Results Based Management (RBM) at the GEF

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RBM: Definition

- 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."
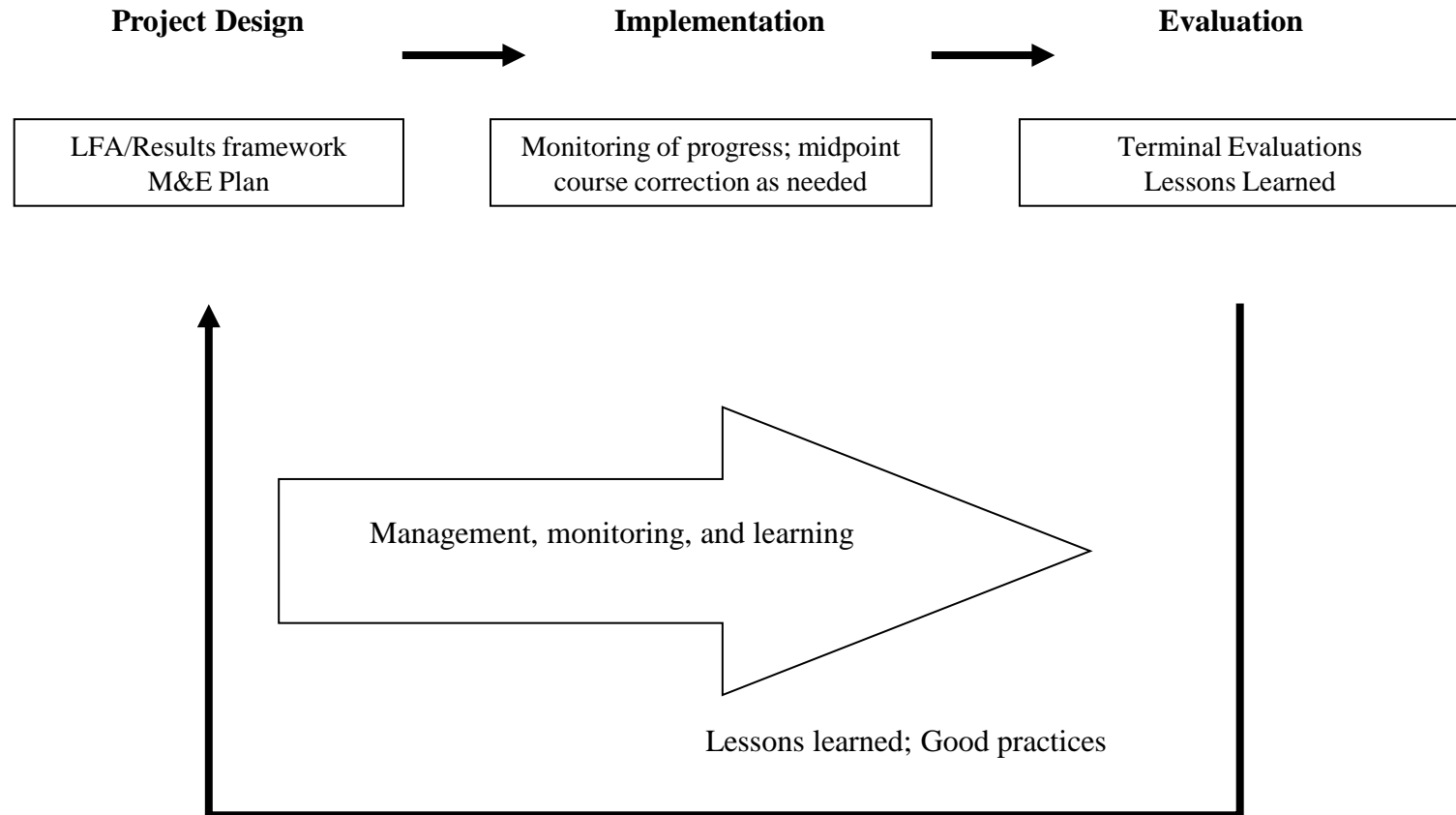
The OECD DAC Results Chain
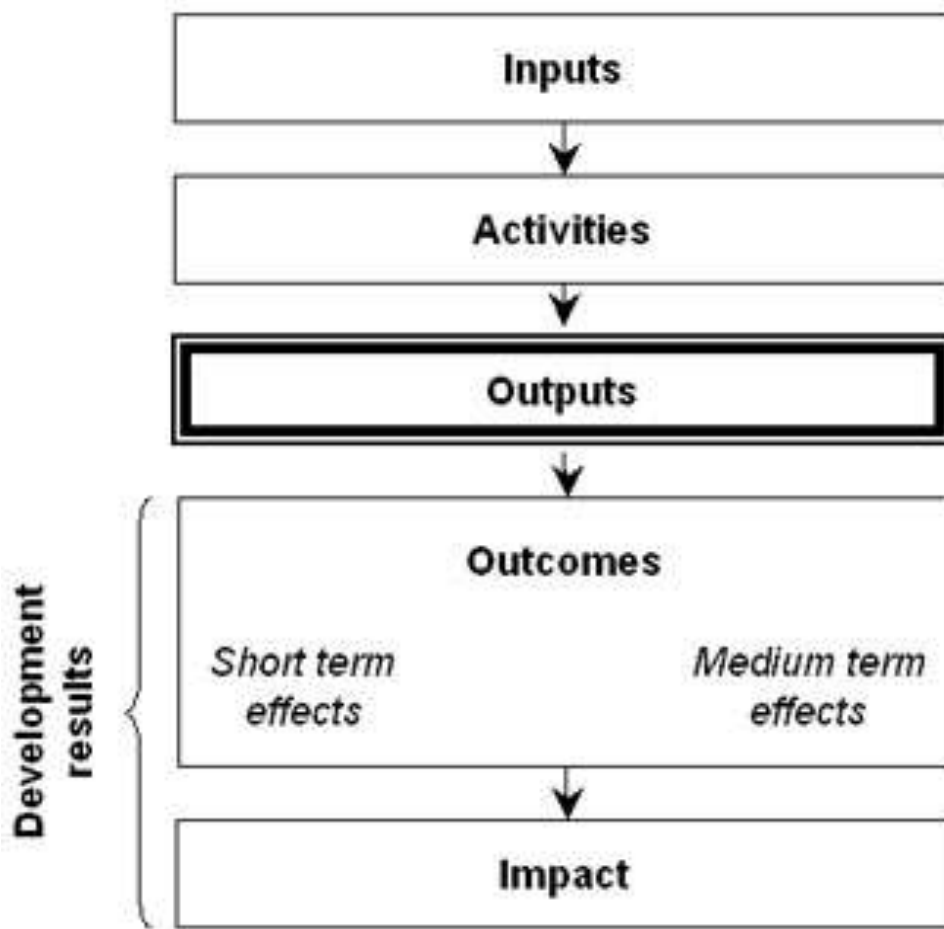
GEF RBM Focus GEF-5

- *Portfolio level*: tracking progress toward achieving outcomes
- *Standardized terminology*: achieving coherence across Focal Areas
- *Learning:* integrating lessons in management decisions
- *Feedback*: Coherent framework for improved decision-making

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Tracking Results

Project Design → **Implementation** → **Evaluation**

LFA/Results framework M&E Plan	Monitoring of progress; midpoint course correction as needed	Terminal Evaluations Lessons Learned

Management, monitoring, and learning

Lessons learned; Good practices
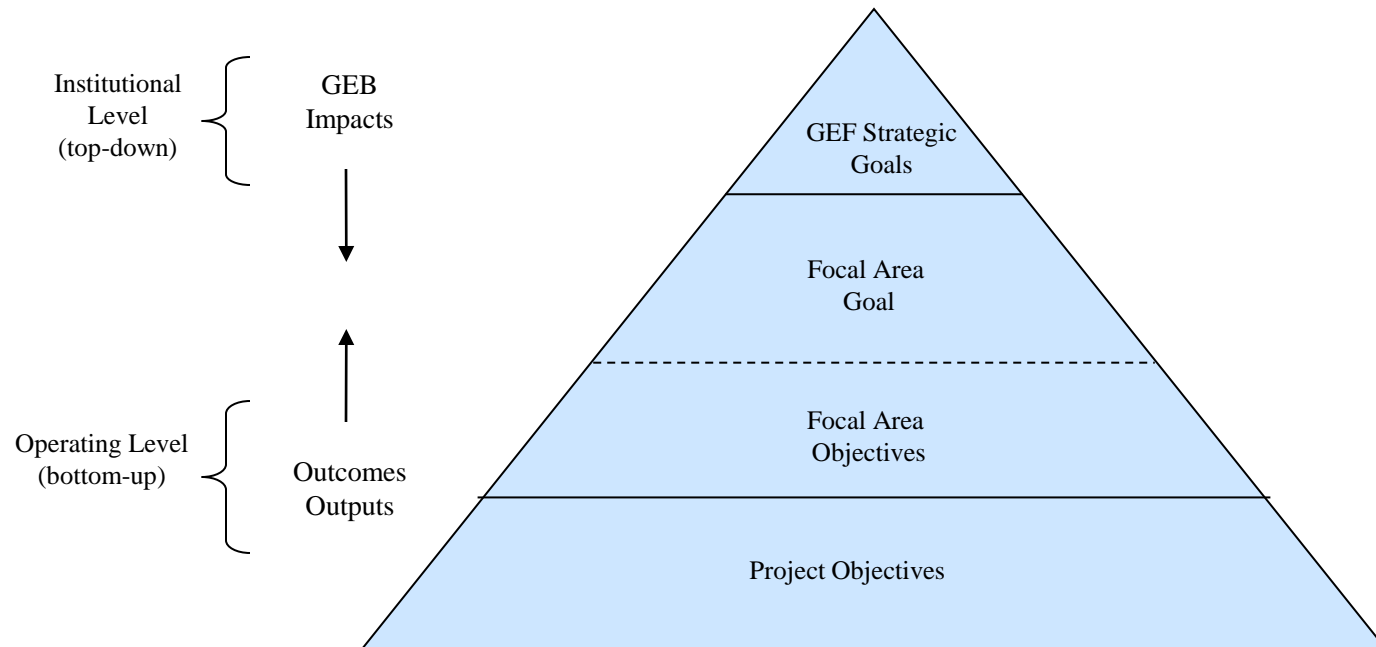
Adapted from the World Bank's *Results Focus in Country Assistance Strategies*, July 2005, p. 13

RBM Framework for the GEF

Institutional Level (top-down) — GEB Impacts

Operating Level (bottom-up) — Outcomes Outputs

GEF Strategic Goals

Focal Area Goal

Focal Area Objectives

Project Objectives

Terminology GEF-5 vs. GEF-4

GEF-5	GEF-4
Strategic Goal	-
FA Goal	Strategic Objectives
FA Objectives	Strategic Programs
FA Outcomes	Outcomes
Core FA outputs	-
Project results	Project results

Corporate-Level Strategic Goals

- Strategic Goal 1 - Conserve, sustainably use, and manage biodiversity, ecosystems and natural resources globally, taking into account the anticipated impacts of climate change.

- Strategic Goal 2 - Reduce global climate change risks by

    1) stabilizing atmospheric GHG concentrations through emission reduction actions; and

    2) assisting countries to adapt to climate change, including variability.

- Strategic Goal 3 - Promote the sound management of chemicals throughout their lifecycle to minimize adverse effects on human health and the global environment.

- Strategic Goal 4 - Build national and regional capacities and enabling conditions for global environmental protection and sustainable development.

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RBM Framework: Alignment of FA Objectives

- Each focal area's goal and objectives align with GEF Strategic Goals
- Project level goals align with focal area objectives
- *Example:*
  - *BD Objective:* Improved sustainability of protected area systems
    - ➢ Strategic Goal 1: Conserve, sustainably use, and manage biodiversity, ecosystems and natural resources globally
  - *CC Objective:* Promote the demonstration, deployment, and transfer of innovative low-carbon technologies
    - ➢ Reduce global climate change risks by stabilizing atmospheric GHG concentrations through emission reduction actions
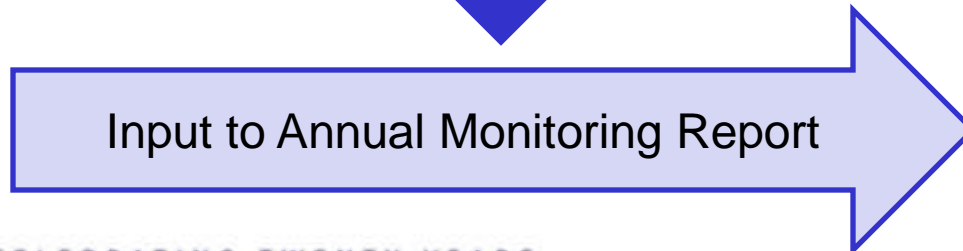
BD Focal Area Objective	Outcome	Indicator - Outcome	Indicator - Output
Improved sustainability of protected area systems	Increased revenue for protected area systems to meet total expenditures required for management	Total annual revenue is sufficient for management of protected area	Total annual revenue- $ Sustainable financing plans (No.)
CC Focal Area Objective	**Outcome**	**Indicator - Outcome**	**Indicator - Output**
Promote the demonstration, deployment, and transfer of innovative low-carbon technologies	Technologies successfully demonstrated, deployed, and transferred	Percentage of technology demonstrations reaching planned goals	Innovative low-carbon technologies demonstrated and deployed on the ground (No.)

Current Reporting Requirements: After Project Approval

- Project Level:
  - Report on Project Start, Project Delays, Project Cancellations
  - Submission of Project Implementation Report (PIR)
  - Submission of Tracking Tools
- Agency:
  - Portfolio Overview Report
  - Focal Area Reports

Input to Annual Monitoring Report

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Annual Monitoring Report

- The Annual Monitoring Report (AMR) is the principal reporting instrument of the GEF Secretariat's monitoring system

- Provides a snap shot of the overall health of the GEF's active portfolio of projects each fiscal year

- Report is based on Agency PIR submissions

Streamlining Reporting Process

- Original process designed when less than 100 projects were under implementation
- Currently, over 600 projects under implementation
- GEFSEC is working to:
    i.   simplify reporting processes,
    ii. collect information in a more standardized, systematic and timely fashion, and
    iii. allow for more efficient analysis of data.

Steps to Improve Portfolio Monitoring

- Tracking the cohort of projects at risk in any given fiscal year and trends across years;

- Updating tools and systems to capture standardized information;

- Undertaking reviews to track monitoring and learning questions;

- Utilizing core indicators and targets in all project log frames, all focal area tracking tools, and the annual Project Implementation Report (PIR); and

- Establishing the IT infrastructure that will allow for analysis of data collected through the tracking tools.

RBM Work Plan GEF-5

1. Establish and implement an updated AMR process for GEF-5;

2. Upgrade and integrate portfolio monitoring in the PMIS;

3. Develop tools to enhance portfolio monitoring;

4. Develop and implement a KM strategy; and

5. Provide and develop internal guidance on GEF RBM and KM.

Component 1: AMR Process GEF-5

1. Provide more timely information on GEF portfolio of active projects
2. Finalization of focal area tracking tools
3. Finalization of information required through PIRs under GEF-5

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Component 2: Integration into PMIS

- Capturing through the project identification form (PIF) the funding utilized for the focal area outcome indicators;

- Programming tracking tools into PMIS and enabling tracking tool data collection and analysis through PMIS;

- Programming and updating data currently being collected through PIRs; and

- Programming of overview reports and focal area level reports to provide periodic updates at the portfolio level

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20 YEARS

Component 3: Enhance Portfolio Monitoring

- Portfolio monitoring missions;
- Quality-at-entry of project design;
- Portfolio level risk assessment;
- Socio-economic and gender analysis guidance; and
- Geographic information systems (GIS) to support monitoring and evaluation (M&E).

Component 4: Knowledge Management Strategy

- A process for generating, reporting on, and utilizing lessons learned;

- A KM set of products and activities;

- A supporting infrastructure; and

- Systematic coordination with Agency KM mechanisms.

Component 5: Develop Internal Guidance

- In order for RBM to be successful, the Secretariat must not only engage all of the GEF partners, but also devote resources to encourage an understanding and engagement in RBM within the Secretariat

THANK YOU