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# Results Based Management in the Biodiversity Focal Area at the GEF

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# Results Based Management in the Biodiversity Focal Area at the GEF

1. GEF-An Overview of Institutional Context

2. Monitoring and Evaluation in the GEF

3. RBM Framework at the Institutional Level

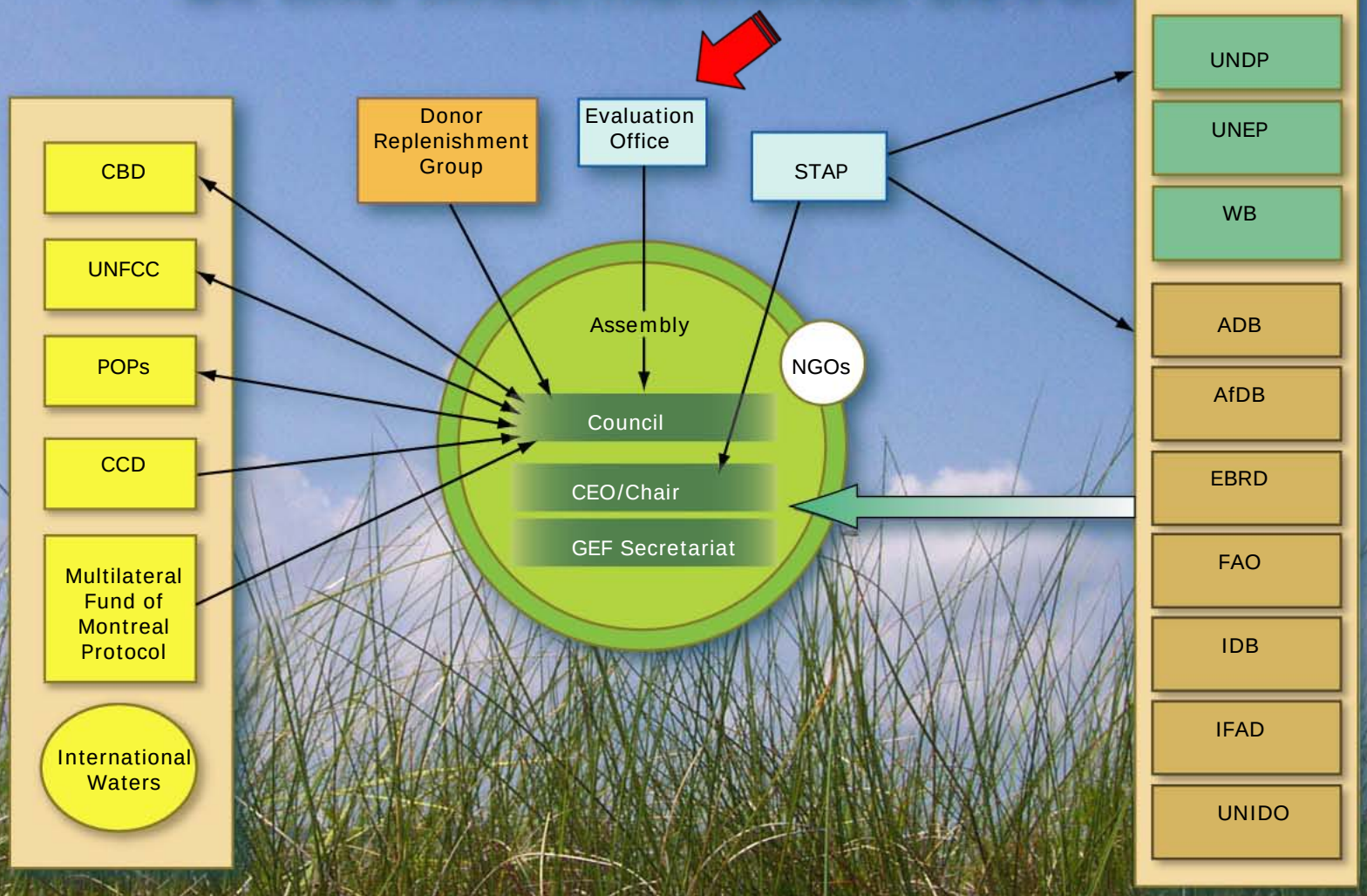
4. RBM at the Biodiversity Portfolio Level: Never allowing the perfect to be the enemy of the good

5. The next step to move this system forward

   - Learning about conservation interventions to advance implementation science and RBM

   - Experimental design in projects

# The GEF Arrangement at the International Level

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Evaluation Office
Global Environment Facility

Evaluation Document
2006, No. 1

# The GEF Monitoring and Evaluation Policy

# GEF ME Policy

Document that contains minimum requirements for monitoring and evaluation (M&E) for GEF-funded activities covering project design, application of M&E at the project level, and project evaluation.

This policy aims to explain the concept, role, and use of monitoring and evaluation within the GEF and define the institutional framework and define responsibilities.

Currently under review

| Partner | Key Roles and Responsibilities in M&E |
|---|---|
| GEF Council | Policy-making<br>Oversight<br>Enabling environment for M&E |
| GEF Evaluation Office | Independent GEF evaluation<br>Oversight of M&E<br>Setting minimum requirements for evaluation |
| GEF Secretariat | GEF Results Based Management (monitoring and reporting)<br>Review of GEF M&E requirements in project proposals |
| Agency GEF operational units | Monitoring of the Agency GEF portfolio<br>Ensure M&E at the project level |
| Agency evaluation units | Project and/or corporate Agency evaluations<br>Mainstreaming GEF into relevant Agency evaluation |
| STAP | Advice on scientific/technical matters in M&E<br>Support to scientific and technical indicators |
| Participating Countries | Collaboration on M&E at portfolio and project levels |
| Stakeholders | Participation in monitoring activities and mechanisms<br>Providing views and perceptions to evaluations |

# Types of Activities in GEFEO

-Implementation of GEF M&E Policy

-**Annual Reporting to Council:**
  -**Country Portfolio Evaluations**
  -**Performance and process issues**
  -**Impact**

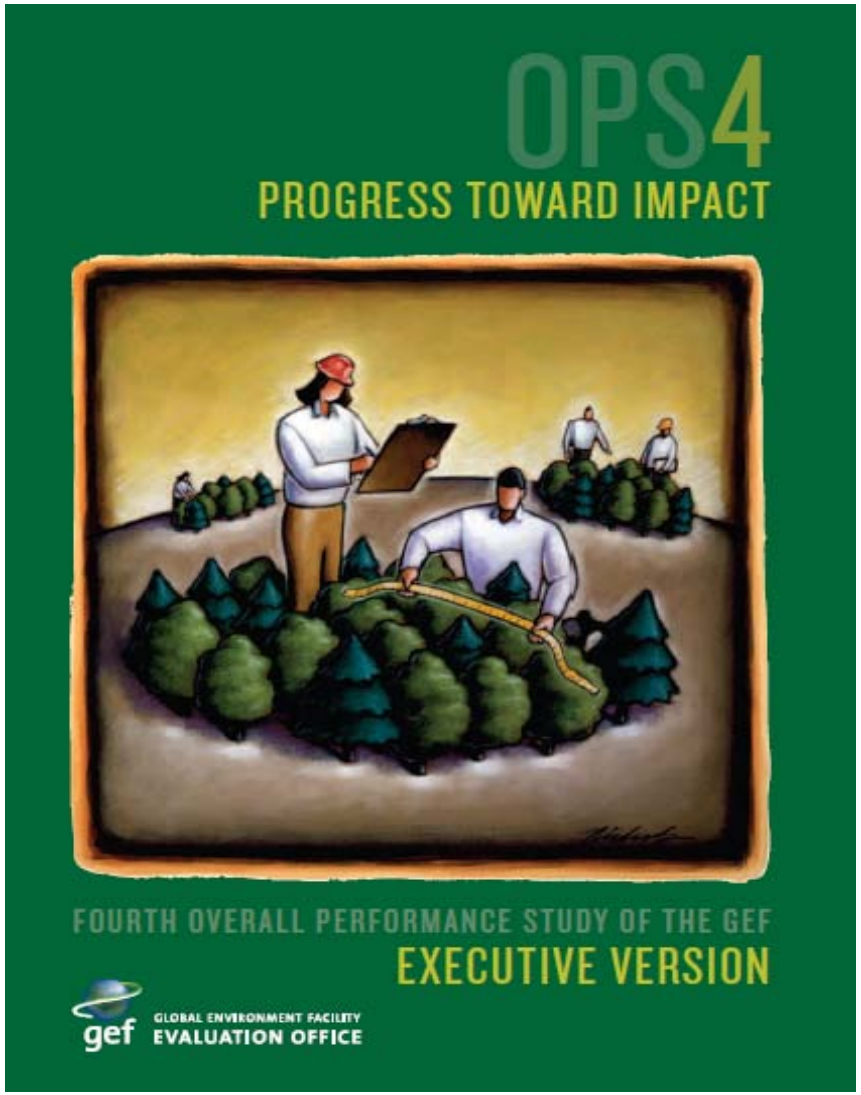
-Thematic/Cross-sectoral evaluations

-Active participation evaluation communities (UN/MDBs)

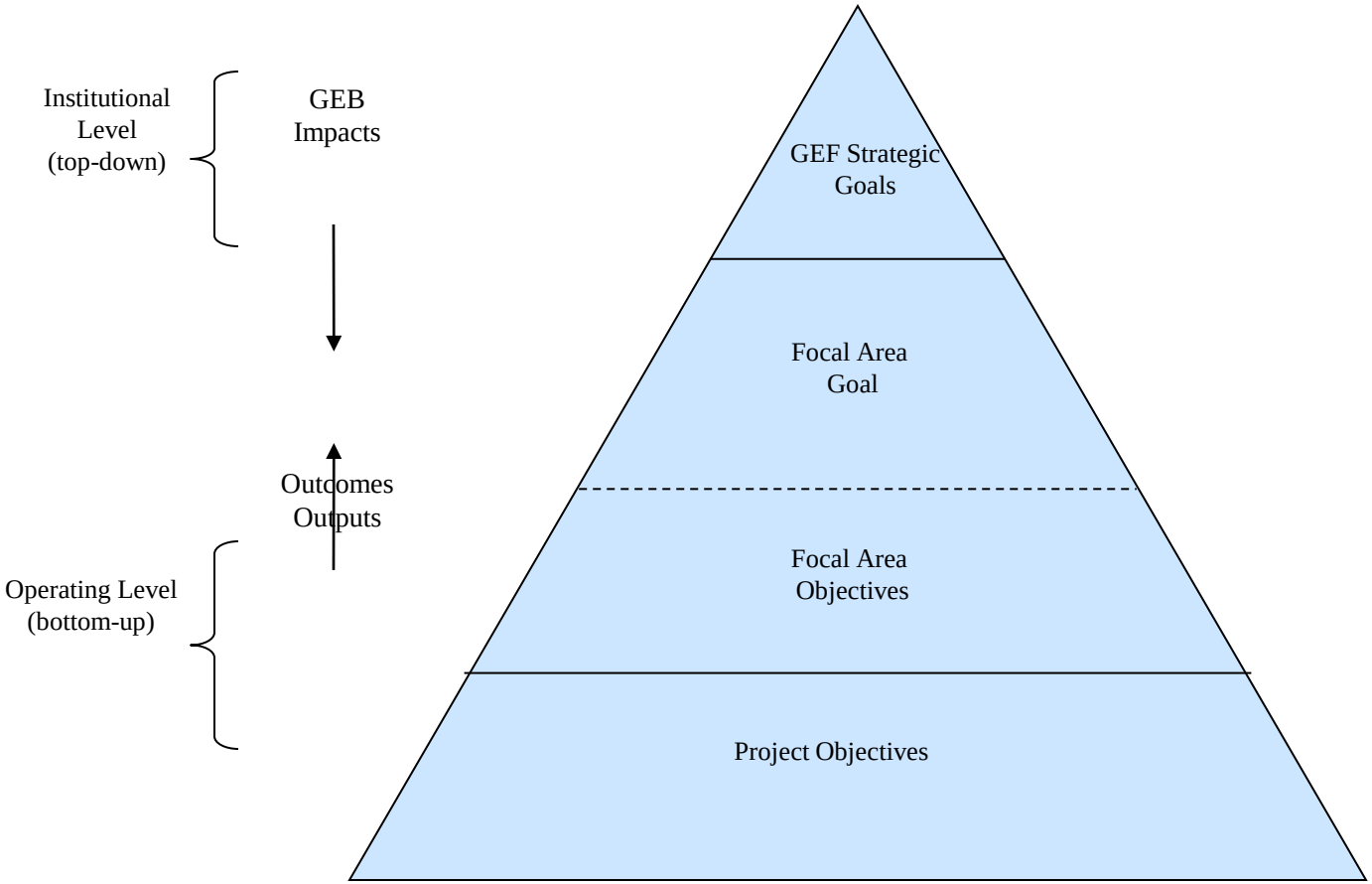
-Knowledge Sharing
  -dissemination of lessons

-Overall Performance Studies – replenishment process

# Every Four Years….



# Results Based Management at the Institutional Level



# RBM at the Portfolio Level: Context

- GEF disburses, on average, $ 250 million per year to support 40-50 biodiversity projects a year

- GEF is a sinking trust fund replenished every four years—project cohorts

- GEF works in more than 150 countries

# Biodiversity Portfolio Monitoring and RBM

Challenges:

1) Very large & heterogeneous portfolio of projects

2) Projects are relatively short-term investments therefore outcomes and impact may not be seen or measurable until after project closure (particularly with biodiversity mainstreaming).

3a) Portfolio RBM monitoring can add costs to project level monitoring (data is at project level).
3b) GEF as a networked institutional arrangement-many partners and many systems of monitoring at work.

# Biodiversity Portfolio Monitoring and RBM

Working solutions:

1)Limit portfolio indicators to a few key indicators that all projects can easily deliver for main intervention types

2) Identify indicators that add value to project level monitoring to minimize all transaction costs--rolling up

3) Use proxies that are reliable indicators of progress towards the outcomes and impacts sought; follow up with post-project monitoring on the ground

# GEF Biodiversity Strategy

**Goal:** Conservation and sustainable use of biodiversity and the maintenance of ecosystem goods and services.

**Impacts: (long-term)**

- Biodiversity conserved and habitat maintained in national protected area systems.
- Conservation and sustainable use of biodiversity integrated into production landscapes and seascapes.

**Indicators:**

- Intact vegetative cover and degree of fragmentation in national protected area systems measured in hectares as **recorded by remote sensing.**
- Intact vegetative cover and degree of fragmentation in production landscapes measured in hectares **as recorded by remote sensing**.
- Coastal zone habitat (coral reef, mangroves, etc) intact in marine protected areas and productive seascapes measured in hectares as **recorded by remote sensing and, where possible, supported by visual or other verification methods.**

# Why is Quality of Habitat Important to Measure: The Species-Area Relationship

- Species-area curve: larger areas will hold more species than small fragmented areas that contain the same habitats (MacArthur and Wilson, 1987)
- Studies on optimal patch size concluded that larger areas will:
  - ✓ Contain a greater variety of environmental heterogeneity which has been positively linked with species diversity (Burnett *et. al.* 1998);
  - ✓ Provide a buffer against the detrimental effects of catastrophic events (Benson 1993)
  - ✓ Decrease genetic deterioration and likelihood of demographic imbalance (e.g., populations containing a large amount of males) (Soule and Simberloff, 1986)

# GEF Biodiversity Strategy

| Objectives | Drivers of Biodiversity Loss | | |
|---|---|---|---|
| | Habitat Change | Over-exploitation | Invasive species |
| | Underlying/indirect driver: Policy and legal framework, institutions and governance | | |
| Sustainable protected area systems | √ | √ | |
| Mainstreaming biodiversity | √ | √ | |
| Biosafety-Cartagena Protocol | √ | | √ |
| Access and Benefit sharing | | √ | |

# Objective One:
# Catalyze Sustainability of Protected Area Systems

| Outcomes | Indicators | Measurement Tools |
|---|---|---|
| Sufficient revenue for PA systems to meet total expenditures for management | Funding gap for management of PA systems | PA financing scorecard |
| Improved management effectiveness of PAs | Protected area management effectiveness | Management effectiveness tracking tool (METT) |
| Increased representation of ecosystems effectively conserved (marine focus) | Coverage and PA management effectiveness | METT and GEF tracking tool for key project output information |

# Objective Two: Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors

| Outcomes | Indicators | Measurement Tools |
|---|---|---|
| Measures to conserve and sustainably use biodiversity incorporated in legal and policy frameworks | Policies and regulations governing sectoral activities that integrate biodiversity conservation & sustainable use | Tracking tool developed by GEFSEC and GEF biodiversity task force |
| Increase in sustainably managed landscapes and seascapes that integrate BD conservation and sustainable use | Landscape/seascape by area that have been certified by internationally recognized standards that incorporate BD considerations | Tracking tool developed by GEFSEC and GEF biodiversity task force (certification standards: FSC, MSC, etc.) |
| *Markets created for biodiversity goods and services (revised for GEF-5)* | *Number and extent of new PES schemes, new markets for BD goods* | *Tracking tool developed by GEFSEC and GEF biodiversity task force* |

# Objective Three: Build Capacity in Biosafety

| Outcomes | Indicators | Measurement Tools |
|---|---|---|
| Potential risks to biodiversity from LMOs avoided or mitigated | National biosafety decision-making systems operability score | Tracking tool developed by GEFSEC and GEF biodiversity task force |

# Objective Four:
# Build Capacity in Access and Benefit Sharing

| Outcomes | Indicators | Measurement Tools |
|---|---|---|
| Legal and regulatory frameworks and administrative procedures | National ABS frameworks operability | Tracking tool under development by GEFSEC |

# Measuring Portfolio Performance with Tracking Tools

**Objective**:

To measure progress in achieving outputs, outcomes and impacts established at the portfolio level under GEF strategies.

**Rationale:**

Project data from the GEF-3 and GEF-4 project cohort, respectively, are aggregated for analysis of directional trends and patterns at a portfolio-wide level to both inform the evolution of the biodiversity strategy of the GEF and to report to GEF Council on portfolio-level performance in the biodiversity focal area.

Links GEF support directly to global monitoring processes (2010 indicators, e.g., coverage of PAs and management effectiveness of PAs, sustainable use, etc.)

**Process:**

The tracking tool is to be submitted at project start, mid-term and final evaluation.

# Building the Evidence Base: A Complement to RBM

Objectives:

Establish clear and credible evidence about "what works and under what conditions".

Assess assumptions of strategies and what we measure—incorporate findings into better strategies, better and more focused tools for measurement.

***Enhancing Impact and Results through Improved Understanding of Protected Area Management Effectiveness***

**Objective:**

Establish an evidence base that is able to better correlate the management effectiveness score of a protected area (including each of its six elements of protected area management) to the successful conservation and sustainable use of biodiversity within a protected area.

**How:**

Country case studies and field visits.

Case study results will also help inform a broader quantitative analysis to elucidate the causal relationships between the METT scores, the six elements of protected area management, and successful conservation within protected areas.

***Enhancing Social Impacts through Improved Understanding of the Causal Relationships between Protected Area Management and Local Community Welfare.***

**Objective:**

Improve understanding of the impacts of protected areas on human welfare .

Answer the following question, “What has been the impact of protected areas in GEF-recipient countries on human welfare in neighboring communities, and under what circumstances has the impact been positive?”

**How:**

Country-level, quantitative retrospective studies, as well as complementary case studies when these are designed to focus on elucidating potential causal relationships.

***Enhancing Impacts through Improved Understanding of the Causal Relationships between Popular Mainstreaming Approaches and Conservation Outcomes.***

**Objective:**

Assess how (1) certification; (2) payments for environmental services; and (3) information on the spatial distribution of species and ecosystem service and the valuation of these species and services affect conservation and sustainable use outcomes and in what circumstances are they most likely to be effective.

**How:**

Prospective experimental and quasi-experimental project designs.

Quantitative retrospective studies of projects and programs that have received GEF support.

# Concluding Remarks and Going Forward

- Never allow the perfect to be the enemy of the good: accept limitations

- Use existing literature in your favor—but always be testing it

- Develop tools that are simple and provide dual benefits at project and portfolio levels

- Use existing technologies—globally accessible if possible

- Test strategy and monitoring assumptions and alter approaches accordingly

Thank you for your attention.