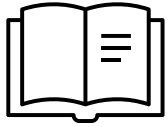


GEF Management Action Record: Facilitating Evidence Based Action

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GEF Management Action Record

The Management Action Record is the key tool for accountability, tracking, and reporting on the quality of Management's response to recommendations from the GEF IEO, as well as on the progress in implementing action plans to address these evaluation recommendations.

The MAR Process

GEF Management Action Record



- Established in 2005, annual stock taking
- 82 evaluations - 251 recommendations covered
- 51 evaluations, 200 recommendations graduated/retired
- Major shift in approach in 2021
 - Recommendations → action plan implementation
 - Assessing quality of management response

1. GEF IEO conducts an evaluation

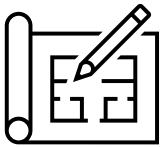
2. Recommendations

3. Management response to recommendation

4. Action plan

5. Self assessment and validation

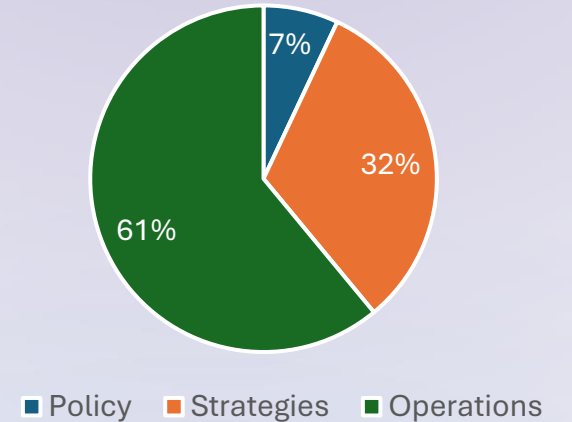
6. Graduation or retirement



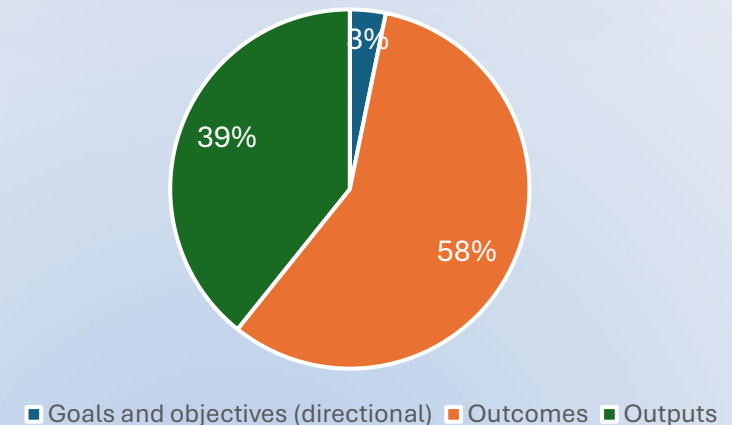
Evaluation Recommendations

- Majority of recommendations seek changes in operations – achievement rates higher for policy changes
- Majority seek to change outcomes – achievement rates higher for output oriented
- Repeated themes – e.g. improve M&E, data portal; GHG emissions measurement; project cycle efficiency.

Changes recommended in



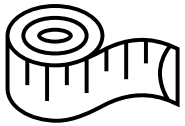
Intended Results





Quality of Management Response

- Tracking quality since 2023-24
 - Clearly specifies level of agreement: 100%
 - Recommendations fully addressed: 95%
 - Concrete actions proposed: 66%
 - Timeframe Specified: 78%
- Quality improving – level of details increasing



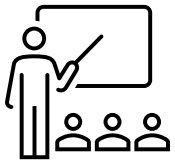
Implementation of action plan

- Implementation rated on a four-point scale
 - High, Substantial, Medium, Low or Negligible
 - Self assessment – rating and commentary
 - Validation – rating and commentary
- GEF IEO agrees in 6 out of 10 cases.
- Most disagreements are within a single grade



Exit from the MAR

- **Three fourths** of the action plans graduate of the MAR with high or substantial progress
- **One fourth** retired
 - Majority (61%) because of subsequent decisions of the Council
 - Also – low progress despite time elapsed (18%)



Lessons

- Clear recommendations improve uptake.
- Recommendations requiring new financial costs are less likely to be implemented.
- Action plans with specific actions and timelines are more likely to be executed.
- For sustainability, the MAR process should use Management's time efficiently.
- The MAR process helps Management track progress.

Thanks

