theories of change should be aligned with the GEF focal area results frameworks, as applicable.

59. Agencies must undertake midterm reviews for programs and full-size projects under implementation for adaptive management purposes. Midterm reviews are also encouraged for

medium-size projects and enabling activities where appropriate and feasible. These reports are submitted to the GEF Secretariat as part of annual reporting.

60. The Agencies support the IEO by responding promptly and fully to requests for information or support relating to evaluation of GEF activities, and by making program or project documentation available to the IEO. As per the updated [GEF Policy on Co-financing](#), Agencies provide information on the actual amounts, sources, and types of cofinancing and investment mobilized in their midterm reviews and terminal evaluations. The Agencies ensure OFPs are fully informed on and consulted with in the conduct of terminal evaluations, and that they receive and comment on terminal evaluations.

EVALUATION UNITS

61. Agencies ensure the conduct of required terminal evaluations of GEF-supported projects and programs in their portfolio. Depending on the Agency's institutional structure as well as its internal rules and procedures, two scenarios exist: (1) the evaluation unit conducts project terminal evaluations, or (2) the evaluation unit validates the evaluations managed by operational units. Agencies are responsible for the terminal evaluation of the child projects they directly implement in a program; the lead Agency will be responsible for submitting the terminal evaluation for the program. Consistent with the [GEF Project and Program Cycle Policy](#), any program or project evaluations must be shared with the IEO.

62. GEF Agency evaluation units may be called upon to explore with the IEO possible areas of common interest and cooperation and opportunities for joint evaluations. For evaluations covering issues of GEF concern and the GEF portfolio, the evaluation units engage with the IEO on the terms of reference, approach, and scope.

63. The Agency evaluation units coordinate with the IEO on norms, standards, and quality of evaluations for GEF-financed activities. Agencies are expected to provide adequate financial support for their evaluation units to undertake their work in a way that does not compromise the independent conduct of evaluations.

3.5 GEF Scientific and Technical Advisory Panel

64. Upon receipt of specific requests from the IEO, the STAP may contribute scientific and technical advice, data, or other information that may be useful to evaluation. Such requests may pertain to opinions on the evaluability of scientific aspects and related methodologies for measuring global environmental impacts in response to evaluation approach papers, terms of reference, or reports. STAP members may also be requested for direct support to an evaluation while respecting the independence of the IEO.

3.6 GEF operational focal points

65. Several entities in GEF member countries are involved in evaluation in different ways. Many countries have undertaken efforts to establish or improve national evaluation and assessment systems on local and global environmental benefits. These initiatives may include improving basic census data, establishing national and project baselines, establishing participatory environment and natural resource monitoring schemes, and using national communications and inventories of global environmental benefits, among others.

66. In line with GEF operational principles on country ownership, evaluation activities will be consultative. The GEF OFPs will

be fully consulted with and informed by the GEF Agencies and the IEO on the planning, conduct, and results of any evaluation activity performed in their country; and they in turn will respect the independence of the evaluation.

67. The GEF OFPs play a key role in facilitating access to staff members of government institutions involved in GEF projects during evaluations. They may promote the use of, follow-up to, and action on evaluation recommendations related to GEF matters and directed at the regional, national, and project levels. They also play an important role in keeping national stakeholders (including the CSOs involved in GEF activities) fully consulted with, informed on, and involved in the plans, conduct, and results of country-related GEF evaluation activities.

3.7 Other stakeholders

68. A considerable number of locally and internationally based stakeholders are involved in GEF evaluation activities. These stakeholders are the individuals, groups, or institutions that have an interest or stake in the outcome of a GEF-financed program or project, including those potentially affected by a program or project. Stakeholders may include national program or project executing agencies; groups contracted to conduct activities at various stages of the program or project; and other civil society groups including local community members who may have an interest in the program or project, or who are living in the program or project area, or who are dependent for part of their livelihoods or in times of stress on the natural resources of the program or project area. Their involvement in evaluation depends on the program or project and their role. For example, academic institutions or private sector companies may support evaluation activities directly and provide outside perspectives and expertise. CSOs may play an important role in providing feedback as beneficiaries or as representatives of community groups.

69. Consistent with provisions in the [GEF Instrument](#) and with the [GEF Policy on Stakeholder Engagement](#), there shall be transparency in the preparation, conduct, reporting, and evaluation of public involvement activities in all projects and programs.

This includes full disclosure of all nonconfidential information, and consultation with major groups and representatives of local communities. GEF evaluations should involve project stakeholders both as participants and contributors and as users and beneficiaries as appropriate. Local stakeholder participation and participatory approaches in evaluation are particularly necessary in projects and programs that affect the incomes and livelihoods of local groups, especially disadvantaged populations in and around project sites (for example, indigenous and other local communities, women, and poor households).

R

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The Independent Evaluation Office of the Global Environment Facility (GEF) was established by the GEF Council in July 2003. The Office is independent from GEF policy making and its delivery and management of assistance.

The Office undertakes independent evaluations that involve a set of projects and programs implemented by more than one GEF Agency. These evaluations are typically at the strategic level, on focal areas, or on cross-cutting themes. We also undertake institutional evaluations, such as assessing the GEF resource allocation mechanism or GEF governance.

Within the GEF, the Office facilitates cooperation on evaluation issues with professional evaluation networks; this includes adopting evaluation guidelines and processes consistent with international good practices. We also collaborate with the broader global environmental community to ensure that we stay on the cutting edge of emerging and innovative methodologies.



To date, the Office has produced over 100 evaluation reports; explore these on our website: www.gefio.org/evaluations.



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