

The GEF Monitoring and Evaluation Policy 2010

The Global Environment Facility's (GEF's) Monitoring and Evaluation (M&E) Policy seeks to explain, standardize, and institutionalize the concept, function, and use of M&E within the GEF.

The 2010 Policy revises the original 2006 version by addressing **results-based management** and other major initiatives introduced in the GEF-5 replenishment period (2010–14), better defining **roles and responsibilities** for the different levels and typologies of monitoring, and more strongly emphasizing **country ownership** and the role of the **GEF operational focal points** (OFPs) in M&E. It also provides a better articulation of **knowledge management** and learning; references **programs and jointly implemented projects**, as well as the establishment of **project and program baselines** by Chief Executive Officer (CEO) endorsement; and introduces a **new minimum requirement** on GEF OFP engagement in M&E activities.

Objectives

Monitoring and evaluation in the GEF have the following overarching objectives:

- Promote accountability for the achievement of GEF objectives and the contribution of GEF results to global environmental benefits
- Promote learning, feedback, and knowledge sharing on results and lessons learned as a basis for decision making on policies, strategies, program management, and projects, and to improve knowledge and performance

Definitions

Evaluation is a systematic and impartial assessment of an activity, project, program, strategy, policy, sector, focal area, or other topic aimed at determining the relevance, efficiency, effectiveness, impact, and sustainability of the interventions and contributions of the involved partners.

Monitoring is a continuous or periodic function that uses systematic collection of qualitative and quantitative data to keep activities on track. It is a management instrument.

Results-based management is a management strategy focusing on performance and achievement of outputs, outcomes, and impacts. It supports monitoring by tracking where a project or program is at any given time with respect to corporate objectives, targets, and outcomes.

Knowledge management is the process by which organizations generate value and improve performance using their intellectual and knowledge-based assets. M&E contributes to knowledge building and organizational improvement by making findings and recommendations accessible to target audiences in a user-friendly way.

Minimum Requirements

The following minimum requirements shall be applied to M&E efforts at the project and program levels.

- 1. Design of M&E Plans.** All projects and programs will include a concrete and fully budgeted M&E plan by the time of CEO endorsement for full-size projects and CEO approval for medium-size projects. The M&E plan should contain at a minimum
 - SMART indicators for results and implementation linked to the GEF focal area results frameworks,
 - a baseline for the project or program,
 - identification of reviews and evaluations to be undertaken, and
 - organizational set-up and budgets for M&E.
- 2. Application of M&E Plans.** Project and program monitoring and supervision will include implementation of the M&E plan, meaning that

- SMART indicators for implementation are actively used;
- SMART indicators for results are actively measured;
- the project's baseline is fully established and data compiled to review progress, and evaluations are undertaken as planned; and
- the organizational set-up for M&E is operational, and its budget is spent as planned.

3. Project and Program Evaluation. Each full-size project and all programs will be evaluated at the end of implementation:

- The evaluation will be undertaken independent of project management.
- The evaluation will apply the norms and standards of the Agency concerned.
- The evaluation will assess at a minimum the achievement of outputs and outcomes and provide ratings for targeted objectives and outcomes; the likelihood of sustainability of outcomes at termination, and provide a rating for this; whether Minimum Requirements 1 and 2 were met, and provide a rating for this.
- The evaluation report will contain at a minimum basic data on the evaluation (when it took place, who was involved, the key questions, the methodology)

and on the project or program, including actual expenditures; lessons of broader applicability; and the evaluation's terms of reference. At the latest, the report will be sent to the GEF Evaluation Office within 12 months of project/program completion.

4. Engagement of Operational Focal Points. Projects and programs will engage OFPs in M&E activities as follows:

- The M&E plan will specify how the project or program will keep the relevant GEF OFP informed and involved, while respecting the independent nature of evaluation.
- During implementation, GEF OFPs will be informed by the Agencies on M&E activities in the projects and programs that belong to their national portfolio.
- The GEF OFPs will be informed of midterm reviews and terminal evaluations and will be briefed at the start and 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 project/program completion.
- The GEF Agencies will keep track of the application of the conditions specified here in their GEF-financed projects and programs.

The GEF Evaluation Office is an independent entity reporting directly to the GEF Council, mandated to evaluate the focal area programs and priorities of the GEF.

The full version of *The GEF Monitoring and Evaluation Policy 2010* (Evaluation Document No. 4, 2010) is available on the GEF Evaluation Office website, www.gefeo.org. For more information, please contact the GEF Evaluation Office at gefeo@thegef.org.