

## 2010 EEN Forum Notes

### **Session Name: Plenary: Building Results-Based Management Practice in the Biodiversity Conservation Community: Implementer and Funder Perspectives**

**Speakers:** Patrick Grasso, Evaluation and Management Consultant

Mark Zimsky, Global Environment Facility

Elizabeth O'Neill, World Wildlife Fund International

**Session Date/Time:** 6/7/2010 4:00 PM

**Notetaker:** Sarah Wendel

#### **Main Themes:**

- There is an enormous gap in a discussion of the implementation of a knowledge-based management
- Generally, there tends to be too much data and not enough implementation and understanding
- RBM cannot be driven by evaluation-has to come from the "top"
- Never allow the perfect to be the enemy of the good: accept limitations

#### **Detailed Notes:**

##### **Speaker 1: Driving Adaptation of Results-Based Management (RBM) in the Biodiversity Conservation Community- Elizabeth O'Neill- WWF International**

- Issue- Limited Resources
- Efficiency is paramount-
  - Must make every dollar and every hour count. At a minimum, adopt good business practice Results-Based Management
- Performance Measurement in the Conservation Community
  - Summary: Sought to advance learning-based management in conservation efficiency
- Survey given results:
  - RSB is widely acknowledged
- Only 5% of projects go through full RBM cycle
- Practice tends to break down at certain places in the cycle
- To improve ability for RBM:
  - Institutional Mandate
  - Presence of an RBM champion
  - A vision for what could be accomplished with RBM
- Obstacles to progress:
  - RBM too complex
  - Lack of pressure and demand from "above"
  - Weak funding, lack of staff
- Atul Gawande and Jon Stewart video:
  - Gawande uses an anecdote, a miscommunication with the potential to cause so much tragedy, to illustrate an argument he makes in a new book called, *The Checklist Manifesto: How to Get Things Right*.
- Approach problem as a marketer- make M and E less scary and more handy- use simpler tools

- Promote broad adoption of good practice, rather than limited adoption of perfect practice
- Evidence is needed to show that RBM helps (or doesn't)
- Promote accountability
- Summit- collaborative initiatives to promote RBM
  - Consistent with the consensus statement, WWF has the PPMS

**Speaker 2: Results Based Management in the Biodiversity Focal Area at the Global Environment Facility- Mark Zimsky- GEF**

- The GEF is the financial mechanism for multi-lateral agreements.
- GEF serves the interest of the parties who have ratified conventions to meet their obligations at the International level.
- GEF Monitoring and Evaluation Policy is a document that contains minimum requirements for GEF policy-making
- GEFEO annually reports to council with country portfolio evaluations, performance and proves issues, and environmental impacts
- Results-based management at the institutional level:
  - Project objectives
  - Focal area objectives
  - Focal area goal
  - GEF strategic goals
- RBM at the portfolio level: Context
  - GEF disperses \$250 million on projects per year
- Challenges:
  - Very large and heterogeneous portfolio of projects- solution: limit portfolio indicators to a few indicators that all projects can easily deliver
  - GEF Biodiversity Strategy: Conservation and sustainable use of biodiversity and the maintenance of ecosystem goods and services
- Why is the quality of habitat important to measure:
  - Species area curve: Larger areas will hold more species than small fragmented areas that contain the same habitats
- Objective: Catalyze Sustainability of Protected Area Systems
  - Outcome: Sufficient revenue for PA systems to meet total expenditures for management
  - Outcome: Improved management effectiveness of PAS
  - Outcome: Increased representation of ecosystems effectively conserved (marine focus)
- Process: The tracking tool is to be submitted at project start, mid-term, and final evaluation. This is to measure progress in achieving outputs, outcomes, and impacts established at the portfolio level.
- Objective: Improve understanding of the impacts of protected areas on human welfare
  - How: Country-level, quantitative, retrospective studies of projects and programs that have received GEF support
- Concluding remarks
  - Never allow the perfect to be the enemy of the good: accept limitations
  - Use existing literature in your favor- but always test it
  - Develop tools that are simple and provide dual benefits at the project and portfolio levels
  - Use existing technologies-globally accessible if possible
  - Test strategy and monitoring assumptions