Seventh Comprehensive Evaluation of the GEF

OPS7

GEF IEO, September 2021
Coverage

Portfolio coverage

1992

- $21.1 billion in grants
- $117 billion mobilized in cofinancing

2022

- + 5000 projects
- 170 countries

Evaluation coverage

- 34 separate evaluations
- 1806 completed projects
- 4786 approved projects (through June 15, 2021)
GEF Performance

**GLOBAL**

**Strong continued performance**
- **80%** Satisfactory outcomes

**Improvement over earlier GEF periods**
- **68%** Sustainable outcomes

**FOCAL AREAS**

**Focal area strategies**
- Consistent with conventions
- Evolve in response to environmental challenges

**Mixed picture**
- 7 out of 13 GEF 5 targets on track to be achieved
## GEF Performance in Countries

### Country Support Program (CSP)

<table>
<thead>
<tr>
<th>Helps</th>
<th>Needs to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication of GEF requirements and policies</td>
<td>Enhance country ownership and includes more OFPs</td>
</tr>
<tr>
<td>Dialogue between stakeholder</td>
<td>Optimize the timing of the National Dialogues</td>
</tr>
<tr>
<td>Countries access GEF resources</td>
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</table>

- Enhance country ownership and includes more OFPs
- Optimize the timing of the National Dialogues
## GEF Performance in Countries

### Heterogeneity

Heterogeneity contributes to differences in outcomes and sustainability.

### Importance of Context

- Relevant support; reliable source of financing
- Supports Upstream policy reform
- Supports Institutional Building

### Policy Coherence Will Require Substantial Efforts

- LDCs
- SIDS
- FCS
- Systematic approach to country engagement
- Greater inclusion in integrated programs
### Implementation mechanisms

<table>
<thead>
<tr>
<th>Enabling Activities (EA)</th>
<th>Medium-Sized Projects (MSP)</th>
<th>Small Grants Programme (SGP)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support countries in convention reporting</strong></td>
<td><strong>Encouraging innovation</strong></td>
<td><strong>Relevant</strong> to the GEF and local partners</td>
</tr>
<tr>
<td></td>
<td><strong>Good entry points</strong></td>
<td>The only window for small-scale, local partners</td>
</tr>
<tr>
<td></td>
<td><strong>Disproportionate administrative requirements</strong></td>
<td><strong>Social and environmental benefits</strong></td>
</tr>
<tr>
<td><strong>Disbursement and implementation inefficiencies</strong></td>
<td></td>
<td><strong>Need for clarity on strategic vision, simplification of governance, upgrading process</strong></td>
</tr>
</tbody>
</table>
Integrated programs

Designed as relevant to conventions, national priorities, and drivers of environmental degradation

IMPROVEMENTS in design, process, and results of GEF-7 programs over GEF-6

- Clearer theories of change
- Earlier and substantive input from lead Agencies
- Improved transparency and more inclusive roll out
- Knowledge platforms better tailored for country needs
- More emphasis on cross-cutting issues
Integrated programs

Designed as relevant to conventions, national priorities, and drivers of environmental degradation

CHALLENGES remain in design, implementation, and measurement

- Coordination among ministries
- Cooperation among GEF Agencies
- Aggregate program-level reporting requirements
- Demonstration of additionality
- Greater country diversification and inclusion of countries
Innovation and scaling up

**DO**
- Add value and help generate transformational change
- Increase sustainability and scaling up

**NEED**
- Greater clarity on acceptable level of risk
- Systemic M&E, adaptive management, and knowledge sharing

*Increasing trend in innovative projects over GEF phases*

*Scaling up takes > 5 years efficiency gains versus the pilot stage*
Private sector

**STRENGTHS**
- Long history of private sector engagement
- Well-positioned to build partnerships

**CHALLENGES**
- Discouraging processes
- Lack of mutual understanding
- Need for a differentiated approach

**TOOLS**
- Non-grant instruments (NGI)
  - Promote innovation and risk-taking
  - Limited available expertise
  - Cumbersome procedures

for successful engagement: support for policy reform, institutional strengthening
Institutional policies and engagement

**Policies consistent with each other but insufficient monitoring to assess their effectiveness**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Stakeholder inclusion</th>
<th>Safeguards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant progress</td>
<td>Reinforced by policies</td>
<td>Enhanced coverage</td>
</tr>
<tr>
<td>GEF Gender Partnership: strong knowledge sharing forum</td>
<td><strong>Indigenous Peoples Advisory Group</strong> gained credibility</td>
<td>Would benefit from knowledge sharing</td>
</tr>
<tr>
<td></td>
<td><strong>GEF CSO Network</strong>: position weakened.</td>
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</table>
# Systems

## Results-based Management

- Improved in GEF-7
- GEF Portal: Improved reporting, data quality
- Agency self-evaluation systems support accountability and reporting

## Knowledge Management

- Progress during GEF-7
- Key role in sustainability and scaling up
- Knowledge platforms effective in facilitating knowledge exchange

### Opportunities to Strengthen

- Capture results of integrated programs
- Develop indicators on socioeconomic co-benefits
- Incentivize learning
- Strengthened guidance on KM
- Design technical solution
- Enhance use of knowledge platforms
Conclusions

1. A relevant financing mechanism
2. Advances integrated programming and systemic transformation
3. Strong record of performance
4. A source of predictable environmental finance that enables mobilization of co-financing and scaling up
5. Supports policy reforms
   Advancing policy coherence will require substantial efforts
6. Implementation mechanisms (EA, MSP, SGP) are effective
   Scope for increasing effectiveness
7. Supports innovation and prepares the groundwork for other donors to scale up
8. Policies and systems are consistent with good practice; provide opportunities to strengthen inclusion
## Recommendations

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Process</th>
<th>Engagement</th>
<th>Innovation</th>
<th>Policies &amp; Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrate additionality of integrated programs</td>
<td>Review processes to speed up the move to implementation and execution</td>
<td>Strategic approach to country engagement</td>
<td>Continue supporting innovation to advance transformational change</td>
<td>Monitor policy implementation to assess effectiveness</td>
</tr>
<tr>
<td>SGP: reappraise vision, expand its purpose and impact potential</td>
<td>Establish clear rules for Agency interaction</td>
<td>Increase support to LDCs and SIDS</td>
<td>Articulate the acceptable risk</td>
<td>Enable aggregated reporting on programs</td>
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<td>Consider a window for financing innovation</td>
<td>Develop indicators for socioeconomic co-benefits</td>
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<td>Incentivize learning across the partnership</td>
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