

FY2027 IEO Work Program and Budget



Introduction

Agenda

- 1 **OPS8 Finalized**
- 2 **FY27 Evaluation Work in Progress**
- 3 **Knowledge Management and Learning**
- 4 **Budget and Human Resources**



Finalized

**Eighth
Comprehensive
Evaluation of
the GEF**





INSTITUTIONAL &
SYSTEM-LEVEL

THEMATIC

COUNTRY CLUSTER

KNOWLEDGE

FY27 Evaluation Work in Progress

Institutional & System-Level

4

IEO Four-year Strategy



Management Action
Record Review



Portfolio Performance
Report (PPR) 2027



LDCF/SCCF Annual
Evaluation Report



Annual Work Programs
& Budgets (GEF,
LDCF/SCCF, GBFF)



INSTITUTIONAL

THEMATIC

COUNTRY CLUSTER

KNOWLEDGE

FY27 Evaluation Work in Progress

Thematic



Gender Policy Evaluation



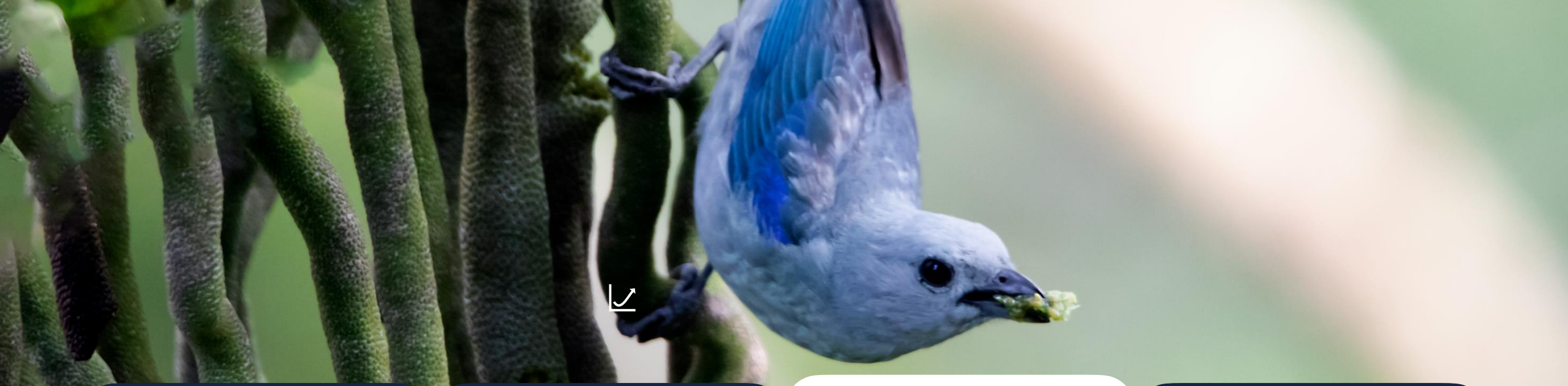
Off-grid Energy
Evaluation (Africa)



LDCF/SCCF Program
Evaluation



GBFF Evaluation



INSTITUTIONAL

THEMATIC

COUNTRY CLUSTER

KNOWLEDGE

FY27 Evaluation Work in Progress

Regional / Country Cluster



West Africa Coastal
Evaluation



Caribbean SIDS Evaluation



Central Asia Evaluation



Amazon Biome Evaluation



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THEMATIC

COUNTRY CLUSTER

KNOWLEDGE

FY27 Evaluation Work in Progress

Knowledge



Finance for Coral Reefs (Belize)



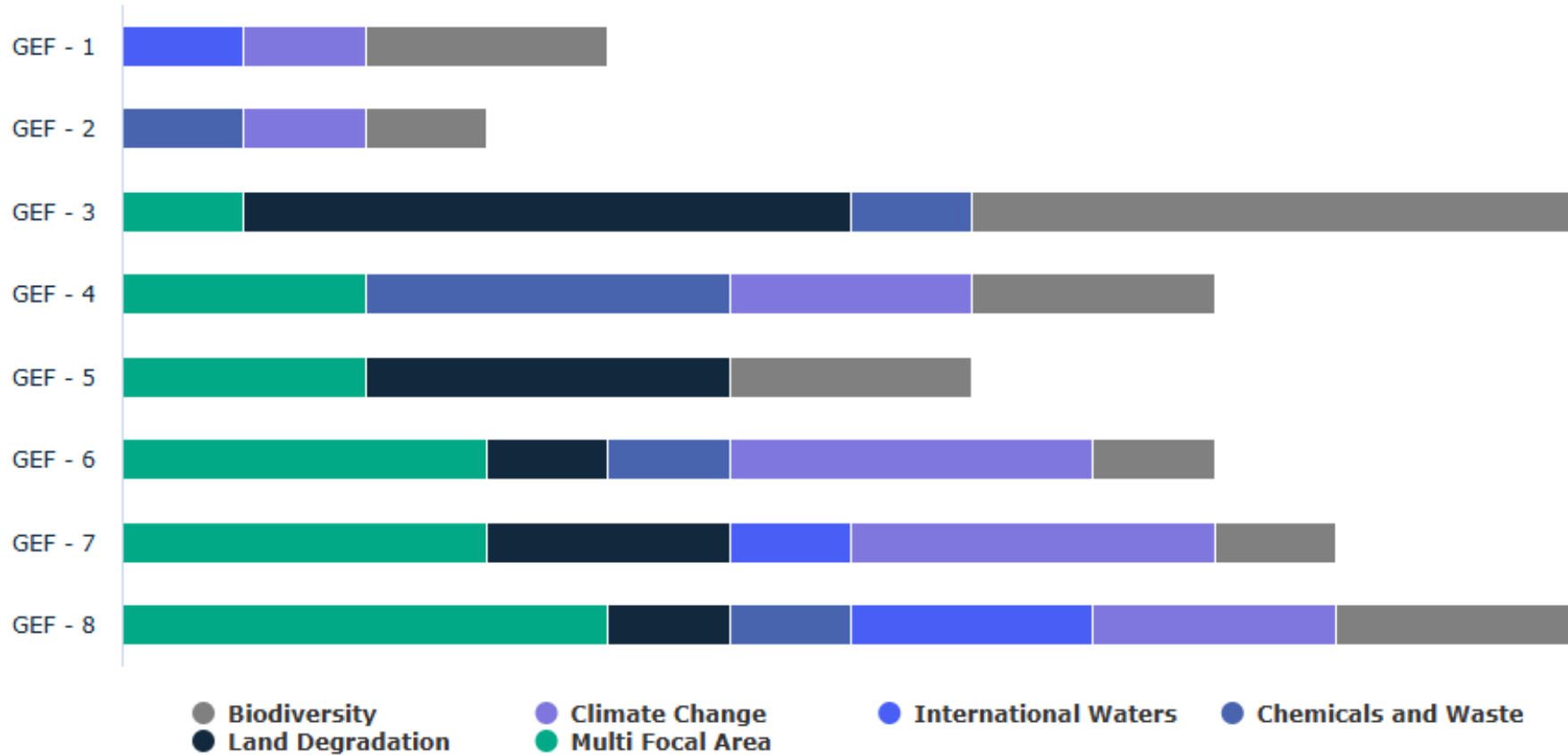
Country Evidence Series: StoryMaps

Uzbekistan: Road to Sustainability

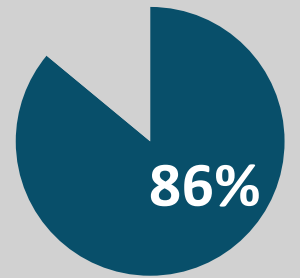
In Uzbekistan, the land tells a story. Water is scarce.
Soils are under pressure. Ecosystems are changing.

And across sectors, from agriculture to cities, the effects are interconnected.

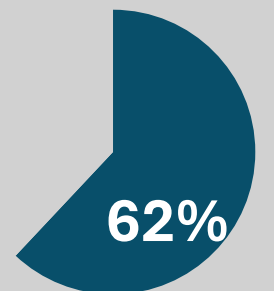
Environmental challenges & GEF response



Outcomes



Sustainability

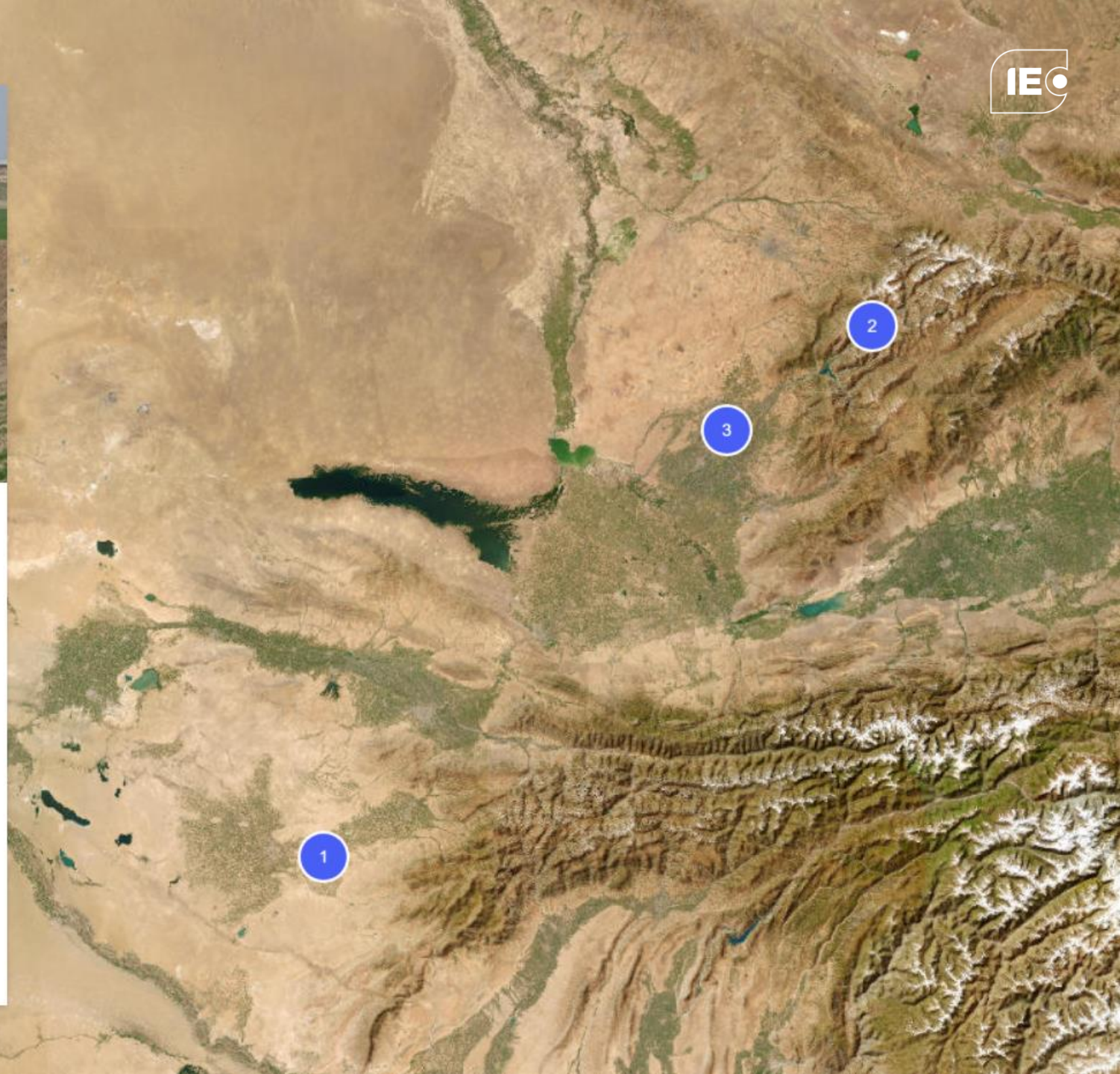


Source: GEF Portal as of February 2026.

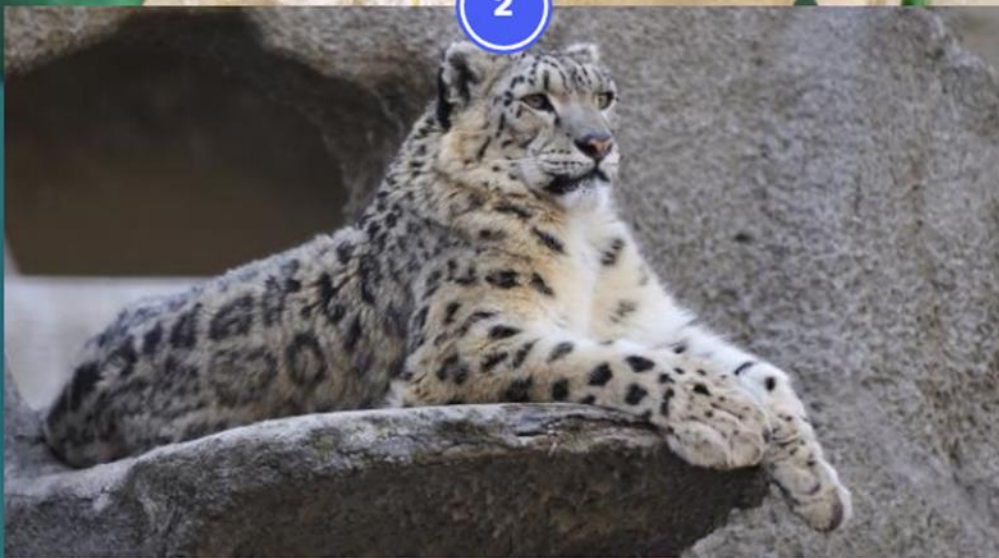


In drought-prone landscapes, farmers are adopting water-saving practices and restoring degraded land.

A pilot in Kashkadarya district showed that planting drought-resistant tree species on sloping rainfed land can increase productivity.



2



In mountain ecosystems, protected areas are expanding and monitoring systems are improving.

Estimates of snow leopard populations have risen from 75 to 112.

3



In Tashkent, a new model is emerging.

A green urban transport corridor integrates electric buses, dedicated lanes and green infrastructure. It is not just a transport solution, but also a systems approach to urban sustainability.



Across the portfolio, several lessons stand out:



Projects succeed when **livelihoods and environmental goals align**



Impact lasts when **backed by policy and regulation**



Results depend on **implementation capacity, not just design**



Scaling requires **early integration into markets and institutions**



Long-term outcomes rely on **strong monitoring systems**

In short: strong results are not enough, but systems must sustain them.

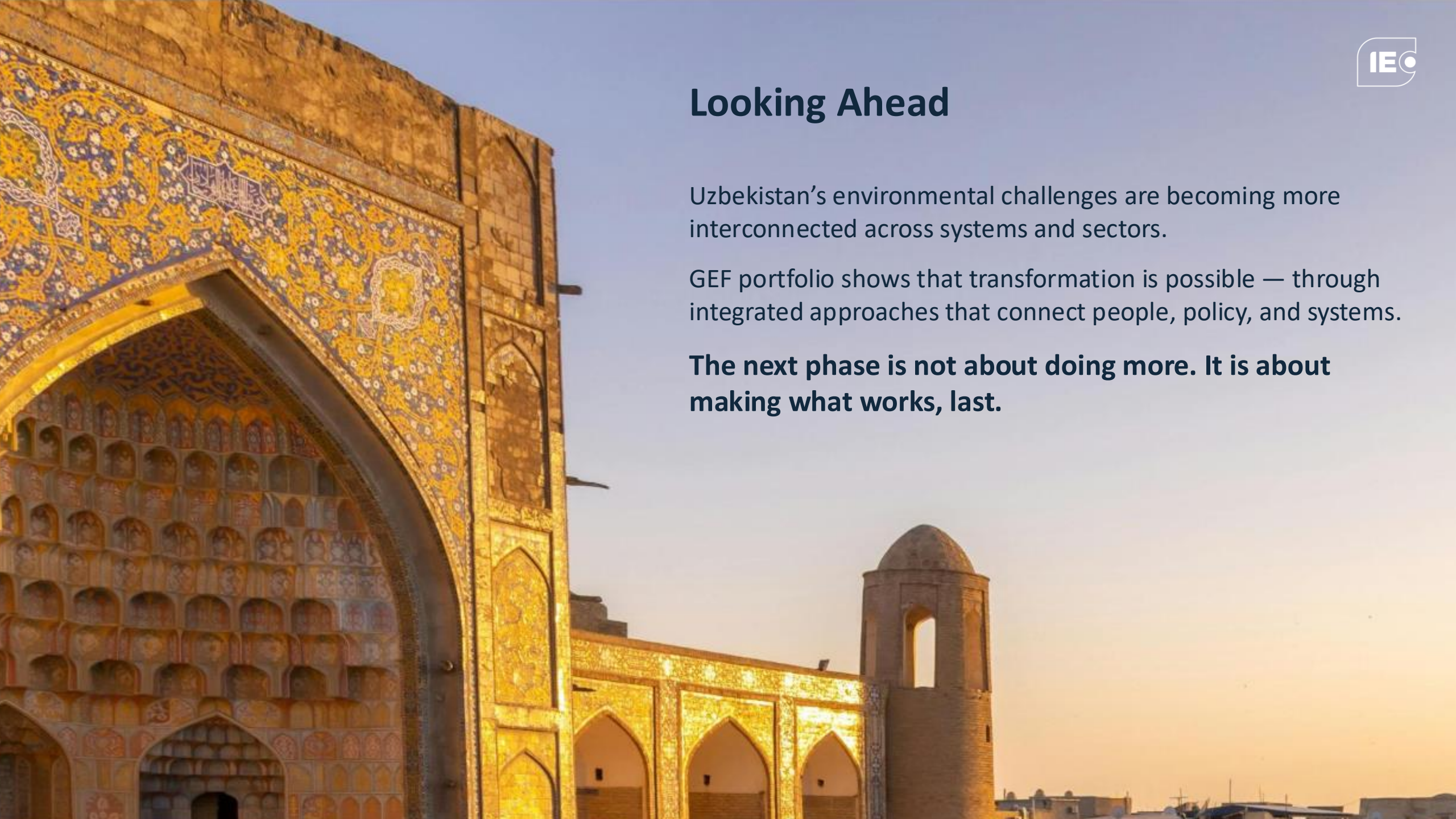
Zarifakhon Mamatqulova, an entrepreneur and a winner of the project's startup competition for women in the refrigeration and air conditioning sector, at her repair shop.

Looking Ahead

Uzbekistan's environmental challenges are becoming more interconnected across systems and sectors.

GEF portfolio shows that transformation is possible — through integrated approaches that connect people, policy, and systems.

The next phase is not about doing more. It is about making what works, last.



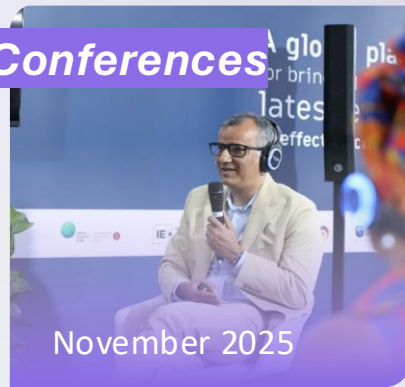
KM & Communications



COP30: Evidence for Climate Action (E4CA) Pavilion
Belem, Brazil



COP30: Climate Funds Pavilion
Belem, Brazil



COP30: Moana and Africa Pavilion
Belem, Brazil



2026 UNEG Evaluation Week
Tokyo, Japan



Future of Evaluation Dialogue on Participatory Evaluation
Virtual



2026 UNEG Evaluation Week
Tokyo, Japan



EvalforEarth Webinar: Resilient SIDS
Virtual



Evaluation Cooperation Group (ECW)
Manila, Philippines

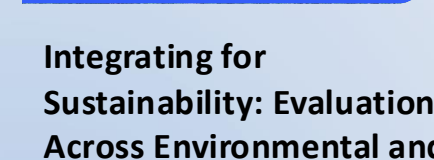
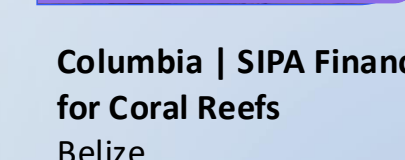
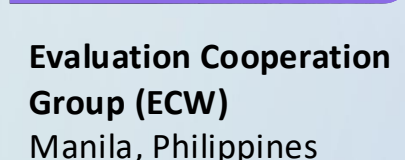
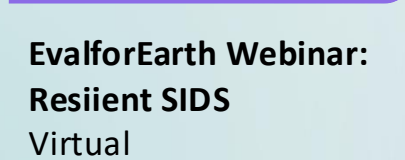
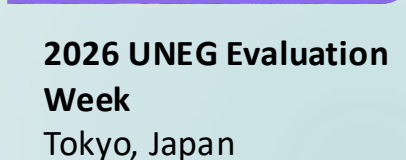
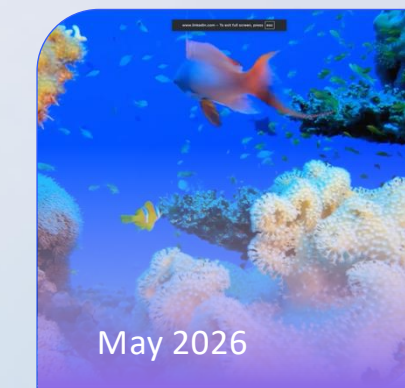
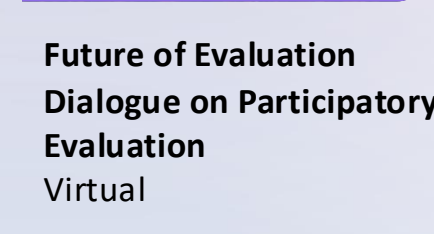
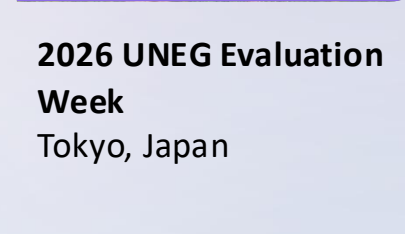
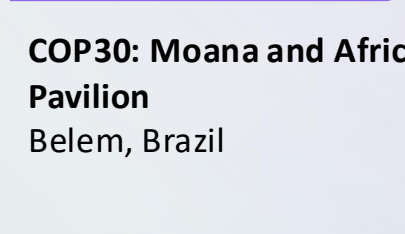
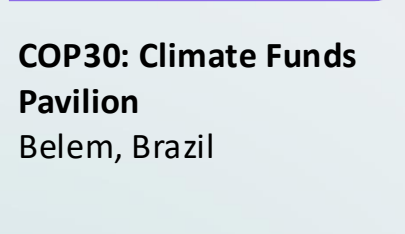
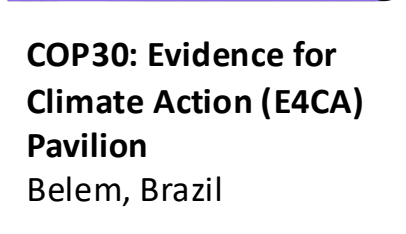
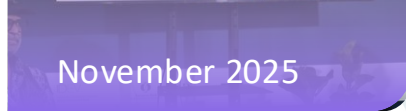
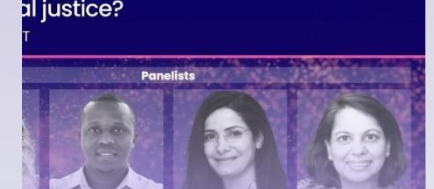


Columbia | SIPA Finance for Coral Reefs
Belize



Integrating for Sustainability: Evaluation Across Environmental and Socioeconomic Domains

International Evaluation Networks and Conferences



KM & Communications



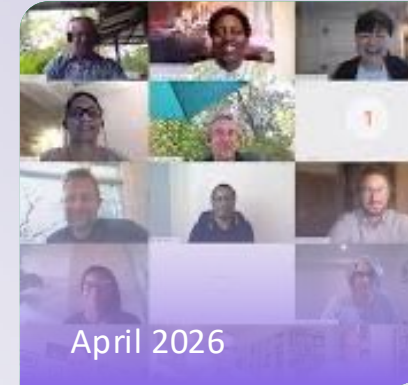
**GEF-9 Replenishment
(Third Meeting)**
Bonn, Germany



**IEO Communications
Workshop**
Washington, D.C



**Pacific Expanded
Constituency
Workshop**
Nadi, Fiji



**GEF-9 Replenishment
(Fourth Meeting)**
Virtual



**Global Forum for the
GEF Integrated
Programs**
Nairobi, Kenya



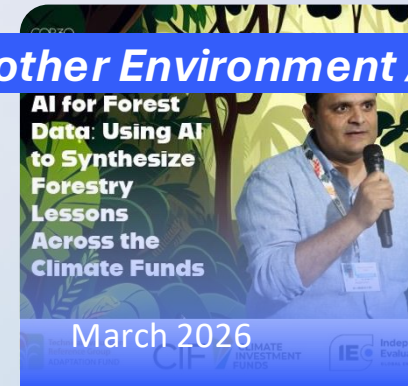
**Eastern Africa
Expanded Constituency
Workshop**
Washington, D.C



**IEO Workshop on
Evaluating
Transformational Change**
Washington, D.C



**Webinar | Country
Ownership Across
Multilateral Climate Funds**
Virtual



**AI & Sustainable Forest
Management Report**
Virtual



**Joint Report on
Transformational Change**
Virtual

New Website Update

Launch October 2025

Current Website Statistics

Between October 2025 – April 2026



44,827

Total Website Views



19,781

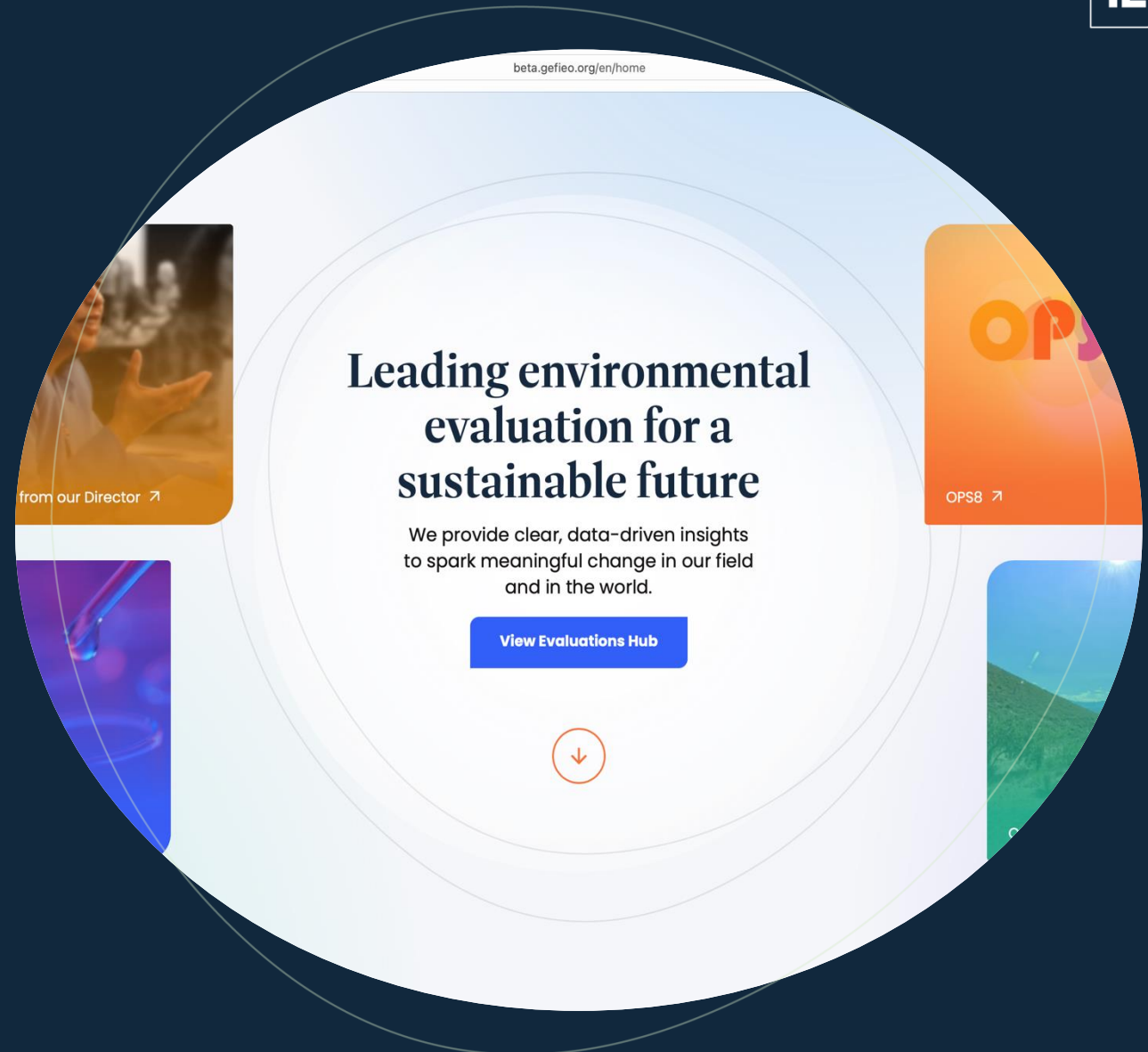
Unique Visitors

OPS8

Top Viewed
Evaluation

OPS8 report

Top Downloaded
Evaluation



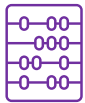
OPS8 eReader



Interactive micro-site



Clickable charts and graphs



Intuitive index & navigation



Progressive scrolling

PART III

7.4
Factors affecting
social inclusion

7.5
Community-based
approaches

7.6
The small grants
programme

7.7
Summary



8. Engagement with the private sector

Private sector engagement has become increasingly relevant to the GEF, stemming from the recognition that global environmental challenges and the advancement of transformational change cannot be addressed by public sector efforts alone. Drivers

Social Media & Content



Between January 1, 2026 – May 31, 2026

50,062

Total Impressions
Over the last 3 months

24.3% ▲

Total Engagements
Compared to the previous 90 days

Top Post

23,606

Impressions

123

Engagements

15,050 ▲

Total Members
Reached
Compared to the previous
90 days

53.7% ▲

Follower Base
Over the last year

3,650 Followers



Similar growth across Twitter/X



EvalVision

GWP
Chemicals & Waste
NbS
OPS8



WebVR

4 Evaluations
covered in
Mexico

Budget Utilization FY2026



Department

IEO

Calendar

FY25

US\$ millions

Operational costs

\$5.341

Evaluations

\$1

* Including:

Office Lease

\$0.32

WB 11% indirect costs

\$0.771

Total

\$7.782

Overall Budget Use

Budget Request FY2027



Department

IEO

Calendar

FY27

US\$ millions

Operational costs

\$5.826

Evaluations

\$0.80

* Including:

Office Lease

\$0.391

WB 11% indirect costs

\$0.816

Total

\$8.233

Total Budget

Human Resources

FY26

FY27



19 staff

1 ETC

19 staff

2 ETC

Recommended Council Decision



Date

June 2026

The Council, having reviewed the “FY 2027 Work Program and Budget of the Independent Evaluation Office,” acknowledges the progress made by the GEF Independent Evaluation Office (IEO) in the reporting period. The Council approves the annual IEO budget for FY27 for a total of \$8.233 million, which includes the 11% Indirect overhead charge in accordance with the decision made by the GEF Council at its 64th Session in June 2023.



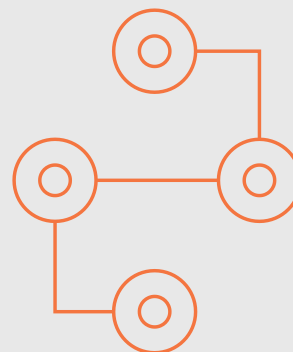
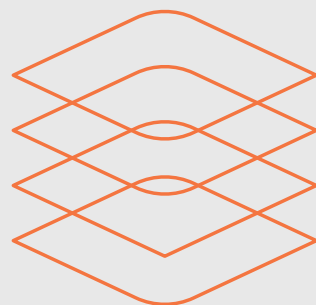
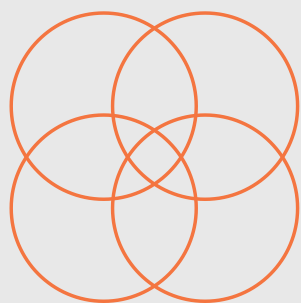
GEF Evaluation Policy 2026

2026

PURPOSE

REINFORCEMENT

APPLICATION



Purpose Of The Revised Policy

2026

PURPOSE

REINFORCEMENT

APPLICATION

1

Builds on the 2019 policy with a more streamlined and coherent framework

2

Strengthens safeguards for independent and credible evaluation

3

Aligns with international good practices across multilateral institutions

4

Responds to evolving GEF strategic directions across replenishment cycles

5

Strengthen accountability, learning, and evidence-based decision making



How The Policy Strengthens Evaluation

2026

PURPOSE

REINFORCEMENT

APPLICATION

1

Clearer safeguards for IEO independence and evaluative autonomy

2

More coherent governance arrangements, roles, and accountability across the GEF partnership

3

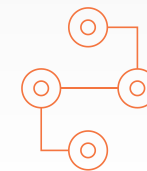
Stronger emphasis on evaluation for learning and strategic decision making

4

Advancing evaluation practice through innovation in methods, data use, and responsible AI

5

Increased attention to long-term sustainability



From Policy to Practice

2026

PURPOSE

REINFORCEMENT

APPLICATION

1

Promote consistent application across the partnership

2

Strengthen country-level learning and use of evidence

3

Expand knowledge sharing and peer exchange

4

Continue innovation in methods and evaluation practice

5

Improve uptake of lessons into future programming



Recommended Council Decision

2026

PURPOSE

REINFORCEMENT

APPLICATION



Recommended Council Decision The Council, having reviewed the document “The GEF Evaluation Policy: 2026”:

- (1) Approves the GEF Evaluation Policy contained in Section 2 of this document, which supersedes the previous 2019 GEF Evaluation Policy.
- (2) Authorizes the GEF Independent Evaluation Office to proceed with its dissemination and implementation.



EVALUATION OF THE GEF SUSTAINABLE CITIES PROGRAM



Independent
Evaluation Office
GLOBAL ENVIRONMENT FACILITY

GEF COUNCIL 71

33

Countries

\$480M

GEF financing

90

Cities

\$6B

Cofinancing

PROGRAM SCALE AND REACH

Systems based approach to urban sustainability

HIGHLY RELEVANT TO URBAN CHALLENGES



Alignment with UNFCCC, CBD, and UNCCD



Integrated urban planning and policy reform



Green infrastructure and biodiversity



Land restoration and socio-economic benefits

CATALYTIC EFFECTS AND REPLICATION



**TRANSIT
ORIENTED
DEVELOPMENT
APPROACHES
SCALED IN
CHINA AND
PERU**



**USE OF EV
FOR WASTE
COLLECTION
EXPANDED
STATEWIDE
IN ANDHRA
PRADESH,
INDIA**



**FOLLOW-ON
FINANCING
MOBILIZED
FROM MDBS
AND CLIMATE
FUNDS**

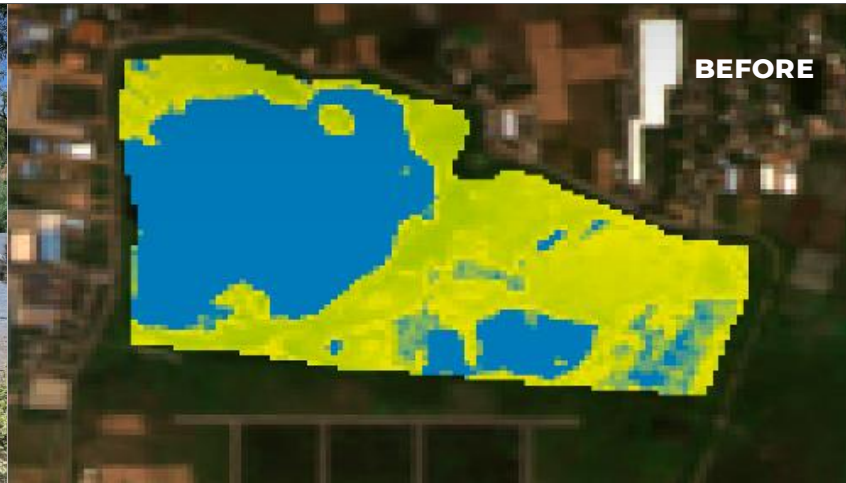


**NATURE-
BASED
SOLUTIONS
ATTRACTING
REPLICATION
INTEREST**

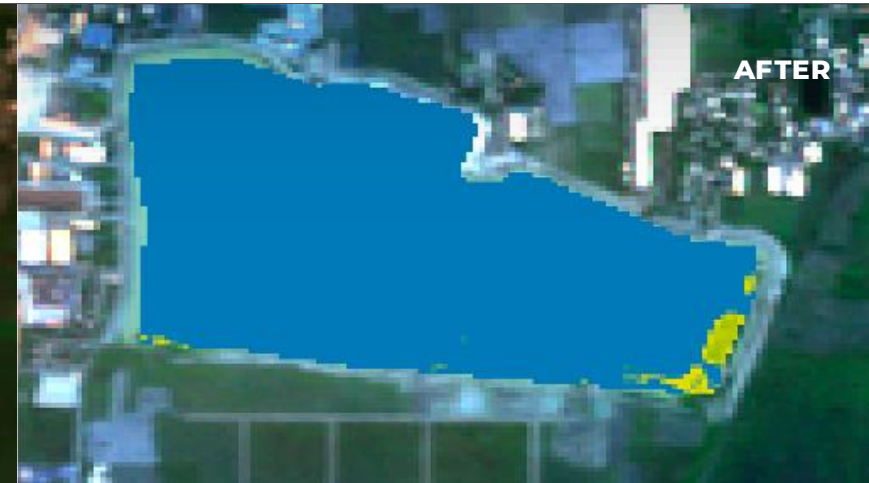
POSITIVE ENVIRONMENTAL OUTCOMES EMERGING



01 **FILTERING GARDEN**
Recife, Brazil



02 **NDVI CHANGE: KADAPAKKAM LAKE**
Chennai, India



Legend: NDVI
Values

| | | |
|----|------|-----|
| <0 | 0.2- | >0. |
| .2 | 0.4 | 4 |



CATALYTIC, BUT NOT YET FULLY TRANSFORMATIONAL

01 Strong entry point
for integrated
planning

02 Demonstration
pilots generating
momentum

03 Cross-sector
synergies remain
uneven

04 Transformation at
scale still
emerging



BRAZIL

SDG Observatory across 5,500+ municipalities



PIKINE & GUÉDIAWAYE, SENEGAL

Flood management committees sustained capacity



CHINA

TOD tools institutionalized



INDIA

Waste Management IT platform further developed



XALAPA, MEXICO

Shifts in priorities affected implementation

INSTITUTIONAL ANCHORING IS CRITICAL



Cumulative. **\$47M**

GEF-8 **\$19M**

GLOBAL PLATFORM ADDS VALUE, WITH SCOPE TO BETTER SUPPORT COUNTRY PROJECTS

PROGRESS

More practical,
contextualized
guidance

Stronger
engagement with
cities, NGOs,
academia, private
sector

FURTHER SCOPE

Better alignment
with country project
needs/timelines

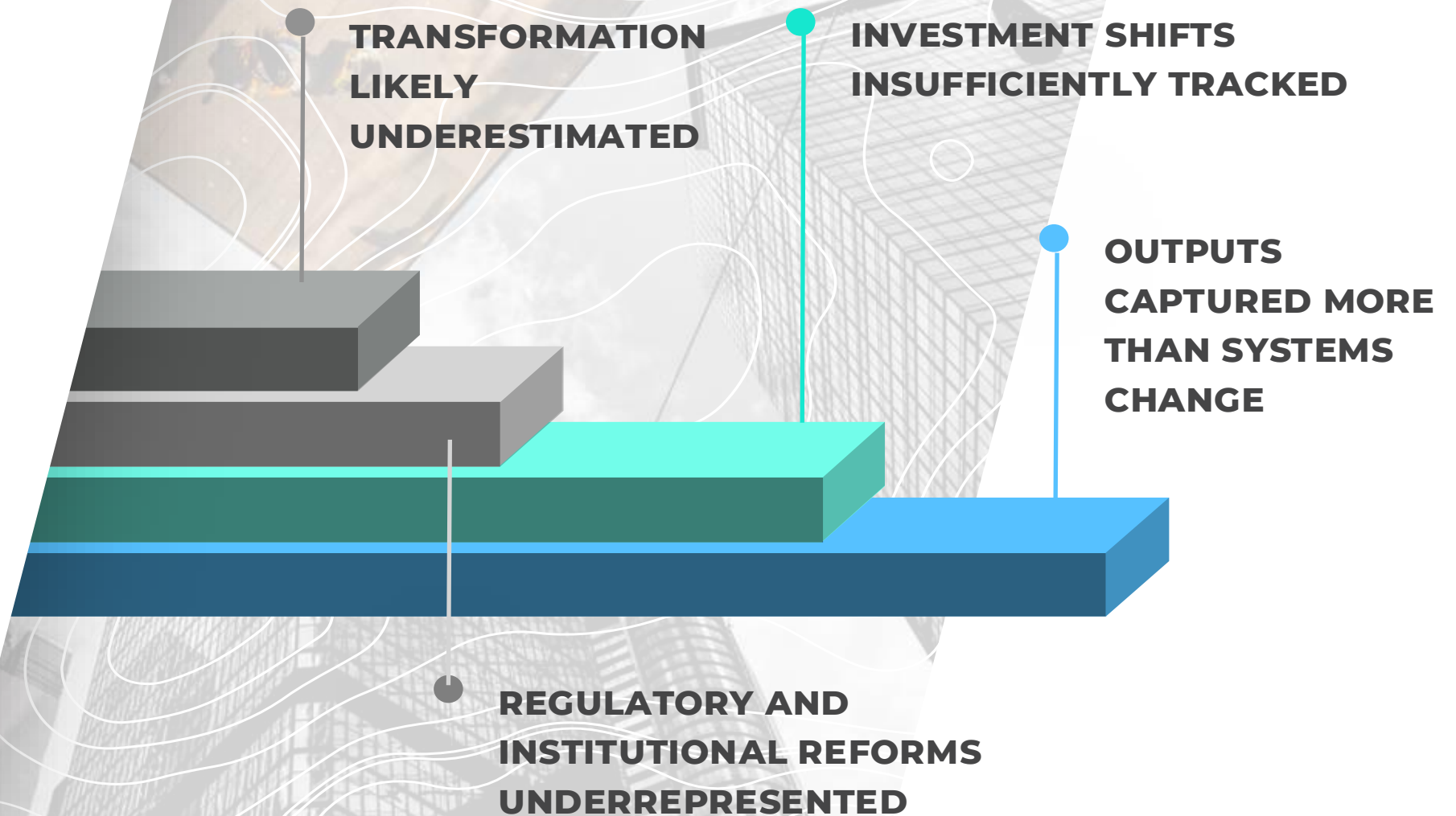
Stronger translation
of knowledge into
action



CURRENT M&E SYSTEMS UNDER- STATE CHANGE



Evaluation of the GEF
Sustainable Cities Program



WHAT IS WORKING WELL

**STRONG
ALIGNMENT
WITH
GLOBAL
AGENDAS**

**PILOT
INVESTMENTS
WITH
TANGIBLE
RESULTS**

**HIGH
COFINANCING
LEVERAGE**

**GROWING
FOCUS ON
INCLUSION
AND
LIVELIHOODS**



RECOMMENDATIONS



STRENGTHEN THE FOCUS ON INVESTMENTS AND SUPPORT THE REPLICATION OF INVESTMENT PILOTS

DT



**IMPROVE
SUPPORT TO
CHILD
PROJECTS
WHILE
SUSTAINING
KNOWLEDGE
AND
CONVENING
FUNCTIONS**

02



**MEASURE AND
TRACK SYSTEM-
LEVEL
TRANSFORMATION
OVER TIME,
ALIGNED WITH
STRATEGIC
DIRECTIONS**



EVALUATION OF GEF SUPPORT TO MARGINALIZED GROUPS

GEF COUNCIL 71



RATIONALE



Who the GEF engages and how



Implications for outcomes



Understanding the contribution in FCS context

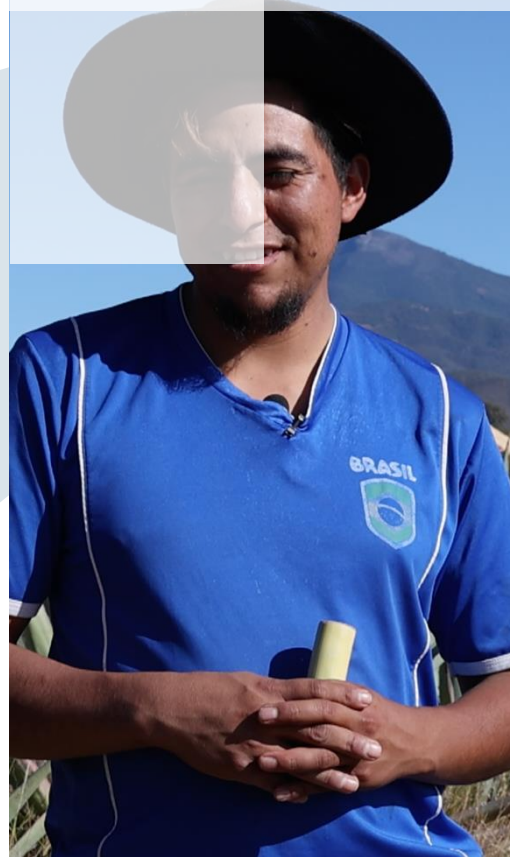


Shifting focus from compliance to outcomes

THREE DIMENSIONS OF ENGAGEMENT

SYSTEMIC MEASURES

What Enables
Meaningful
Engagement?



PARTICIPATION ACTIVITIES

How People Are
Engaged



SOCIOECONOMIC CO-BENEFITS

Consideration of
co-benefits at
design

ENGAGEMENT IS BROADENING BUT PROGRESS VARIES

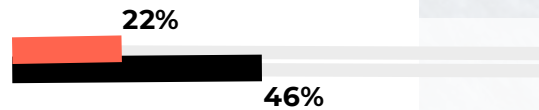


1

At least one marginalized group



Women + IPLCs + Youth



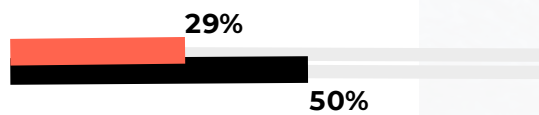
Women



Youth



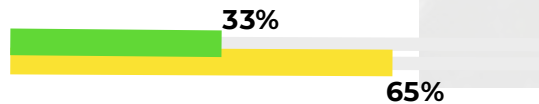
Indigenous Peoples & Local Communities



Persons with disabilities



Women + IPLCs + Youth



Completed Ongoing Stable FCS

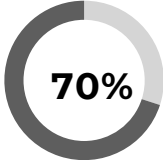
Eldoret-Iten Water Fund project
Kenya IFAD (GEF-7)

STRONG REVIEW PROCESS, WEAKER ON FOLLOW THROUGH

Projects



Reviewed for compliance



Received substantive feedback



Gender addressed most frequently

CHALLENGES



Tracking beyond design into implementation



Self-tagging



Indicators to track engagement



MEANINGFUL ENGAGEMENT IS ASSOCIATED WITH BETTER OUTCOMES



*Planned and
implemented participation*



*More types and more
groups involved*



*Systems → participation
→ marginalized co-
benefits*

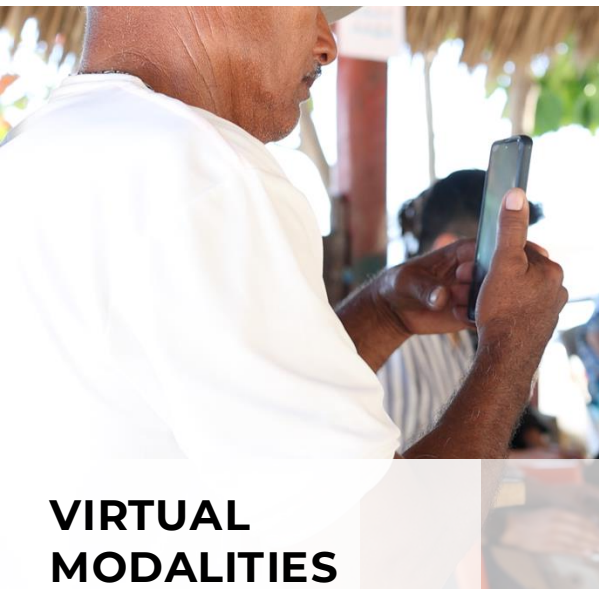


*Marginalized engagement
can offset fragility in FCS*

Nepal Crop Genetic Diversity Project

UNEP-GEF project (GEF-5)

GOOD PRACTICES IN ENGAGEMENT



VIRTUAL MODALITIES



EARLY AND ROBUST STAKEHOLDER IDENTIFICATION



SUSTAINED COMMUNITY TRUST-BUILDING



DEDICATED BUDGET LINES AND REAL-TIME INCIDENT TRACKING

”

“However, the desire for more knowledge exists”



Mexico SGP projects

Oaxaca UNDP (GEF-8)

A photograph of a man and a woman in traditional indigenous attire. The man on the left is wearing a headband with red and purple stripes and a necklace of red beads and wooden pendants. The woman on the right is wearing a blue top and a necklace of colorful beads. They are standing in front of a thatched hut. The word "RECOMMENDATIONS" is overlaid in a white box across the center of the image.

RECOMMENDATIONS

UPDATE AND EXPAND GUIDANCE — LEAVING NO GROUP BEHIND



**STRENGTHEN
REVIEW
PROCESSES AND
BROADEN TO
IMPLEMENTATION**

INVEST IN KNOWLEDGE MANAGEMENT AND LEARNING TO UNDERSTAND WHAT WORKS, FOR WHOM, AND WHY



LESSONS FROM EVALUATING GEF SUPPORT TO

**POLICY
COHERENCE**



**Independent
Evaluation Office**
GLOBAL ENVIRONMENT FACILITY



WHY POLICY COHERENCE MATTERS

- **KEY TO MAXIMIZING LIMITED GEF FINANCE**
- **ESSENTIAL FOR MEA TARGETS & SYSTEMS TRANSFORMATION**

POLICY COHERENCE

DEFINITION

Alignment of environmental + other public policies OR environmental objectives with each other to achieve global environmental benefits (GEBs)

NON-
Environment

ENV-
ironment



GEBs



GEF HAS HELPED ESTABLISH

THE FOUNDATIONS FOR POLICY COHERENCE

GEF

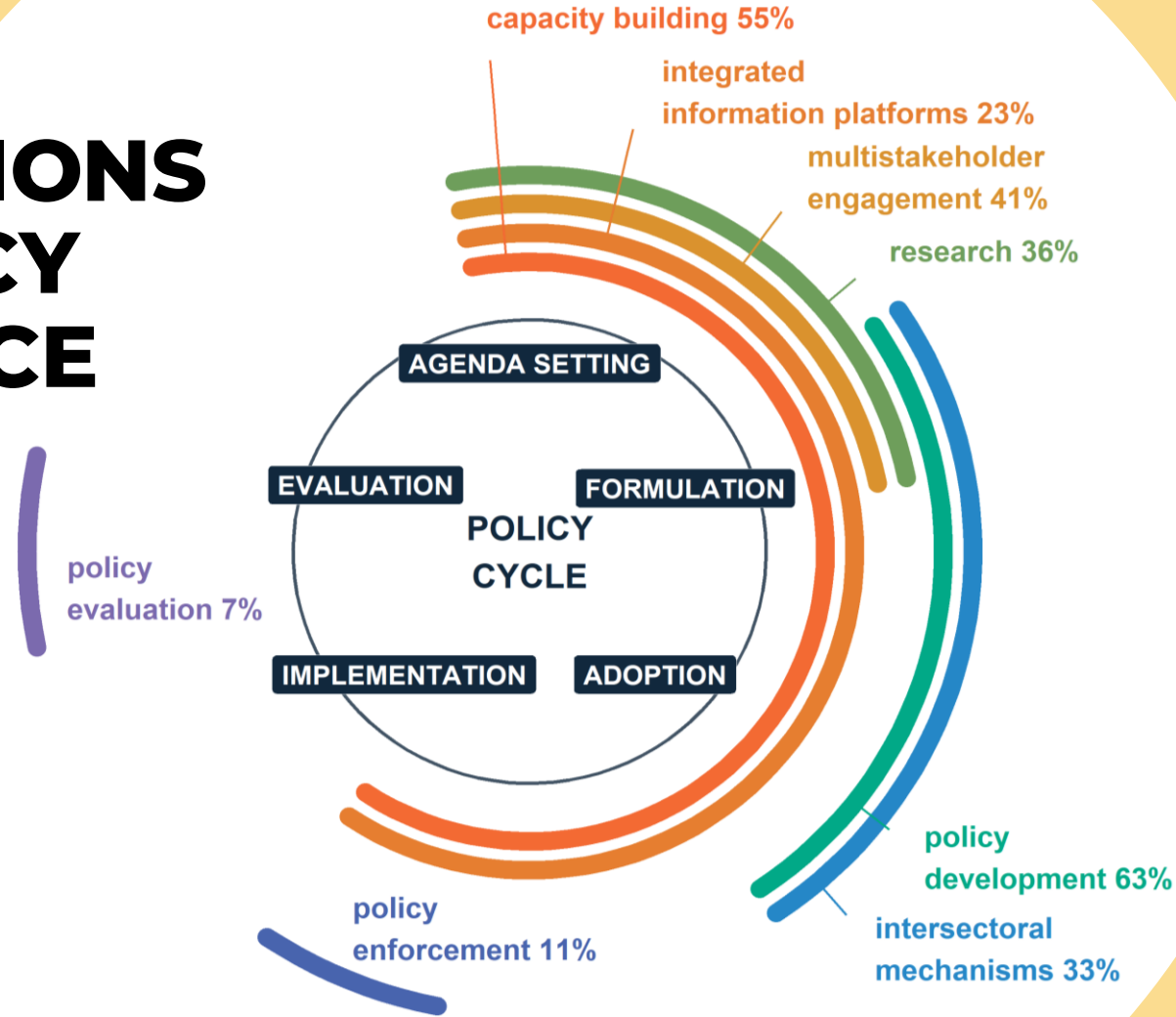
Key Activities



Upstream interventions



Mainstreaming approaches



GEF ADDS THE GREATEST VALUE BY ACCELERATING AND TESTING POLICY REFORMS



Neutral third-party facilitator



Initiatives that governments normally do not (or cannot) fund



GEF'S COMPARATIVE ADVANTAGE LEADS TO TANGIBLE BENEFITS

Azerbaijan

Georgia

Jordan
*Mainstreaming Biodiversity
Conservation in Tourism Sector
Development in Jordan*

Philippines

Uruguay

Zambia
Zambia Integrated Forest Land Project



CHRISPINE ZULU
Environmental Planner



FAISAL AL-ZAWAYDEH
Community Member



ESTHER ZULU
Community Liaison



SUSTAINED PROGRESS NEEDS ATTENTION TO

SOCIOECONOMIC BENEFITS &

POLITICAL REALITIES



**3-7
YEARS**

GEF Project
Cycles





10+
YEARS
Policy
Reform
Timelines

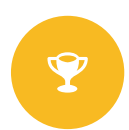
TEMPORAL MISMATCH


GEF PROJECT CYCLE ————— **POLICY COHERENCE** →

Short, upstream
focus of GEF project
cycles

Iterative,
long-term nature
of policy reform

LONG-TERM UPTAKE

 Alignment with
socioeconomic
and development
priorities

 Stronger
engagement beyond
environmental
agencies

LOOKING AHEAD GEF-9

Key challenges

- No shared understanding of policy coherence
- Wide range of country contexts
- Lack of system-level indicators

GEF-9 opportunities



Flexible financing



Partnership model



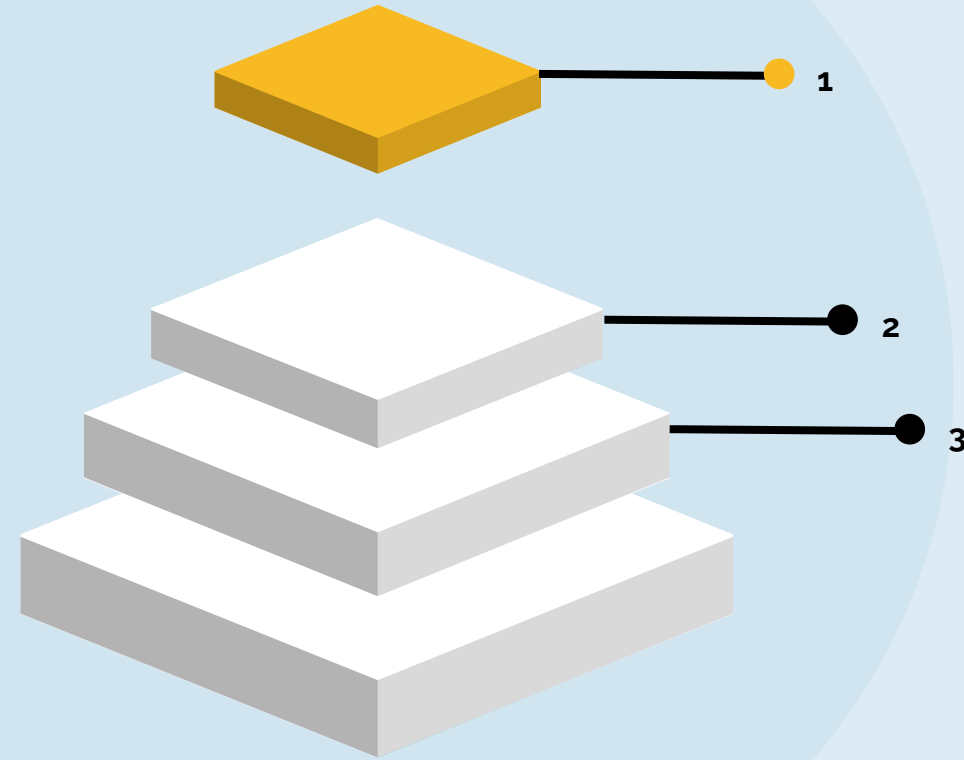
Existing platforms



Multiple modalities



RECOMMENDATIONS



01

CLARIFY AND ARTICULATE THE GEF'S STRATEGIC NICHE

02

**GROUND POLICY
COHERENCE
INTERVENTIONS
IN COUNTRY
CONTEXTS**

03

LEVERAGE EXISTING LEARNING AND MONITORING MECHANISMS