



Global Environment Facility

GEF/C.31/11
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GEF Council
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Agenda Item 17

RESULTS-BASED MANAGEMENT FRAMEWORK

Recommended Council Decision

The Council reviewed the results-based management framework proposed in document GEF/C.31/11 and supports the proposed approach to monitoring performance and achievement of outputs, outcomes and impacts of GEF-financed activities and for annual reporting to the Council. The Council requests the GEF Secretariat, in consultation with the GEF agencies and the Evaluation Office, to further elaborate the specific elements of the results-based management framework necessary to fully operationalize it, and to submit to the Council at its meeting in June 2008 the first annual monitoring review.

EXECUTIVE SUMMARY

1. At its December 2006 meeting, the Council requested the Secretariat submit a results-based management framework for consideration at the June 2007 meeting. This document provides an overall concept for a results-based management (RBM) framework for the GEF. The paper outlines the conceptual and methodological building blocks of how the GEF as an institution intends to measure progress toward results and the associated monitoring activities that the Secretariat will undertake in collaboration with the GEF agencies.
2. The results based management framework (RBM) for the GEF will be implemented for GEF-4, incorporating monitoring and reporting at three levels: institutional (organization); programmatic (focal area); and project level. The framework is built on the strategic programming for GEF-4 focal area strategies and their associated indicators (GEF/C.31/10) and will tie closely to the proposed project cycle (GEF/C.31/7).
3. One of the core themes in developing a result-based framework in the GEF is to shift the institution from an “approval” culture to a “results-oriented” culture. The attempt is to move away from a “blue print” approach to project development and design, and towards a results-based adaptable approach focusing on delivering project outcomes and impacts during implementation.
4. Implementing an RBM system is part of a process intended to equip the GEF with the tools needed to assess how the GEF interventions contribute toward the institution’s overall goal. It is also the beginning of an ongoing process to better define the specific goals of the GEF and to design mechanisms to ensure the measurement of progress towards those goals. At this stage, the GEF Secretariat will track specific performance measures at an institutional level on an annual basis.
5. The key components of the RBM framework will include both planning and reporting instruments. The development of strategic programs under GEF-4 with clear expected outcomes and indicators for each of the focal areas is an important planning instrument that allows the GEF to focus on clear results that contribute to its overall impact. The second component of the RBM is reporting that is linked to implementation. Several tools are being explored in this context.
6. An *Annual Monitoring Review* (AMR) will be developed to replace the current *Annual Portfolio Performance Review* (APPR) as the principle instrument for reporting. Portfolio review guidelines will be developed to monitor, inter-alia, project implementation progress, progress towards achievement of global environmental objectives, realization of co-financing, actions taken to achieve sustainability and replicability.
7. The GEF Secretariat will need to develop in greater detail the specific elements needed to fully operationalize the RBM framework. The GEF Secretariat will work closely with the GEF agencies to establish the details of the system. Council will be informed of the details of the results-based management monitoring tools through the first AMR.

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BACKGROUND

1. The policy recommendations for the Fourth Replenishment of the GEF Trust Fund requested the GEF Secretariat to develop a set of common quantitative and qualitative indicators and tracking tools for each focal area, to be used consistently in all projects, with a view to facilitating aggregation of results at the country and program levels as well as the assessment of GEF's "transformational impact."¹
2. The policy recommendations also called for the review and revision, as necessary, of the six focal area strategies, taking into account cross-cutting issues of sustainable forest and sound chemicals management. These strategies should provide for a simplified approach to the GEF's operational programs and strategic objectives.
3. This document provides an overall concept for a results-based management (RBM) framework for the GEF. The paper outlines the conceptual and methodological building blocks of how the GEF as an institution intends to measure progress toward results and the associated monitoring activities that the Secretariat will undertake in collaboration with the GEF agencies. The framework is built on the focal area strategies and strategic programming for GEF-4 and their associated indicators (GEF/C.31/10) and will tie closely to the proposed project cycle (GEF/C.31/7).

INTRODUCTION

4. The results-based management framework (RBM) for the GEF will be implemented for GEF-4, incorporating monitoring and reporting at three levels: institutional (organization); programmatic (focal area); and project. Introducing a results-based approach aims to improve management effectiveness and accountability by "defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance."²
5. As defined by the OECD/DAC, a results based management framework is "a management strategy focusing on performance and achievement of outputs, outcomes, and impacts."³(refer to Box 1)). The GEF RBM is intended to shift focus toward the higher-end of the result-chain hierarchy.

¹ *Summary of Negotiations on the Fourth Replenishment of the GEF Trust Fund*, GEF/C.29/3, 8/25/06.

² *Results-based Management in Canadian International Development Agency*, CIDA, 1999.

³ *Glossary of Key Terms in Evaluation and Results Based Management*, OECD, DAC, 2002.

Box 1. Hierarchy Levels from OECD DAC Glossary of Key terms in Evaluation and Results-Based Management

Results: Changes in a state or condition which derive from a cause-and-effect relationship. There are three types of such changes which can be set in motion by a development intervention – its output, outcome and impact.

Goal: The higher-order objective to which a development intervention is intended to contribute.

Impact: Positive and negative long-term effects on identifiable population groups produced by a development intervention. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types.

Outcome: The intended or achieved short-term and medium-term effects of an intervention's outputs, usually requiring the collective effort of partners. Outcomes represent changes in development conditions which occur between the completion of outputs and the achievement of impact.

Outputs: The products and services which result from the completion of activities within a development intervention.

6. While the monitoring undertaken by the GEF Secretariat is expected to capture outputs and progress toward outcomes, it is useful to note here that additional evaluative judgment is needed to analyze whether higher level outcomes and impacts are achieved. Monitoring and evaluation are distinct and complementary. Monitoring gives information on *where* a program or project is at any given time (over time) relative to respective targets and outcomes. It is descriptive in intent. On the other hand, evaluation gives evidence of why targets and outcomes have or have not been achieved. Evaluation seeks to address issues of causality.⁴ Table 1 highlights the different but complementary roles that monitoring and evaluation play within an RBM context. The GEF SEC will work closely with the GEF Evaluation Office to integrate RBM into an overall M&E system where evaluative information can help clarify the realities and trends noted with proper monitoring.

Table 1: Complementary Roles of Monitoring and Evaluation⁵

Monitoring	Evaluation
<ul style="list-style-type: none"> • Links activities and their resources to outputs and outcomes • Translates objectives into performance indicators and sets targets • Routinely collects data on indicators, compares actual results with targets • Reports progress to management and alerts them to problems 	<ul style="list-style-type: none"> • Analyzes why intended results were or were not achieved • Assess specific causal contributions of activities to results • Examines the implementation process • Explores unintended results • Provides lessons, highlights significant accomplishment or program potential, and offers recommendations for improvement

7. Since all the GEF agencies have already established, or are in the process of establishing, results-based systems, the GEF Secretariat will build on their existing experience in developing a comprehensive system.

⁴Kuzek, Jody, Zall and Ray C. Risk, *Ten Steps to a Results-Based Monitoring and Evaluation System*, 2004.

⁵ Ibid, p. 14

OVERALL CONCEPT FOR A RESULTS-BASED MANAGEMENT FRAMEWORK

8. One of the core themes in developing a result-based framework in the GEF is to shift the institution from an “approvals” culture to a “results-oriented” culture. Such an approach is reflected in the development of the new GEF project cycle (GEF/C.31/7) where: (a) the number of processing steps has been reduced; and (b) proposals are reviewed on the basis of only critical criteria during the approval phase. The attempt is to move away from a “blue print” approach to project development and design towards a results-based adaptable approach focusing on delivering project outcomes and impacts during implementation.

9. Given the governing structure of the GEF, its role as the financial mechanism for several global environmental conventions, and the project-driven nature of GEF operations, the RBM framework is structured as a two-way process, combining a top-down and a bottom-up approach.⁶

10. The top-down process relates to the establishment at the institutional level of an overarching goal, a broad set of sub-goals, and strategic programs, as approved by the Council. The GEF must also act upon the guidance from and be accountable to the Conferences of the Parties, which set policies, program priorities, and eligibility criteria for the international conventions.⁷ The bottom-up process relates directly to the building blocks of the system, the projects. Individual projects should reflect the strategies of each of the focal areas, which in turn should address the overall goals of the GEF.

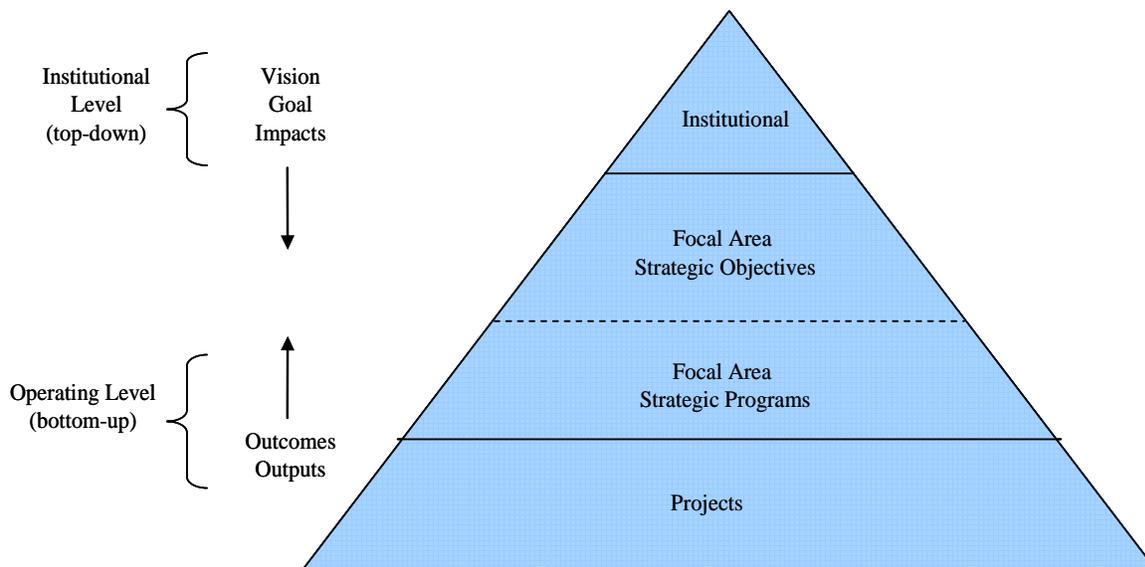
11. A pyramid structure has been used by the GEF Evaluation Office (*The GEF’s Monitoring and Evaluation Policy*, 2006) to illustrate the key organizational levels at which performance measurement systems can take place (Figure 1). Each level of the pyramid is connected to the other in both an upward and downward direction. In this model the starting point for a monitoring system is a project’s logical/results framework (logframe). The logframe approach (LFA) is not new but it is still useful because it is built on the planning concept of a hierarchy of levels that link project inputs, activities, outputs, outcomes, and goals. A cause-and-effect relationship is assumed, with elements at the lower level contributing to the attainment of those above.⁸

⁶ This model is adapted from one used by UNDP and described in: *RBM in UNDP: Overview and General Principles*, downloaded from <http://www.undp.org/eo/methodologies.htm>.

⁷ *GEF Instrument*, paragraph 6.

⁸ *Results Based Management in the Development Co-Operation Agencies*, OECD/DCA 2000 (p. 19).

Figure 1: Results Based Management at Different Organizational Levels



12. At the highest level of RBM is the institution as a whole. The lower levels should contribute towards achieving the overall goal of the GEF. In the GEF Instrument, the GEF operates “as a mechanism for international cooperation for the purpose of providing new and additional grant and concessional funding to meet the agreed incremental cost of measures to achieve agreed global environmental benefits,”⁹ in six focal areas. The longer-term expected impact of achieving “global environmental benefits” at an institutional level cannot be monitored on a consistent, periodic basis. If, however, the GEF monitors how outputs and outcomes at the project and program level are progressing towards achieving global environmental benefits, a more in-depth study, analyzing causes and effects of GEF interventions can more accurately be carried out by an evaluation. In other words, the RBM system is part of a process intended to equip the GEF with the information needed to assess how the GEF interventions contribute toward its overall goal.

13. Applying RBM is the beginning of an ongoing process to better define the specific goals of the GEF and to design mechanisms to ensure the measurement of progress towards those goals. At this stage, the GEF Secretariat will track specific performance measures at an institutional level on an annual basis. The following institutional performance indicators are suggested:

- (a) Share of projects that complete implementation with satisfactory outcomes;
- (b) Project cycle milestones and compliance with processing standards, including time for processing proposals between identification to start of implementation;

⁹ Instrument, paragraph 2

- (c) Levels of co-financing programmed;
- (d) Disbursement and commitment rates reported by the Trustee and Agencies; and
- (e) Number of projects at risk during implementation.

Assessing institutional impacts as mentioned previously will be under the purview of the evaluation function.

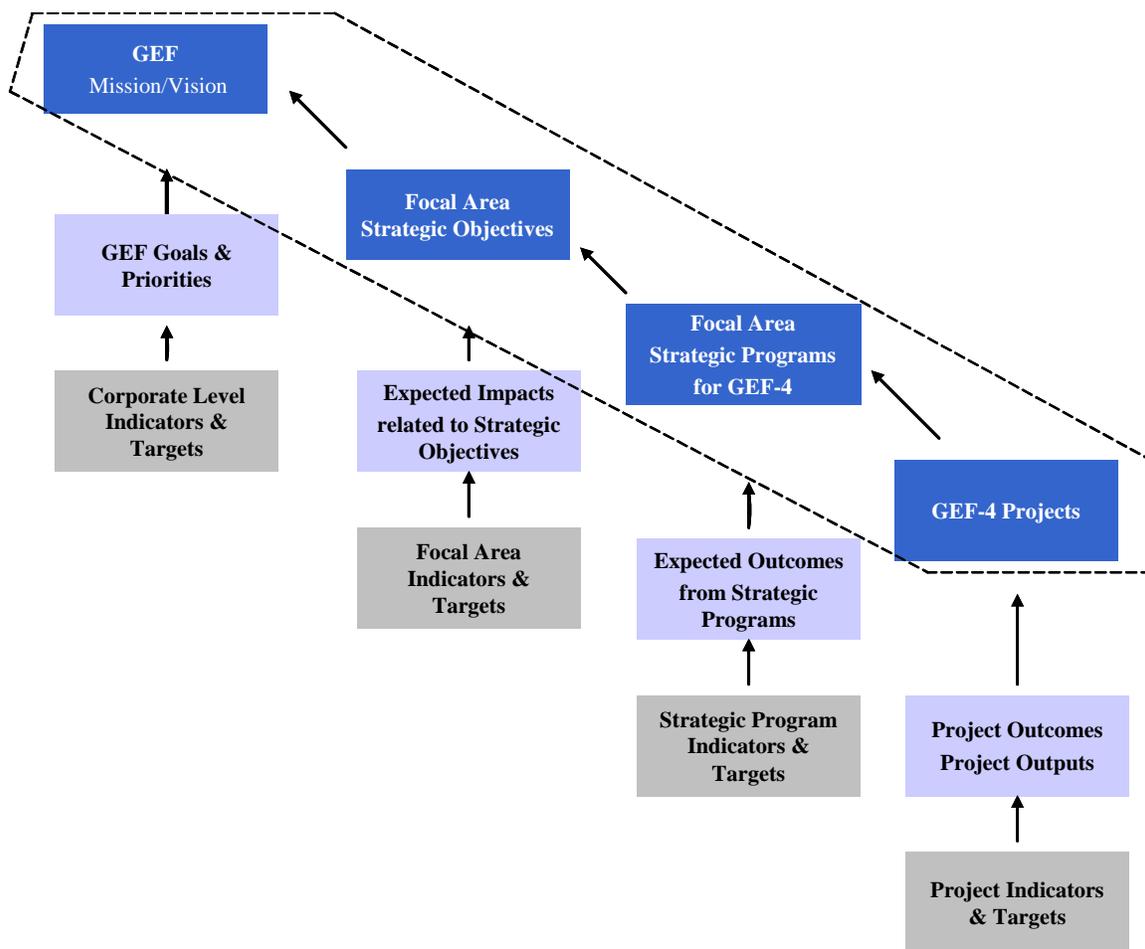
14. At the middle level of the pyramid are the focal areas. As Figure 1 shows, the focal area strategies have been split into strategic objectives and strategic programs. The strategic objectives are designed to capture longer-term goals and expected impacts whereas strategic programs focus on expected outcomes specifically from GEF-4. The strategic objectives were presented and approved by Council in December 2006 and the strategic programs will be presented for approval by Council in June 2007 (GEF/C.31/10).

15. The focal area strategies are an integral part of the GEF RBM framework. Within each strategy the focal area's overall strategic objectives are outlined and strategic programs are set in place for GEF-4. Expected impacts and expected outcomes along with their associated indicators are identified for each focal area's strategic objective. Projects approved for GEF-4 will fall within a focal area's strategic programs and as such will link directly into the first level of the results framework hierarchy. The strategic programs in turn stem from the strategic objectives which in turn reflect the overall mission of the GEF (see Annex I for a complete matrix of focal area strategic objectives, strategic programs and their associated indicators).

16. At the bottom-level of the pyramid are the projects themselves. As described above projects proposed under GEF-4 must fit within a focal area's strategic programs. In order to measure achievement of the objectives of that program, each project will need to develop its own set of output and outcome indicators that link directly to the strategic program. For such a system to succeed the project review process must be fully integrated into the RBM framework. As part of the GEF's streamlining process, the new proposed project cycle (GEF/C.31/7) will reduce the review requirements of projects at the approval stage. This will shift certain criteria toward monitoring at implementation. A more detailed discussion of how the RBM will link to the project cycle is provided in the next section (Operationalizing the RBM Framework).

17. Figure 2 provides a visual for how the projects, focal area strategies (both strategic objectives and strategic programs), and institution levels fit together into the overall RBM framework. Key targets and indicators are needed at each level – project, strategic program, strategic objective, and institutional – in order to monitor the progress toward results. While in theory the entire hierarchy (outputs → outcomes → impacts ...) could be applied to all levels of the GEF, if this were done the results management system would become overly complicated and cumbersome. Instead, figure 2 shows a simplified approach that is both comprehensive and pragmatic.

Figure 2: Results Framework Linking Strategies, Impacts, and Indicators



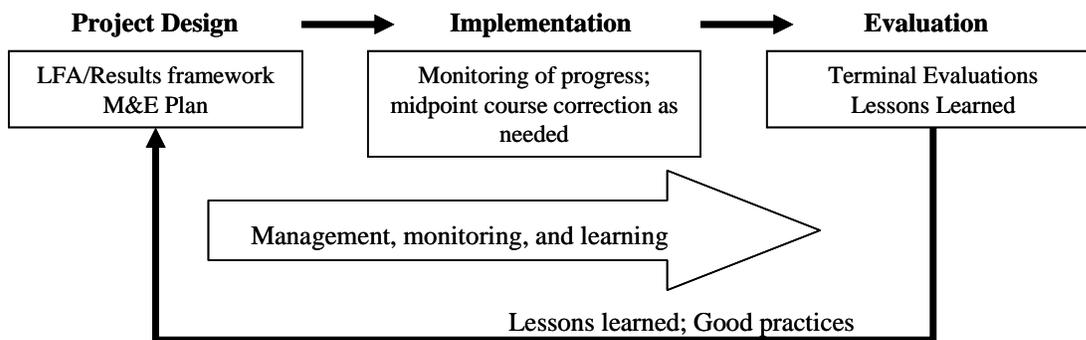
OPERATIONALIZING THE RBM FRAMEWORK

*Tracking Results*¹⁰

18. Projects implemented through GEF financing are the basis of the proposed RBM framework. As such, tracking results begin from a project vantage point. At a project level, results are tracked during implementation and evaluated upon project completion. While the tracking tools will be utilized during implementation it is important that the three major phases in a project's evolution are linked: (a) project design; (b) implementation; and (c) evaluation. Breaking down the project cycle into these three phases, highlights the learning and management aspect of the RBM framework (see figure 3).

Figure 3: Tracking Results¹¹

¹⁰ Under GEF-3, the Biodiversity focal area has developed a set of tracking tools to measure progress in achieving the targets and indicators at the portfolio level set under Strategic Priorities One and Two (Catalyzing Sustainability of Protected Area Systems at National levels and Mainstreaming Biodiversity Conservation in Production Landscapes/Seascapes). This offers a model already in place at the GEF for tracking results.



19. At the project design phase all projects must include an LFA/Results framework with specific output and outcome indicators that align with the GEF focal area strategic programs. As is outlined in *The GEF Monitoring and Evaluation Policy* (2006), all GEF projects must “adopt monitoring systems, including planning for relevant performance indicators, that are SMART” (specific, measurable, achievable, realistic, timely). A detail of minimum monitoring and evaluation requirements for all GEF projects are described in the policy document (see Annex 2). During implementation, monitoring indicators will help assess whether a project is on track to achieve stated outcomes and can guide GEF interventions and the overall strategy where appropriate.

20. Given the emphasis on the use of indicators, it is useful to remember that indicators fundamentally do not give an explanation; judgment and analysis must therefore still be carried out. From the *The GEF’s Monitoring and Evaluation Policy* (2006) monitoring is defined as “a continuous or periodic function that uses systematic collection of data, qualitative and quantitative, for the purposes of keeping activities on track. It is first and foremost a management instrument.” Evaluation on the other hand “aims at determining the relevance, impact, effectiveness, efficiency, and sustainability of the interventions and contribution of the involved partners.” In other words, indicators, especially at the higher levels, must be supported by evaluation. Monitoring can track progress toward a set of benchmarks and measure progress towards outcomes while evaluation validates results and can make overall judgments about why and to what extent intended and unintended results are achieved (e.g., global environmental benefits, cost-effectiveness).

21. The learning aspect of any RBM system is critical and linking monitoring data and evaluations into a knowledge management system will take some time to fully develop. The end goal however, of utilizing data to become a more effective institution will play a major role in the operationalization of the GEF’s RBM system. Once a robust monitoring system is in place, the GEF will have a stronger foundation for integrating knowledge management into its operations.

Tools

¹¹ Adapted from the World Bank’s *Results Focus in Country Assistance Strategies*, July 2005, p. 13

22. The key components of the RBM framework will include both planning and reporting instruments. The development of strategic programs under GEF-4 with clear expected outcomes and indicators for each of the focal areas is an important planning instrument that allows the GEF to focus on clear results that contribute to its overall impact. The second component of the RBM is reporting that is linked to implementation. Several tools are being explored in this context.

23. The principle instrument for reporting on an annual basis will be an *Annual Monitoring Review* (AMR) of the portfolio undertaken by the GEF Secretariat and the agencies covering all the projects under implementation. With the new project cycle focusing only on critical criteria during the approval review process, the AMR will take the responsibility of monitoring several outcome indicators that contribute to the GEF's overall goal as reflected in the GEF Operational Principles. Comprehensive portfolio review guidelines will be developed to monitor, inter-alia, project implementation progress, progress towards achievement of global environmental objectives, baseline for project identified, realization of co-financing, actions taken to achieve sustainability and replicability. Not all of the elements monitored can be captured every year. However, at some stage during implementation each project will be able to provide information on progress in each area.

24. The AMR is expected to provide the information background against which the Secretariat could carry out a set of focused monitoring activities such as:

- (a) Cluster/thematic reviews of projects to understand implementation issues, potential for delivering results, and other issues with similar sets of projects;
- (b) Participation in agency supervision missions for a selected number of projects; and
- (c) Quality-at-entry/quality of supervision reviews undertaken in collaboration with the appropriate units in GEF agencies.

Council will be informed of the details of the results-based management monitoring tools through the first AMR. The GEF Secretariat will work with the GEF Evaluation Office to ensure that the respective activities of the Secretariat and the Evaluation Office are not duplicative.

25. The first report based on the GEF's new RBM system will start when the first cohort of GEF-4 projects begins implementation. The GEF Secretariat will continue to monitor GEF-3 projects however, these projects will not be expected to report on the specific indicators proposed for GEF-4, since these were not necessarily in place for GEF-3 projects. To the extent that corresponding indicators were in place those will be tracked.

26. The GEF Evaluation Office will continue its independent evaluation function and validate results through its *Annual Performance Report* (APR). It will also continue to undertake independent evaluations that involve a set of projects from more than one agency.

NEXT STEPS

27. The GEF Secretariat, in consultation with the GEF agencies and the Evaluation Office, will need to develop in greater detail the specific elements needed to fully operationalize the RBM framework. The design of the AMR and its associated review guidelines will be a crucial aspect in this process. As the principle monitoring tool for the GEF, the AMR must capture the main indicators the GEF is proposing to track in an efficient and effective manner. The GEF SEC will work closely with the GEF agencies to establish the details of the system.

ANNEX 1. RBM FRAMEWORK USING FOCAL AREA STRATEGIES

BIODIVERSITY		
<p>Strategic Objective 1: To catalyze sustainability of protected area (PA) systems</p>	<p>Expected Impacts: BD conserved and sustainably used in PA systems</p>	<p>Indicators: *Extent of habitat cover (hectares) by biome type maintained as measured by cover and fragmentation in PA systems *Extent and percentage increase of new habitat protected (hectares) by biome type in protected area systems that enhances ecosystem representation *Protected area management effectiveness as measured by PA scorecards that assess site management, financial sustainability and capacity</p>
<p>Strategic Program: 1. Sustainable financing of PA systems at the national level</p> <p>2. Increasing representation of effectively managed marine PA areas</p> <p>3. Strengthening terrestrial PA networks</p>	<p>Expected Outcomes: 1. PA system secures increased revenue & diversification of revenue streams to meet total expenditures required to meet management objectives -Reduction in financing gap to meet PA management objectives</p> <p>2. Increased coverage of marine ecosystems globally & in national PA systems -Improved management of marine PAs</p> <p>3. Improved ecosystem coverage of under-represented terrestrial ecosystem areas as part of national PA systems -Improved management of terrestrial PAs</p>	<p>Indicators: 1. Total revenue & diversification in revenue streams</p> <p>2. Number & extent (coverage) of marine PAs compared to 2006 global baseline for GEF eligible countries - Protected area management effectiveness as measured by individual protected area scorecards</p> <p>3. Terrestrial ecosystem coverage in national protected area systems -Protected area management effectiveness as measured by individual protected area scorecards</p>
<p>Strategic Objective 2: To mainstream biodiversity in production landscapes, seascapes and sectors</p>	<p>Expected Impacts: Conservation & sustainable use of biodiversity incorporated in the productive landscape & seascape</p>	<p>Indicators: *Number of hectares in production landscapes under sustainable management but not yet certified *Number of Hectares/production systems under certified production practices that meet sustainability and biodiversity standards *Extent (coverage: hectares, payments generated) of payment for environmental service schemes</p>

<p>Strategic Program: 4. Strengthening the policy and regulatory framework for mainstreaming biodiversity</p> <p>5. Fostering markets for biodiversity goods and services</p>	<p>Expected Outcomes: 4. Policy and regulatory frameworks governing sectors outside the environment sector incorporate measures to conserve biodiversity</p> <p>5. Markets created for environmental services -Global certification systems for goods produced in agriculture, fisheries, forestry, and other sectors include technically informed biodiversity standards</p>	<p>Indicators: 4. The degree to which policies and regulations governing sectoral activities include measures to conserve biodiversity as measured through GEF tracking tool</p> <p>5. Number and extent (coverage: hectares, payments generated)of new payment for environmental service schemes created -Published certification standards for biodiversity friendly goods</p>
<p>Strategic Objective 3: To safeguard biodiversity</p>	<p>Expected Impacts: Potential risks posed to biodiversity from living modified organisms are avoided or mitigated</p> <p>Potential risks posed to biodiversity from invasive alien species are avoided or mitigated</p>	<p>Indicators: <u>Biosafety:</u> *Each request for intentional transboundary movement or domestic use is processed through a regulatory and administrative framework aligned with the CPB *For each request for intentional transboundary movement or domestic use risk assessments carried out in accordance with the CPB and mechanisms *For each request for intentional transboundary movement or domestic use, measures and strategies to manage risks established</p> <p><u>Invasive Alien Species:</u> Number of point-of-entry detections Number of early eradications Number of successful control programs</p>

<p>Strategic Program: 6. Building capacity for the implementation of the Cartagena Protocol on Biosafety</p> <p>7. Prevention, Control and Management of Invasive Alien Species</p>	<p>Expected Outcomes: 6. Operational national biosafety decision-making systems that contribute to the safe use of biotechnology in conformity with the provisions and decisions of the Cartagena Protocol on Biosafety.</p> <p>7. Operational invasive alien species (IAS) management frameworks that mitigate impact of invasive alien species on biodiversity and ecosystem services</p>	<p>Expected Indicators: 6. Percentage of participating countries with regulatory and policy framework in place -Percentage of participating countries that have established a National Coordination Mechanism. -Percentage of participating countries with administrative frameworks in place -Percentage of participating countries with risk assessment and risk management strategies for the safe transfer, handling and use of LMOs, specifically focused on transboundary movements. -Percentage of participating countries that have carried out risk assessments -Percentage of participating countries that fully participate and share information on the BCH</p> <p>7. National coordination mechanisms to assist with the design and implementation of national strategies for invasive alien species -National strategies that inform policies, legislation, regulations and management -Regulatory and policy frameworks for invasive alien species in place -Point of detection mechanisms in place -Incorporation of environmental considerations with regards to invasive alien species into existing risk assessment procedures -Identification and management of priority pathways for invasions</p>
<p>Strategic Objective 4: To build capacity on access and benefit sharing</p>	<p>Expected Impacts: Improved social well-being and biodiversity sustainably used</p>	<p>Indicators: *Amount of monetary and non-monetary benefits flowing to legitimate owners of genetic resources generated through CBD-compliant ABS agreements *Conservation status of genetic resources being exchanged as part of CBD-compliant ABS agreements</p>
<p>Strategic Program: 8. Building capacity on access and benefit sharing</p>	<p>Expected Outcomes: 8. Access to genetic resources within supported projects is in line with the Convention on Biological Diversity and its relevant provisions -Benefits arising from the commercial and other utilization of genetic resources shared in a fair and equitable way with the countries providing such resources in line with the Convention on Biological Diversity and its relevant provisions.</p>	<p>Indicators: 8. Number of mutually agreed terms on access and benefit sharing undertaken (biodiversity contracts, material transfer agreements, etc.)</p>

CLIMATE CHANGE		
Strategic Objective 1: To promote energy-efficient (EE) technologies & practices in the appliance & building sectors	Expected Impacts: Improved efficiency of energy use in the built environment	Indicators Energy consumption (and GHG emissions) of buildings and appliances (kWh / m ² and tons CO ₂ eq/ m ²)
Strategic Program 1: Promoting energy efficiency (EE) in residential and commercial buildings	Expected Outcomes: Increased market penetration of EE technologies, practices, products, & materials in the residential & commercial building markets	Indicators: Tons CO ₂ eq avoided kWh or TOE saved in new construction & renovation per sq meter Adoption of Standards & Codes
Strategic Objective 2: To promote EE technologies & practices in industrial production & manufacturing process	Expected Impacts: Improved energy efficiency of industrial production	Indicators: Efficiency of industrial energy use (energy use / \$ GDP) GHG emissions from industry (tons CO ₂ eq / \$ GDP)
Strategic Program 2: Promoting EE in the industrial sector	Expected Outcomes: Increased deployment of EE technologies in and adoption of energy-saving practices in industrial sectors	Indicators: Tons CO ₂ eq avoided Policy & regulatory framework adopted Volume of investments in energy efficient technologies (\$) kWh or TOE saved from adoption of new EE technologies
Strategic Objective 3: To improve the efficiency & performance of existing power plants	Expected Impacts: Improved energy efficiency of electricity generation from existing power plants	Indicators: Efficiency of power generation (tons coal used / kWh) GHG emissions per unit of electricity generated (tons CO ₂ eq / kWh)
Strategic Objective 4: To promote on-grid renewable energy	Expected Impacts: Increased production of renewable energy in electricity grids	Indicators: Market penetration of on-grid renewable energy (% of national total from renewable sources) GHG emissions from electricity generation (tons CO ₂ eq/ kWh)
Strategic Objective 5: To promote the use of renewable energy for the provision of rural energy services (off-grid)	Expected Impacts: Increased production and use of renewable energy in rural areas	Indicators: Number (or %) of rural households served by renewable energy (# HH or % HH) Renewable generation of electricity for rural energy services (kWh rural renewable)
Strategic Program 3: Promoting market approaches for renewable energy	Expected Outcomes: Growth in markets for renewable power in participating program countries	Indicators: Tons CO ₂ eq avoided Adoption of policy frameworks, allowing renewable generators equitable access to grid kWh generated from renewable sources

Strategic Objective 6: To support new, low-GHG emitting energy technologies	Expected Impacts: Reduced cost of selected low GHG-emitting energy technologies	Indicators: Cost of selected, low-GHG emitting energy generating technologies (\$/ W installed or \$/kWh generated)
Strategic Program 4: Promoting sustainable energy from biomass	Expected Outcomes: Adoption of modern & sustainable practices in biomass production, conversion & use for modern energy	Indicators: Tons CO _{2eq} avoided MW installed kWh or W steam generated from sustainable biomass
Strategic Objective 7: To facilitate GHG reduction through market transformation for sustainable mobility in urban areas	Expected Impacts: Increased use of sustainable transport modes	Indicators: Number or Percentage of trips using sustainable modes of transport
Strategic Program 5: Promoting sustainable innovative systems for urban transport	Expected Outcomes: *Innovative sustainable transport systems promoted, created, & adopted *Population in targeted urban areas make greater use of less GHG-intensive transport modes	Indicators: Tons CO _{2eq} avoided Number of sustainable transport policies adopted Person-trips per year made on sustainable mode
Strategic Objective 8: To support adaptation to climate change through pilot & demonstration projects	Expected Impacts: Enhanced resilience & increased capacity to respond to the adverse impacts of climate change	Indicators: Decreased vulnerability Enhanced resiliency
INTERNATIONAL WATERS		
Strategic Objective 1: To foster international, multi-state cooperation on priority transboundary water concerns	Expected Impacts: Political commitments to multi-country cooperation supporting sustainable economic development opportunities, stability, and water-related security in transboundary water systems.	Indicators: Multi-country agreements
Strategic Objective 2: To catalyze transboundary action addressing water concerns	Expected Impacts: Participating states demonstrate the necessary capacity to: reduce over-exploitation of fish stocks, reduce land-based coastal pollution, and balance competing water uses in basins and report subsequent water-related improvements.	Indicators: Trend analysis by GEF-supported by a new Transboundary Waters Assessment Program and additional states meet Johannesburg (JPOI) targets on sustainable fisheries, IWRM, and ICM compared to 2006

<p>Strategic Program 1: Restoring and sustaining coastal and marine fish stocks and associated biological diversity</p>	<p>Expected Outcomes:</p> <ul style="list-style-type: none"> *Political commitments made to ecosystem-based joint action on sustainable fisheries and Integrated Coastal Management (ICM). *Institutions and reforms introduced to catalyze implementation of policies reducing over-fishing and benefiting to communities. *Multi-agency partnerships catalyze replication of innovations *MPAs effectively managed 	<p>Indicators:</p> <ul style="list-style-type: none"> *National inter-ministry committees *Ministerially agreed action programs and local ICM plans adopted. *Regional, national and local policy, legal, institutional reforms adopted; evaluations show implementation effectiveness *Fish stock and habitat assessments *Per capita income *Incorporation in CAS, UN frameworks, PRSPs, One UN *Increased coverage of MPAs in national PA systems
<p>Strategic Program 2: Reducing nutrient over-enrichment and oxygen depletion from land-based pollution of coastal waters in LMEs consistent with the GPA</p>	<p>Expected Outcomes:</p> <ul style="list-style-type: none"> *Political commitments made to nutrient and other pollution reduction and ICM * Institutional and policy reforms introduced to demonstrate capacities of states to catalyze coastal pollution reduction measures including ICM. *Multi-agency partnerships catalyze replication of reforms and innovative investments for nutrient reduction 	<p>Indicators:</p> <ul style="list-style-type: none"> *National inter-ministry committees *Ministerially agreed LME and basin action programs and local ICM plans adopted * National and local policy, legal, institutional reforms adopted; evaluations show implementation effectiveness. *Monitoring levels of nutrient releases at demo sites *Joint action adopted by regional institutions on nutrient reduction. *Incorporation in CAS, UN Frameworks, One UN, Bilateral programs

<p>Strategic Program 3: Balancing overuse & conflicting uses of water resources in transboundary surface & groundwater basins</p>	<p>Expected Outcomes:</p> <ul style="list-style-type: none"> *Political and legal commitments made to utilize IWRM policies towards sustainable water use in transboundary basins * Institutions and reforms introduced to catalyze implementation of policies for basin-scale IWRM and increased water use efficiency *Communities benefit from access to water-related benefits in tests of innovative demonstrations of balancing water uses. *In SIDS, water-related health risks reduced through protected water supplies. 	<p>Indicators:</p> <ul style="list-style-type: none"> *National inter-ministry committees. *Ministerially-agreed action programs and basin IWRM plans adopted. * National water resource and IWRM reforms/policies adopted; evaluations show effectiveness. *Regional/basin agreements and institutions adopted; evaluations show effectiveness. *Monitoring levels of water use efficiency in demonstrations. * Access determined in evaluations. *Monitoring levels of sewage treatment and water supply protection measures in SIDS.
<p>Strategic Program 4: Adapting to melting ice in high altitude basins and polar systems</p>	<p>Expected Outcomes:</p> <ul style="list-style-type: none"> *Adaptive management measures identified, agreed, and tested in a limited number of basins with high altitude headwaters and polar LMEs. *Reduction of human and ecosystem health risks from PTS at demo sites. *Incorporation of pollution prevention strategies for PTS into private sector operations 	<p>Indicators:</p> <ul style="list-style-type: none"> * Ministerially-agreed action programs and basin IWRM plans adopted. *Monitoring level of PTS releases at demonstration sites *Industry codes of conduct, new private sector initiatives.

LAND DEGREDDATION		
<p>Strategic Objective 1: To develop an enabling environment that will place Sustainable Land Management (SLM) in the mainstream of development policy & practice at the regional, national, and local levels</p>	<p>Expected Impacts: *Overall decrease in trend and/or severity of land degradation. *Protected ecosystem functions and processes, including carbon stocks in the soil, plants and biota, and fresh water. *A decrease in the vulnerability of local populations to climate change impacts. *Improved livelihoods of rural (usually resource-poor) land users. *Diversified funding sources for SLM.</p>	<p>Indicators: *Percentage increase in Net Primary Productivity (NPP) and Rain-use efficiency (RUE) * Percentage increase in carbon stocks (soil and plant biomass) over time period. *Percentage decrease in mortality rates consequent upon crop failures and livestock deaths. *Percentage decrease in number of the poorest rural land users *Percentage increase in diversity of funding sources (e.g. private sector, CDM)</p>
<p>Strategic Objective 2: To upscale SLM investments that generate mutual benefits for the global environment and local livelihoods</p>	<p>Expected Impacts: Same as above.</p>	<p>Indicators: Same as above</p>
<p>Strategic Program 1: Supporting sustainable agriculture and rangeland management</p>	<p>Expected Outcomes: In intervention areas, an enabling environment for sustainable rain-fed crop production and rangeland management is created and natural resources (incl. dryland forests, water and energy) are managed in an integrated way.</p>	<p>Indicators: *Each invested country has a new harmonised policy for each major land use type (agriculture, livestock) and/or a national land use policy adopted. *Percentage of extension programs offered by key institutions reflect on the use of ecosystem principles and concepts. *Percentage increase in joint activities between specialized institutions. *Percentage increase in allocation of resources to sector ministries dealing with natural resources. *Net and per capita access to rural credit facilities and/or revolving funds. *Percentage increase in area where SLM best practices are applied.</p>
<p>Strategic Program 2: Sustainable forest management in production landscapes</p>	<p>Expected Outcomes: Forest resources in humid forest margins, forest fragments and woodland resources in semi-arid and sub-humid ecosystems are managed sustainably as part of the wider landscape.</p>	<p>Indicators: *Each invested country has a new harmonised policy for SFM and/or a national land use policy adopted. *Percentage of extension programs offered by key institutions reflects on the use of ecosystem principles and concepts in wider landscape management, including forest and woodland resources. *Percentage increase in allocation of resources to sector ministries dealing with forest and woodland resources. *Percentage increase in net and per capita access to rural credit facilities and/or revolving funds. *Percentage increase in area where SFM best practices are applied.</p>

<p>Strategic Program 3: Investing in innovative approaches in SLM</p>	<p>Expected Outcomes: Enhance scientific and technical knowledge of emerging issues - facilitating the strategy discussion for GEF-5 and enhancing GEF operations in the LD FA.</p>	<p>Indicators: * Newly created scientific and technical knowledge supports strategy discussion for GEF-5. *Percentage of designs of project to be financed in GEF-5 reflect new scientific and technical knowledge. *New knowledge assists % of GEF-4 financed projects in preparation and implementation.d.</p>
<p>POPS</p>		
<p>Strategic Objective: To reduce and eliminate production, use and releases of POPs</p>	<p>Expected Impacts: *GEF supported countries have strengthened capacity for POPs management, and consequently strengthened capacity for the general sound management of chemicals *Dangerous obsolete pesticides that pose a threat to human health and to the environment are disposed of in an environmentally sound manner * PCBs – some of the most widespread toxics - are no longer a source of contamination of the local and global environment because they are phased out and disposed of * The risk of exposure to POPs is decreased for the populations living in close proximity to POPs wastes that have been disposed of or contained *The basis for the future implementation of the Stockholm Convention is established through the demonstration of innovative alternative products, practices, and processes to the generation, use, or release, of POPs</p>	<p>Indicators: *Regulatory and enforcement capacity in place. *Obsolete pesticides disposed of. *PCBs phased out and disposed of. *Reduced risk of exposure to POPs of project-affected people. *Knowledge management packages developed; in particular the viability and cost-effectiveness of alternatives to DDT is demonstrated in a number of settings.</p>

<p>Strategic Program 1: Strengthening capacities for NIP (National Implementation Plan) development & implementation</p>	<p>Expected Outcomes: <u>NIP development</u> (enabling activities) GEF eligible countries meet their obligation to develop and submit a NIP to the Stockholm Convention.</p> <p><u>NIP implementation</u> NIP implementation: GEF eligible countries have the capacity to implement the measures to meet their obligations under the Stockholm Convention, including POPs reduction measures.</p>	<p>Indicators: <u>NIP development</u> NIPs submitted to the Stockholm Convention</p> <p><u>NIP implementation</u> * Legislative and regulatory framework in place for the management of POPs, and chemicals more generally, in supported countries; *Strengthened and sustainable administrative capacity, including chemicals management administration within the central government in supported countries; *Strengthened and sustainable capacity for enforcement in supported countries.</p>
<p>Strategic Program 2: Partnering in investments for NIP implementation</p>	<p>Expected Outcomes: Sustainably reduced POPs production, use and releases, through phase-out, destruction in an environmentally sound manner, and use of substitute products and alternative processes, that lead to reduced environmental and health risks resulting from POPs.</p>	<p>Indicators: *POPs phased out from use (tons and cost per ton per compound); *POPs phased out from production (tons and cost per ton per compound); *POPs destroyed in an environmentally sound manner (tons and cost per ton per compound and per mode of destruction); *Reduced exposure to POPs, measured as number of people living in close proximity to POPs wastes that have been disposed of or contained.</p>
<p>Strategic Program 3: Generating & disseminating knowledge to address future challenges in implementing the Stockholm Convention</p>	<p>Expected Outcomes: Demonstrations: Feasible and effective environmentally sound alternative products, practices or techniques that avoid POPs production, use or release are demonstrated.</p> <p>Targeted research: Increased quality and effectiveness of the GEF POPs portfolio through GEF projects applying the results of targeted research.</p>	<p>Indicators: * Number of environmentally sound alternative products, practices, or techniques demonstrated that are efficacious and cost-effective.</p> <p>* Number of targeted research projects addressing critical portfolio needs supported during GEF-4 (4), leading to: - percentage of new projects applying the results of GEF supported targeted research (Target not relevant during GEF-4 time-frame).</p>
<p>OZONE</p>		
<p>Strategic Objective: To phase out production and consumption of ODS</p>	<p>Expected Impacts: GEF supported countries contribute to the reduction of the overall load of ODS in the stratosphere</p>	<p>Indicators: GEF supported countries are in compliance with their obligations under the Montreal Protocol</p>

<p>Strategic Program: Phasing out HCFC and strengthening of capacities and institutions</p>	<p>Expected Outcomes: HCFCs are phased-out according to Montreal Protocol schedule in GEF eligible countries GEF eligible countries meet their reporting obligations under the Montreal Protocol</p>	<p>Indicators: *ODP adjusted tons of HCFCs phased-out from consumption (50-70) * Percentage of GEF funded countries that meet their reporting obligations under the Montreal Protocol (75 %)</p>
<p>CHEMICALS</p>		
<p>Strategic Objective: To promote sound management of chemicals for the protection of human health and the global environment</p>	<p>Expected Impacts: Sound management of chemicals principles and practices are reflected in the development and implementation of projects in all GEF focal areas</p>	<p>Indicators: Percentage of GEF projects that promote sound chemicals management practices</p>
<p>Strategic Program 1: Integrating sound chemicals management in GEF Projects</p>	<p>Expected Outcomes: *Activities already incorporated in project design that are of a chemicals management nature, or that bring co-benefits, are identified and can be reported upon. *Chemicals management activities are promoted, that were not planned initially but that should take place less the project's ability to deliver global environmental benefits is compromised. *Possible negative impacts of a GEF intervention from a chemicals standpoint are identified and mitigated. *Opportunities for additional benefits are identified, whether they can be funded at relatively low additional cost, or whether they would bring substantial additional benefits if pursued *The GEF is in a position to report on its contribution to sound chemicals management and to inform policy discussions internationally.</p>	<p>Indicators: *Percentage of projects with enhanced reporting or modification of design, following chemicals proofing. * Reports are available to the GEF Council and other stakeholders, including the International Conference on Chemicals Management.</p>

Strategic Program 2: Articulating the chemicals related interventions supported by the GEF within countries' frameworks for chemicals management	Expected Outcomes: GEF capacity development interventions to support POPs elimination, ODS phase out, and PTS management, build upon and strengthen the general capacity of recipient countries for sound chemicals management.	Indicators: Percentage of capacity development projects in the POPs, ODS, and IW focal areas that also contribute to sound chemicals management more generally.
SUSTAINABLE FOREST MANAGEMENT		
Strategic Objective 1: To protect of globally significant forest biodiversity	Expected Impacts: Forest biodiversity conserved and sustainably used in protected area systems	Indicators:
Strategic Objective 2: Sustainable management and use of forest resources	Expected Impacts: Production forest sustainably managed	Indicators:
Strategic Program 1: Sustainable Financing of protected area systems at national level (same as BD #1)	Expected Outcomes: Forest protected areas contribute to increased system-wide revenue and diversification of revenue streams to meet total expenditures required to meet management objectives	Indicators: Total revenue and diversification in revenue streams generated by forest protected areas
Strategic Program 2: Strengthening terrestrial protected area networks (same as BD #2)	Expected Outcomes: *Improved coverage of under-represented forest ecosystems areas as part of national protected area systems *Improved management of forest protected areas	Indicators: *Forest ecosystem coverage in national protected area systems *Protected area management effectiveness as measure by individual protected area scorecards
Strategic Program 3: Forest conservation as a means to protect carbon stocks and avoid CO ₂ emissions (cross-cutting BD/LD)	Expected Outcomes: *Improved knowledge and understanding of the feasibility of using a Payment for Environmental Services approaches focused on carbon to conserve forests	Indicators: Methodologies developed for carbon measurement GEF forest-related projects quantify carbon benefits
Strategic Program 4: Strengthening the policy and regulatory framework for mainstreaming biodiversity (same as BD #4)	Expected Outcomes: Policy and regulatory frameworks governing the forest sectors incorporates measures to conserve biodiversity	Indicators: The degree to which forest polices and regulations include measures to conserve biodiversity as measured by GEF tracking tools

<p>Strategic Program 5: Fostering markets for biodiversity goods and services (same as BD # 5)</p>	<p>Expected Outcomes: Global certification systems for forest products and sustainable biomass for energy include technically informed biodiversity standards</p>	<p>Indicators: Published certification standards for biodiversity friendly forest products Published certification standards for sustainable biomass for energy</p>
<p>Strategic Program 6: Promoting sustainable energy from biomass (same as CC#4)</p>	<p>Expected Outcomes: Adoption of modern and sustainable practices in biomass production, conversion and use.</p>	<p>Indicators: Energy generated CO₂ avoided thru energy use and CO₂ sequestered thru carbon fixation</p>
<p>Strategic Program 7: Supporting sustainable management of natural resources in productive landscapes (same as LD #2)</p>	<p>Expected Outcomes: Woodland resources in semi-arid and sub-humid ecosystems are managed sustainably.</p>	<p>Indicators: *Each invested country has a new harmonised policy for SFM and/or a national land use policy adopted. *Percentage of extension programs offered by key institutions reflect on the use of ecosystem principles and concepts in wider landscape management, including woodland resources. *Percentage increase in net and per capita access to rural credit facilities and/or revolving funds. *Percentage increase in area where SLM best practices in the wider landscape are applied.</p>

ANNEX 2. M&E MINIMUM REQUIREMENTS¹²

Minimum Requirements and Key Principles

The following minimum requirements shall be applied to monitoring and evaluation on the project level.

Minimum Requirement 1: Project Design of M&E

All projects will include a concrete and fully budgeted monitoring and evaluation plan by the time of work program entry for full-sized projects and CEO approval for medium-sized projects. This monitoring and evaluation plan will contain as a minimum:

- SMART indicators for project implementation, or, if no indicators are identified, an alternative plan for monitoring that will deliver reliable and valid information to management;
- SMART indicators for results (outcomes and, if applicable, impacts), and, where appropriate, indicators identified at the corporate level;
- baseline for the project, with a description of the problem to be addressed, with indicator data, or, if major baseline indicators are not identified, an alternative plan for addressing this within one year of implementation;
- identification of reviews and evaluations that will be undertaken, such as mid-term reviews or evaluations of activities; and
- organizational set-up and budgets for monitoring and evaluation.

GEF project objectives and intended results should be specific and measurable, so as to make it possible to monitor and evaluate the project effectively. The baseline data would be developed for the key results indicators. In rare cases, further development of the M&E design, especially related to baseline data, may be required between work program entry and CEO approval or during the first year of implementation. The presence of the M&E plan and baseline would be considered as a performance measure of satisfactory M&E in the first Project Implementation Report. Where available, agencies may encourage attention at the project development facility stage to ensure timely M&E planning.

¹² From: *The GEF Monitoring and Evaluation Policy* (2006). Evaluation Document No. 1: section 3.3 pp. 19-24, paragraphs 58-62.

Minimum Requirement 2: Application of Project M&E

Project monitoring and supervision will include implementation of the M&E plan, comprising:

- SMART indicators for implementation are actively used, or if not, a reasonable explanation is provided;
- SMART indicators for results are actively used, or if not, a reasonable explanation is provided;
- the baseline for the project is fully established and data compiled to review progress reviews, and evaluations are undertaken as planned; and
- the organizational set-up for M&E is operational and budgets are spent as planned.

GEF project monitoring provides agency management with a basis for decision-making on progress and the GEF with information on results. In order to be used for conclusions and decisions, monitoring would use both qualitative and quantitative data to report accurately on the production of outputs and progress toward outcomes, identify key implementation issues, and propose actions to solve these. Periodic reports should be based on a principle of continuity to allow for tracking of results and progress. To be valid, monitoring should be based on periodic observation visits, capture the views of stakeholders, and explain any methodological limitations of its use of sources and data. M&E plans are dynamic tools and should be revised if the project scope changes significantly.

Minimum Requirement 3: Project Evaluation

Each full-sized project will be evaluated at the end of implementation. This evaluation will have the following minimum requirements:

- The evaluation will be undertaken independent of project management, or if undertaken by project management, will be reviewed by the evaluation office of the Implementing or Executing Agency or by independent quality assurance mechanisms of the agency.
- The evaluation will apply the norms and standards of the Implementing or Executing Agency concerned.
- The evaluation will assess at a minimum:
 - achievement of outputs and outcomes, and provide ratings for targeted objectives and outcomes;
 - likelihood of sustainability of outcomes at project termination, and provide a rating for this; and
 - whether minimum requirements for M&E 1 and 2 were met, and provide a rating for this.
- The report of this evaluation will contain at a minimum:
 - basic data on the evaluation:
 - when the evaluation took place,
 - who was involved,
 - the key questions, and
 - methodology—including application of the five evaluation criteria;
 - basic data of the project, including actual GEF and other expenditures;
 - lessons of broader applicability; and
 - the TOR of the evaluation (in an annex).
- The report of the evaluation will be sent to the GEF Evaluation Office immediately when ready, and, at the latest, within 12 months of completion of project implementation.

Project evaluations should serve to provide lessons learned and recommendation for future projects, policies, or portfolios. Agencies will apply their internal arrangements for the conduct of evaluations and their cost to ensure that evaluation reports of GEF projects are credible, unbiased, consistent, and well documented in line with the requirements above. Each evaluation will assess results (namely outputs, outcomes, and impact) according to the criteria of relevance, effectiveness, efficiency (or cost effectiveness), and sustainability, as applicable. Future GEF Council decisions on the concept of cost effectiveness may lead to minimum requirements for GEF projects to be incorporated into the M&E policy. The GEF medium-sized projects are more limited in duration and budget, and therefore merit consideration for tailored minimum evaluation requirements. The Joint Evaluation of the GEF Activity Cycle and Modalities will

address the experience with medium-sized projects and provide recommendations in this regard.¹³

Furthermore, monitoring and evaluation in the GEF will be guided by the following principles, which have been identified as common denominators in the GEF, and which will be further developed through specific guidelines or procedures in the consultative process of the GEF Evaluation Office with its partners. These principles are not minimum requirements as such, but are internationally recognized professional ideals that need to be applied to the specific evaluations and monitoring systems that the GEF undertakes, or in which GEF partners collaborate.

a. **Independence.** Members of evaluation teams should be independent from both the policy-making process and the delivery and management of assistance. In particular, they should not in person have been engaged in the activities to be evaluated or been responsible in the past for the design, implementation, or supervision of the project, program, or policy to be evaluated. For evaluations conducted under the responsibility of project managers or line units, specific review mechanisms may help verify impartiality and rigor.

b. **Impartiality.** Evaluations must give a comprehensive and balanced presentation of strengths and weaknesses of the policy, program, project, or organizational unit being evaluated. The evaluation process should reflect impartiality at all stages and take into account the views of all stakeholders. Units commissioning evaluations should endeavor to ensure that evaluators selected are impartial and unbiased. The principle of absence of bias also applies to self-evaluations, self-assessments, internal reviews and reports, and monitoring actions.

c. **Transparency.** Transparency and consultation with the major stakeholders are essential features in all stages of both M&E processes. This involves clear communication concerning the purpose of the evaluation or monitoring activity, the criteria applied, and the intended use of the findings. Documentation emanating from monitoring and evaluations in easily consultable and readable form should also contribute to both transparency and legitimacy. Evaluation and monitoring reports shall provide transparent information on sources, methodologies, and approach.

d. **Disclosure.** The lessons from monitoring and evaluation shall be disseminated by establishing effective feedback loops to policy-makers, operational staff, beneficiaries, and the general public. In the spirit of partnership, the GEF partners shall share GEF-related evaluation reports, monitoring reports, and other internal periodic reviews of progress and implementation and make findings and lessons available to project management for improved effectiveness. The GEF Evaluation Office shall be provided access to all project documentation of the Implementing and Executing Agencies relating to GEF-financed activities.

¹³ Until such time, current requirements to undertake medium-sized project evaluations remain in effect.

e. **Ethical.** Monitoring and evaluation shall provide due regard for the welfare, beliefs, and customs of those involved or affected, avoiding conflict of interest. Evaluators must respect the right of institutions and individuals to provide information in confidence. If evidence of wrongdoing is uncovered, the evaluator or manager shall report such cases discreetly to the GEF Director of Evaluation, who will take appropriate action such as informing the investigative body of the agency concerned. Ethical monitoring and evaluation require that management and/or commissioners of evaluations remain open to the findings and do not allow vested interests to interfere with the evaluation.

f. **Partnership.** GEF activities are being implemented through various partnerships of international organizations and national or nongovernmental entities, as well as bilateral donors involved through co-financing. The GEF Evaluation Office and the GEF partners shall actively explore the possibility of joint evaluations which would provide the GEF with insights and feedback that might not be realized through a stand-alone evaluation. The GEF partners shall help further GEF evaluation work through their participation in international groups and associations for monitoring and evaluation and the research community. GEF M&E activities shall be carried out with the participation of in-country stakeholders, including project management and NGOs involved in project implementation, to enable the beneficiaries to participate in the learning process with the GEF and to enable the GEF partnership to learn from them.

g. **Competencies and Capacities.** Depending on the subject, monitoring and evaluation activities require a range of expertise that may be technical, environmental, or within a social science or the evaluation profession. Units commissioning evaluations are responsible for selecting independent-minded, experienced, and sufficiently senior evaluators, and 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. The GEF partners shall, as feasible, cooperate to stimulate evaluation capacity development at the local level, with a specific focus on environmental evaluation concerns.

h. **Credibility.** Monitoring and evaluation shall be credible and based on reliable data or observations. This implies that monitoring and evaluation reports shall reflect consistency and dependability in data, findings, judgments, and lessons learned, with reference to the quality of instruments and procedures and analysis used to collect and interpret information. Monitoring and evaluation at the project and portfolio levels shall use, as much as possible, dynamic and pragmatic techniques and indicators for measurement of results and progress.

i. **Utility.** Monitoring and evaluation must serve the information needs of intended users. Partners, evaluators, and units commissioning evaluations shall endeavor to ensure that the work is well informed, relevant, and timely, and is clearly and concisely presented so as to be of maximum benefit to stakeholders. M&E reports should present in a complete and balanced way the evidence, findings or issues, conclusions, and recommendations. They shall be both results- and action-oriented.