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**THE IEO STAKEHOLDER ENGAGEMENT AND KNOWLEDGE NEEDS ASSESSMENT:
SURVEY RESULTS**

(Prepared by the Independent Evaluation Office of the GEF)

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I. INTRODUCTION AND METHODOLOGY

1 During this reporting period, the Independent Evaluation Office (IEO) conducted a stakeholder survey and knowledge needs assessment to obtain feedback on the quality and use of IEO evaluations and knowledge products. The previous needs assessment was completed in 2015 (GEF/ME/C.49/inf.01), before the Sixth Comprehensive Evaluation of the Global Environment Facility (GEF, OPS6). In response to suggestions on evaluations in the previous survey, the IEO prepared focal-area studies and meso-level evaluations, such as the Review of GEF Support for Transformational Change. In response to stakeholder preferences on the modes of communication, among other activities, IEO introduced learning briefs, prepared tailored communications for the country constituency meetings during the GEF Assembly and revamped the website.

2 The 2019 needs assessment aims to improve the quality of evaluations going into the Seventh Comprehensive Evaluation of the GEF (OPS7); inform future IEO knowledge management, learning, and outreach activities; and provide stakeholder feedback for the ongoing professional peer review of the IEO. A confidential survey in English, French, and Spanish was administered to the GEF Council, the GEF Partnership (GEF Secretariat, Scientific and Technical Advisory Panel, GEF Agencies and projects, GEF country operational focal points (OFPs) and political focal points (PFPs), GEF Civil Society Organization (CSO) Network, secretariats of international environmental conventions), and external stakeholders between September 25 and October 9. There was a total of 1114 responses across all stakeholder groups.

3 The 2019 survey instrument is similar to the instrument used in the 2015 survey, with a few additional questions on relevance, effectiveness of communication channels and the IEO website, and on the focus for knowledge and learning products. The 2019 survey was administered in three languages as compared with the 2015 survey that was only conducted in English. This brought in additional regional variation in responses, with 35 percent of responses in the current survey in languages other than English. Comparisons between 2015 and 2019 may be affected by these differences. In this report, changes since 2015 are included where applicable and where the magnitude is ± 8 percentage points. Moreover, no comparison is provided for small stakeholder groups ($n \leq 30$).

II. FINDINGS

1. Use of IEO Evaluations

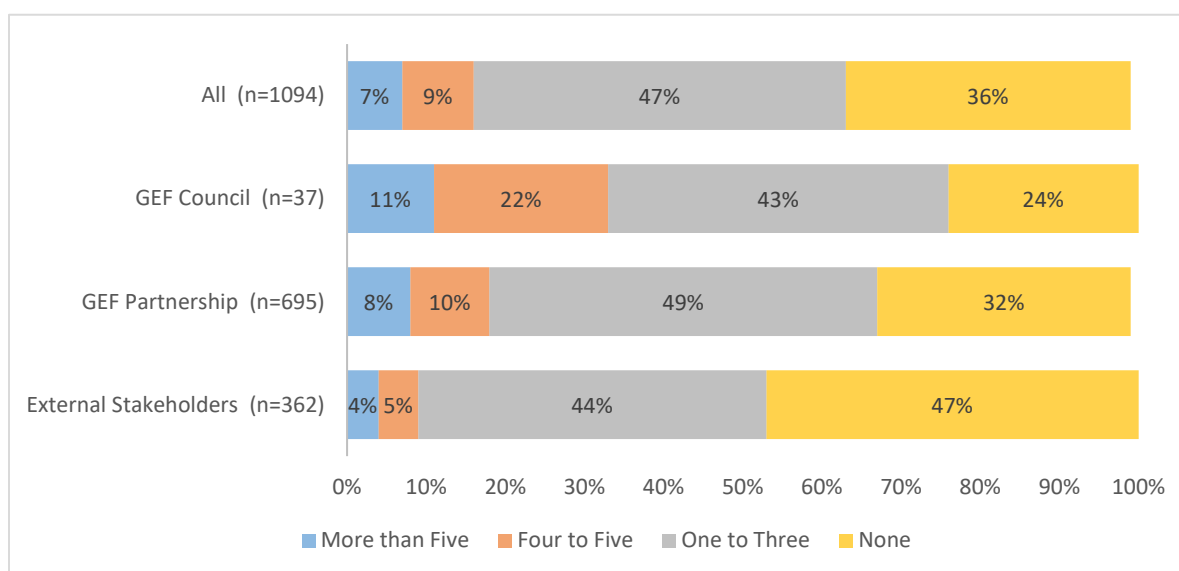
4 This section presents the results on stakeholder familiarity with and readership of IEO evaluations, assessment of the relevance of evaluations planned for GEF-7 (2018–2022), satisfaction with evaluation reports, and types of use by main stakeholder groups.

Familiarity and readership

5 **Eighty-two percent of the respondents were familiar with IEO work.** The Council and the GEF Partnership were the most familiar with IEO reports (97 and 86 percent of respondents, respectively), while external stakeholders at 74 percent were relatively less familiar.

6 **Sixty-four percent of the respondents read at least one or more of the GEF IEO evaluation reports.** The GEF Council and GEF Partnership members read more IEO evaluations (76 and 68 percent, respectively, read at least one evaluation during the past four years), compared with external stakeholders (53 percent). Within the GEF Partnership, the GEF Secretariat and Scientific and Technical Advisory Panel, GEF Agencies, GEF CSO Network, as well as staff from the secretariats of the international environmental conventions were the main users of IEO reports. Between 93 percent and 68 percent of respondents from these groups reported that they had read at least one IEO evaluation during the past four years. In contrast, 57 percent of GEF country operational and political focal points read at least one IEO evaluation report in the past four years. The most commonly read reports across all user groups were thematic and program evaluations, followed by performance, corporate, and country evaluations.

*Figure 1: Number of GEF IEO evaluation reports read**



* Numbers do not add up to 100 percent because of rounding.

Relevance

7 More than 85 percent of the respondents rated the evaluations planned for GEF-7 as relevant, with the comprehensive evaluation as being the most relevant. Across all stakeholder groups, the planned seventh comprehensive evaluation of the GEF was rated as the most relevant, followed by evaluations of impact programs, annual performance reports (APRs), and institutional evaluations.

8 There was some variation in how stakeholder groups assessed the relevance of ongoing and planned GEF-7 evaluations. The GEF Council's respondents almost unanimously favored the

Comprehensive Evaluation, APRs, evaluations of institutional issues and implementation of GEF policies, review of the non-grant instrument, and the evaluation of the country support program. The members of the GEF Partnership regarded the Comprehensive Evaluation of the GEF, APRs, evaluations of impact programs, and institutional evaluations, as well as the innovation and risk management review, as the most relevant. External stakeholders rated the Comprehensive Evaluation of the GEF, the strategic country cluster evaluations, the evaluation of the Small Grants Programme and the evaluations of implementation of GEF policies as the most relevant.

*Table 1: Relevance of GEF-7 evaluations by stakeholder group**

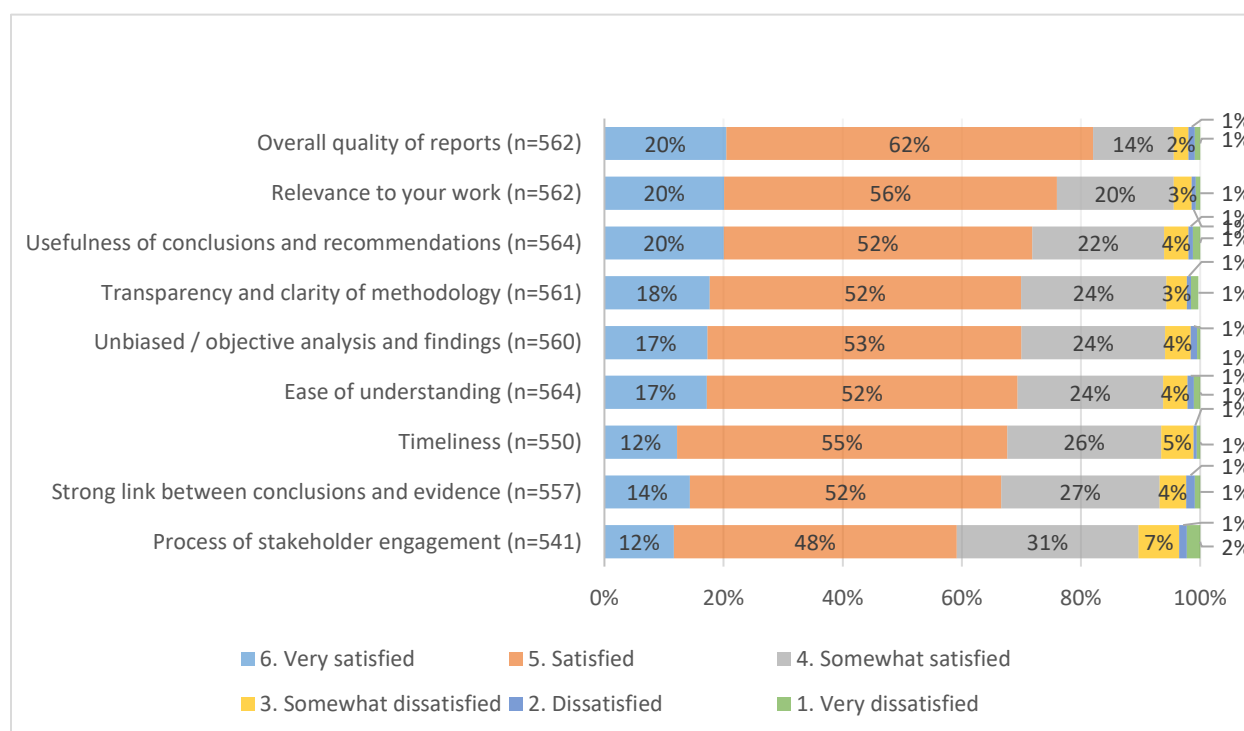
Evaluation	All stakeholders		GEF Council		GEF Partnership		External stakeholders	
	%	(n)	%	(n)	%	(n)	%	(n)
Comprehensive evaluation (OPS)	96	448	100	23	97	298	94	127
Evaluations of impact programs	94	443	96	23	95	296	92	124
Evaluations of institutional frameworks (System for Transparent Allocation of Resources [STAR], results architecture, GEF Portal, knowledge management)	94	442	100	23	95	297	91	122
Annual performance reports (APR)	94	443	100	23	95	294	91	126
Evaluations of GEF policies	93	452	100	23	92	303	93	126
Innovation and risk management	92	436	86	22	93	294	93	120
Evaluation of country support program	92	435	100	22	93	291	89	122
Least Developed Countries Fund (LDCF)/Special Climate Change Fund (SCCF) annual evaluation reports and program evaluations	91	428	90	21	91	287	92	120
Review of medium-size projects (MSP) and enabling activities (EA)	91	439	90	20	91	296	93	123
Strategic country cluster evaluations (SCCE)	91	422	91	23	89	280	96	119
Review of agency self-evaluation systems	91	426	91	22	91	285	91	119
Evaluation of Small Grants Programme (SGP)	90	431	91	22	88	290	94	119
Evaluations of GEF's interventions in private sector supply chains	88	419	89	19	90	283	85	117
Review of the non-grant instrument	87	409	100	22	86	271	84	116
GEF engagement in fragile and conflict-affected situations	86	416	90	20	85	279	87	117

* How relevant are these evaluations to your work during the GEF's current replenishment phase (GEF-7, 2018–2020), please select one per row? (%—the percentage of people who responded, “very relevant,” “relevant,” and “somewhat relevant”; n—the number of respondents who answered the question.)

Satisfaction with evaluations

9 **Ninety-six percent of respondents were satisfied with the quality of evaluation reports.** In addition, more than ninety percent of respondents were satisfied with the relevance, usefulness, ease of understanding, transparency and clarity of methodology, objective analysis and findings, the strong link between conclusions and evidence, and timeliness. Ninety percent of respondents were also satisfied with the process of stakeholder engagement. The percentage of respondents with a high level of satisfaction (very satisfied and satisfied) were 65 percent and above in all categories, except in stakeholder engagement (59 percent). The GEF Council members and alternates, GEF Agencies, GEF OFPs/PFPs, as well as the GEF CSO Network members were most satisfied with the evaluations; the GEF Secretariat staff were the least. **The total percentage of respondents who reported a high level of satisfaction with the overall quality of reports and timeliness has increased by eight percentage points since the last survey, while the high level of satisfaction with the usefulness of conclusions and recommendations has increased by ten percentage points.**

Figure 2: Satisfaction (all stakeholders)



Evaluation use and influence

10 In terms of use, 80 percent of respondents reported using the evaluations to some extent, with one third using them “a great deal” or “very much.” More than 75 percent of the respondents reported using the evaluations as reference material, in designing and modifying projects and programs, for assessing the performance and results of GEF-supported initiatives, as well as for providing advice to others in the GEF Partnership and beyond. Overall, more than 200 examples of use were provided by survey respondents. Most examples of use were cited for the comprehensive evaluation of the GEF, followed by focal area studies, thematic, and performance evaluations.

11 Eighty-four percent of respondents from the GEF Council used IEO evaluations at least to some extent, and half used them “a great deal” and “very much.” Council members and alternates use the evaluations to inform their decisions on policies and strategies, to make a case for a specific course of action, and as reference material.

Table 2: Use of IEO evaluations—GEF Council members

GEF Council—2019	6—A great deal	5—Very much	4—Some extent	3—Little	2—Very little	1—Not at all	Top 3 (4+5+6)
Assessing performance/results of GEF-supported initiatives in my country/organization (n=19)	11%	42%	37%	5%	0%	5%	89%
Making case for a specific course of action (n=25)	20%	44%	24%	8%	0%	4%	88%
Using as a reference material (n=25)	16%	48%	16%	20%	0%	0%	80%
Providing advice to others in the GEF Partnership and beyond (n=25)	12%	40%	24%	16%	0%	8%	76%
Sharing with others (n=25)	8%	40%	24%	20%	8%	0%	72%
Designing/modifying policies and/or strategies (n=23)	22%	22%	26%	9%	4%	17%	70%
Designing /modifying programs/projects/initiatives (n=22)	14%	27%	14%	18%	9%	18%	55%

12 The answers to open-ended questions confirmed that the evaluations were used to support positions during Council and to inform policy decisions: “We have used IEO Reports as independent and credible reference in documents for and discussion with Parliament Committees”; “We have used them [evaluations] to point out potential improvements of policies in Council meetings”; “To support positions during the Council and inform policy decisions including during replenishment negotiations”; “OPS-6 to guide development of GEF-7 replenishment and new programs etc. of GEF-7.”

13 The Council members also reported that the IEO evaluations improved their understanding of certain areas, notably the subject area, lessons from the GEF experience, overall effectiveness of the GEF, implementation of GEF activities, and results of GEF financing.

Table 3: Use of IEO evaluations for learning—GEF Council members

GEF Council—2019	6—A great deal	5—Very much	4—Some extent	3—Little	2—Very little	1—Not at all	Top 3 (4+5+6)
The subject area (n=26)	38%	31%	31%	0%	0%	0%	100%
The overall effectiveness of the GEF (n=26)	27%	35%	35%	0%	0%	4%	96%
Implementation of GEF activities (n=26)	23%	42%	31%	4%	0%	0%	96%
Lessons from the GEF experience (n=25)	28%	40%	28%	4%	0%	0%	96%
What works in environmental programs/policies (n=25)	20%	36%	40%	0%	0%	4%	96%
Results of GEF financing (n=25)	12%	40%	40%	4%	4%	0%	92%
Environmental evaluation methodology (n=23)	17%	30%	39%	9%	0%	4%	87%

14 Seventy-nine percent of respondents from the GEF Partnership used IEO evaluations to some extent, and forty percent used them “a great deal” and “very much.” Members of the GEF Partnership reported using IEO evaluations as reference material, to design and modify programs and projects, to share with others, to provide advice, as well as to design and modify policies and strategies.

Table 4: Use of IEO evaluations—GEF Partnership

GEF Partnership—2019	6—A great deal	5—Very much	4—Some extent	3—Little	2—Very little	1—Not at all	Top 3 (4+5+6)	Change between 2019 and 2015)
Using as a reference material (n=348)	16%	41%	28%	7%	5%	4%	84%	+8%
Designing/modifying programs/projects/initiatives (n=344)	11%	42%	31%	10%	3%	3%	84%	+9%
Sharing with others (n=347)	15%	37%	31%	9%	5%	3%	83%	+11%
Providing advice to others in the GEF Partnership and beyond* (n=339)	12%	37%	32%	12%	4%	2%	81%	
Designing/modifying policies and/or strategies (n=335)	11%	32%	37%	13%	3%	5%	80%	+11%
Making case for a specific course of action** (n=338)	11%	34%	35%	12%	4%	4%	80%	+10%
Assessing performance/results of GEF-supported initiatives in my country/organization* (n=326)	13%	37%	28%	13%	6%	4%	78%	

* In 2015, these answer choices were different, and therefore answers are not compared with results of the 2015 survey: “Providing advice to others in the GEF Partnership and Beyond” (2019)—“Providing advice to others in the GEF Partnership” (2015); “Assessing performance/results of GEF-supported initiatives in my country and organization” (2019)—“Assessing performance /results of GEF-supported initiatives in my country.”

** Please note a slight change in wording of this answer choice compared with the 2015 survey: “Making case for a specific course of action” (2019) “Making case for a particular case of action” (2015). The comparison with results of the 2019 survey is provided since the meaning of this answer choice has not changed.

15 In terms of the areas in which they increased their knowledge and understanding, members of the GEF Partnership rated as highest 'the subject area,' "lessons from GEF experience", "implementation of GEF activities" and "the overall effectiveness of the GEF." Compared with 2015, there was an increase in the share of respondents who mentioned that the evaluations improved their understanding of "what works in environmental programs/policies" and of "environmental evaluation methodology."

Table 5: Applications of IEO evaluations

	6—A great deal	5—Very much	4—Some extent	3—Little	2—Very little	1—Not at all	Top 3 (4+5+6)	Change between 2019 and 2015)
GEF Partnership—2019								
The subject area (n=377)	17%	51%	27%	3%	1%	1%	96%	
Lessons from the GEF experience (n=384)	18%	54%	24%	4%	0%	0%	95%	
Implementation of GEF activities* (n=375)	16%	50%	27%	5%	1%	1%	94%	
The overall effectiveness of the GEF (n=382)	15%	49%	28%	5%	1%	1%	92%	
What works in environmental programs/policies (n=384)	10%	49%	31%	6%	3%	1%	90%	+15%
Results of GEF financing (n=380)	13%	40%	36%	7%	2%	2%	89%	
Environmental evaluation methodology (n=369)	12%	41%	35%	9%	2%	1%	88%	+9%

*The answer choice ("Implementation of GEF activities") is new and was not asked in 2015. There were also slight changes in the wording that did not affect the meaning ("Lessons from the GEF experience" was "Essential lessons from past GEF experience" in 2015).

16 The GEF Secretariat consulted the highest number of evaluations but was the least satisfied. The Secretariat's staff used IEO evaluations largely as reference, to make a case for a specific course of action, as well as for designing and modifying programs and other initiatives. The Sixth Comprehensive Evaluation of the GEF was mentioned as the most useful by the staff as it informed programming decisions for GEF-7 and was used in the replenishment negotiations.

17 GEF Agencies, executing agencies, and project staff most frequently used evaluations to design and modify programs, projects, and initiatives. The stakeholders also used evaluations to assess performance of their portfolio, to develop agency strategies, to learn about environmental approaches and applicable lessons, and to improve project performance.

18 The answers to open-ended questions provide examples of usage:

- (a) *"As GEF coordination office, mostly I am referring the GEF OPS6 evaluation, it has been helpful in all the GEF activity starting from design, preparation of PIF and PPG and implementation."* (GEF Agency)
- (b) *"Evaluation of the biodiversity focal area assisted in the development of our biodiversity strategy."* (GEF Agency)

- (c) *"APR provides useful feedback on project level performance and evaluation quality."* (GEF Agency)
- (d) *"[I use] performance evaluations and thematic and program evaluations to build on lessons learned and recommendations and improve project management."* (Executing Agency/Project)
- (e) *"Impact Evaluation of GEF Support to Protected Areas and Protected Area Systems has been used for proposals to private donors interested in supporting protected areas and in providing arguments to increase the national budget for protected areas."* (Executing Agency/Project)
- (f) *"After reading the reports of the projects that have been implemented thanks to the funding of the GEF, I learned various methodologies and innovations in the field of environmental conservation and adaptation to climate change."* (GEF Agency, unofficial translation from French)
- (g) *"Additionality: as a conceptual model to evaluate the work in our organization."* (GEF Agency, evaluation office).

19 Country operational and political focal points were among the most satisfied users of IEO evaluations among the members of the GEF Partnership. They largely used evaluations to provide advice, as reference material, and to assess performance and results of GEF-supported initiatives in their country. In the answers to the open-ended questions, members of this group also shared that they had used evaluations to make decisions about the national portfolio and to inform partners about portfolio performance:

- (a) *"Programming STAR7"* (GEF OFP/PFP); *"calculation for project proposals"* (GEF OFP/PFP, unofficial translation from Spanish); *"OPS6 to guide the work in the construction of the national portfolio"* (GEF OFP/PFP, unofficial translation from Spanish); *"This allows for some ease in the design of the projects to be submitted to the funding"* (GEF OFP/PFP, unofficial translation from French); *"OPS6 and methodology for transformational change"* (GEF OFP/PFP, unofficial translation from French); *"to inform partners about portfolio performance"* (GEF OFP/PFP).

20 Members of the GEF CSO Network used evaluations to design and modify programs and projects, to share information with other others, and as a reference material. The evaluation of the GEF CSO network was mentioned by this stakeholder group as the most useful, along with the comprehensive evaluation of the GEF, thematic evaluations, and focal area studies. In the comments to the open-ended questions, the Network members mentioned using evaluations to better understand and engage with the GEF, for project development and implementation, and as a guide to evaluations in which they get engaged.

- (a) *"OPS-6, SAERs, Evaluation of Programmatic Approaches, Evaluation of Engagement with the Private Sector, and others—all are very helpful in understanding GEF's latest approaches to its work, the impacts it is having and ongoing challenges it seeks to*

address. Sharing this information internally across our organization helps us to better understand and engage in GEF-supported activities.” (GEF CSO Network)

- (b) *“Overall effectiveness of GEF work programs and country programs to benefit the environment, I used the general findings to help with project development.” (GEF CSO Network)*
- (c) *“Climate Change, the evidence provided, and the work initiatives being supported by GEF to mitigate climate change has shaped our programming in contributing to climate action.” (GEF CSO Network)*
- (d) *“REVIEW OF GEF SUPPORT FOR TRANSFORMATIONAL CHANGE (Prepared by the Independent Evaluation Office of the GEF). It was beneficial in terms of identifying the level of entry when working with GEF in specific countries.” (GEF CSO Network)*
- (e) *“Activities related to Land degradation. We are using in project preparation level and field level as well.” (GEF CSO Network)*
- (f) *“GEF Project performance and progress toward impact in APR 2016. Methodology, performance and quality of terminal evaluations in particular to guide evaluation of a regional GEF project.” (GEF CSO Network)*
- (g) *“The consultation of IEO with me was my basis to know how I can engage with my government and CSO Network of GEF and operational agency of GEF. I use them to influence the other stakeholders to make understanding the issues of indigenous peoples even though they are not applying during the execution of Small Grant Program projects in [my country].” (GEF CSO Network)*

21 Eighty-three percent of external stakeholders, mainly representatives of national and local government agencies and civil society organizations, used evaluations at least to some extent, while 38 percent used them “a great deal” and “very much.” This group used the reports as a reference, to share with others, and to design and modify their own initiatives.

Table 6: Use of evaluation reports—external stakeholders

External stakeholders—2019*	6—A great deal	5—Very much	4—Some extent	3—Little	2—Very little	1—Not at all	Top 3 (4+5+6)
Using as a reference material (n=144)	19%	39%	32%	8%	2%	1%	90%
Sharing with others (n=142)	11%	43%	34%	6%	6%	1%	88%
Designing/modifying programs/projects/initiatives (n=138)	13%	46%	28%	9%	3%	1%	87%
Making case for a specific course of action (n=138)	9%	32%	45%	5%	4%	5%	86%
Providing advice to others (n=135)	10%	39%	35%	10%	3%	3%	84%
Assessing performance/results (n=141)	12%	40%	28%	9%	5%	6%	80%
Designing/modifying policies and/or strategies (n=145)	14%	33%	32%	12%	5%	3%	80%

*In 2015, external stakeholders were not asked the questions about the types of evaluation use.

22 External stakeholders also tended to use evaluations for learning about implementation of the GEF activities, subject area, and lessons from the GEF experience.

Table 7: Use of evaluation reports for learning—external stakeholders

External stakeholders – 2019	6—A great deal	5—Very much	4—Some extent	3—Little	2—Very little	1—Not at all	Top 3 (4+5+6)
Implementation of GEF activities* (n=151)	17%	48%	30%	5%	0%	1%	95%
The subject area (n=150)	15%	51%	29%	5%	0%	0%	95%
Lessons from the GEF experience (n=154)	16%	51%	27%	5%	1%	0%	94%
The overall effectiveness of the GEF (n=150)	15%	49%	27%	7%	1%	1%	91%
Results of GEF financing (n=148)	16%	39%	36%	8%	1%	1%	91%
What works in environmental programs/policies (n=152)	17%	41%	32%	9%	1%	1%	90%
Environmental evaluation methodology (n=151)	17%	40%	33%	10%	0%	0%	90%

*The answer choice (“Implementation of GEF activities”) is new and was not asked in 2015. There were also slight changes in the wording that did not affect the meaning (“Lessons from the GEF experience” was “Essential lessons from past GEF experience” in 2015).

23 Compared with other stakeholders, external audiences more frequently mentioned their use of focal area studies and thematic evaluations. These quotes provide examples of evaluation use:

- (a) *“Thematic and programme [e]valuation specially on Biodiversity. The finding and the procedures were used as template and information for our internal Monitoring and evaluation programme.”* (National/local government)
- (b) *“Sixth Comprehensive Evaluation of GEF (OPS6), was used to evaluate strategies, focal areas their related to the Conventions and new sources of funding.”* (National/local government, unofficial translation from Spanish)
- (c) *“All of them have been very useful. I participate as a member of the technical team (Expert Working Group) for a GCF project. The Group is involved in providing technical guidance and monitoring and evaluation support to the implementing teams of the various components of the project. I have therefore been able to use knowledge from the IEO evaluations to inform/guide my participation in the Group and in influencing and supporting the on-the-ground project implementation activities.”* (National/local government)
- (d) *“[A]s a reference document because I use this report to develop projects on environmental protection.”* (CSO; unofficial translation from French)
- (e) *“The analysis of the challenges and opportunities for global, regional and country development.”* (Academia)
- (f) *“Some of the thematic impact evaluations have helped me better grasp the utility of different approaches and how they can be adapted to mixed methods settings. The*

IEO is addressing some central questions that are usually at the margins (e.g. scaling up) and so pushing the field and introducing approaches.” (Independent consultant)

2. Knowledge Sharing and Knowledge Needs

24 This section presents stakeholders’ assessment of the effectiveness of communication channels used by GEF IEO, preferred communication channels during GEF-7, as well as the knowledge needs.

Effectiveness of communication channels

25 Evaluation briefs, IEO presentations and workshops, the IEO website, and email announcements were rated as the most effective knowledge sharing channels across stakeholder groups. Multimedia, newsletters, and social media were rated as relatively less effective. The Council members gave the highest ratings to IEO presentations and workshops, video and infographics, and evaluation briefs. The GEF Partnership members rated presentations and workshops, briefs, and email announcements as most effective. The external stakeholders assessed as the IEO presentations, briefs, and the website as most effective. This question on effectiveness was not asked during 2015 survey.

Table 8 : Effectiveness of communication channels—all stakeholders

All stakeholders	6—Very effective	5—Effective	4—Somewhat effective	3—Somewhat ineffective	2—Ineffective	1—Very ineffective	Top 3 (4+5+6)
Evaluation briefs (n=480)	26%	45%	23%	4%	1%	1%	95%
IEO presentations and workshops (n=447)	30%	43%	19%	4%	1%	2%	92%
IEO website (n=472)	22%	43%	26%	6%	1%	1%	92%
IEO email announcements (n=466)	27%	37%	27%	5%	1%	2%	91%
Video/multimedia/infographics (n=440)	22%	40%	28%	6%	3%	2%	89%
IEO newsletters (n=456)	16%	38%	34%	7%	2%	2%	89%
Social media (Twitter, Instagram) (n=395)	14%	31%	37%	10%	4%	4%	82%

26 In comments to the survey questions, the respondents shared that they found IEO presentations at the Assembly and Council meetings, at the Expanded Constituency Workshops, and other meetings as most helpful. Several stakeholders commented about the need to communicate in languages other than English and to produce more evaluation summaries. Several comments called for more participatory evaluation processes that would involve GEF OFPs/PFPs and other decision-makers and stakeholders to ensure better communication and use of evaluation reports.

27 More than 90 percent of respondents somewhat agreed that it was easy to find information on the IEO website and that the information was clearly presented there. The

responses were similar across the stakeholder groups, with lower ratings given by the GEF Secretariat (78 percent for both questions).

Table 9: Information availability

All stakeholders	6— Strongly Agree	5— Agree	4— Somewhat agree	3— Somewhat disagree	2— Disagree	1— Strongly disagree	Top 3 (4+5+6)
It is easy to find information and documents on the GEF IEO website (n=483)	19%	49%	25%	5%	1%	1%	93%
The information on the GEF IEO website is clearly presented (n=475)	17%	51%	27%	5%	1%	0%	94%

28 In addition to ratings, the responded provided comments about the IEO website. Some suggested to further improve the search function, including the capability to search for evaluation reports though the GEF website. Other suggestions included the need to increase the use of other media, such as videos and photos. Stakeholders suggested publishing documents in several languages to improve understanding by executing agencies and country stakeholders. In terms of the content, stakeholders suggested publishing short summaries, consolidating findings by thematic and focal areas, presenting examples of good project-level indicators by theme and focal area, publishing good practice or "model" projects and case studies, and making the management action record more visible.

Preferences for dissemination channels

29 Going forward, stakeholders find that useful forms of learning about evaluations are the evaluation briefs (99 percent), email announcements (97 percent), the website (96 percent), synthesis notes with lessons across evaluations (96 percent), infographics (95 percent), as well as IEO presentations and workshops (94 percent). Compared with 2015, more stakeholders view social media as useful (share of those who see this channel as somewhat useful and above increased by 43 percentage points), videos (increase by 19 percentage points), infographics (increase by 16 percentage points), and newsletters (increase by 15 percentage points).

30 By stakeholder group, all GEF Council members find the IEO website, evaluation briefs, synthesis notes, and infographics as most useful. The GEF Partnership members prefer evaluation briefs, email announcements, the IEO website, infographics, and synthesis notes (between 99 and 96 percent of respondents view these channels as somewhat useful and above). The external stakeholders prefer evaluation briefs, email announcements, the website, synthesis notes, and events (between 98 and 95 percent).

Table 10: Usefulness of future dissemination channels

All stakeholders—2019	6— Very useful	5— Useful	4— Somewhat useful	3— Somewhat not useful	2— Not useful	1— Not useful at all	Top 3 (4+5+6)	Change between 2019 and 2015) (Top 3)
Evaluation briefs (2–4-page summaries)* (n=456)	38%	45%	16%	1%	0%	0%	99%	
IEO email announcements (n=459)	40%	39%	18%	2%	0%	0%	97%	+10%
IEO website* (n=452)	37%	42%	17%	2%	1%	0%	96%	+12%
Synthesis notes discussing lessons from several evaluations (n=444)	39%	40%	17%	3%	1%	0%	96%	+12%
Infographics (n=439)	30%	42%	23%	4%	1%	0%	95%	+16%
Face-to-face events/workshops/webinars** (n=438)	45%	34%	16%	4%	2%	0%	94%	n/a
IEO newsletters (n=450)	28%	44%	21%	5%	1%	0%	93%	+15%
Videos/podcasts* (n=425)	26%	43%	24%	5%	2%	0%	92%	+19%
Social media (n=424)	23%	36%	28%	7%	4%	2%	88%	+43%

* Please note slight changes compared with 2015: In 2015, the survey asked about the GEF website (including GEF IEO webpage), since then IEO developed its own website; four-page “Briefs” (2015) are now called “Evaluation briefs”; “Short multimedia/video” (2015) has been changed to “Videos/podcasts” (2019).

** Please note that instead of one question in 2019, “face-to-face events/workshops/webinars,” in 2015 there were two different questions (“Thematic workshops/webinars,” and “GEF IEO launch events/presentations”). Since these are different questions, no comparison between 2019 and 2015 is provided.

31 In comments to the survey questions, respondents suggested to send regular updates on evaluation results to all stakeholders, especially to the GEF OFPs/PFPs. Several respondents also reiterated that both face-to-face and online events are useful to them to learn about evaluation findings.

Knowledge needs identified

32 The survey directly asked stakeholders which themes would be useful to synthesize evaluation knowledge, especially for those who design and implement GEF interventions.

33 **The most useful content areas for IEO knowledge management activities were identified as lessons on design and implementation of environmental programs and projects (90 percent), scaling (88 percent), sustainability of outcomes (87 percent), good practices in monitoring and evaluation design and implementation (87 percent), and guidance in conducting terminal evaluations (84 percent).**

Table 11: Identified useful knowledge products

All stakeholders—2019	6— Very useful	5— Useful	4— Somewhat useful	3— Somewhat not useful	2—Not useful	1—Not useful at all	Top 3 (4+5+6)	Top 2 (5+6)
Lessons on design and implementation of environmental projects/programs (n=459)	53%	36%	8%	2%	1%	0%	97%	90%
Lessons on scaling up outcomes of environmental projects/programs (n=455)	51%	37%	10%	1%	0%	1%	98%	88%
Lessons on sustaining project/program outcomes (n=452)	55%	32%	11%	2%	0%	1%	97%	87%
Good practices in design and implementation of monitoring and evaluation plans (n=453)	52%	35%	11%	1%	0%	0%	98%	87%
Good practices in planning and conducting terminal evaluations (n=447)	46%	37%	14%	2%	0%	0%	98%	84%

34 Through the answers to the open-ended questions, the respondents suggested building monitoring and evaluation capacity of OFPs/PFPs and other country partners, including CSOs. The stakeholders also recommended sharing good practices in evaluation of GEF projects, checklists for preparation and testing of monitoring and evaluation plans. In relation to project design and implementation, the respondents suggested consolidating evaluation lessons on how GEF projects and programs address design and implementation constraints, including good practices in risk assessment and prevention. Other areas suggested including synthesizing lessons on focal areas and programs, and stakeholder engagement, such as lessons in involving communities, women, and youth. The implementation of the IEO knowledge management, learning, and outreach activities during GEF-7 will be based on the findings of this assessment.

III. ANNEX I: RESPONSE RATES

All stakeholders	Population (no. of nonduplicate emails)	No. of responses	Response rate
GEF Council	112	37	33%
GEF Partnership	2820	704	25%
External stakeholders	10702	373	3%
Total	13634	1114	8%
GEF Partnership	Population (no. of nonduplicate emails)	No. of responses	Response rate
GEF Secretariat, Scientific and Technical Advisory Panel, Trustee	99	30	30%
GEF Agencies, executing agencies, and projects	1551	244	16%
GEF OFPs/PFPs and members of their staff	361	182	50%
GEF CSO Network	675	202	30%
Convention Secretariats and GEF focal points in Conventions	134	46	34%
Total	2820	704	25%
External Stakeholders	Population (no. of nonduplicate emails)	No. of responses	Response rate
National and local government	n/a	181	n/a
CSOs	n/a	106	n/a
Other	n/a	86	n/a
Total	10702	373	3%
External Stakeholders—other	Population (no. of nonduplicate emails)	No. of responses	Response rate
Academia/research	n/a	28	n/a
Independent consultants	n/a	7	n/a
Media	n/a	17	n/a

Multilateral/bilateral organizations	n/a	10	n/a
Private for profit	n/a	24	n/a
Total	n/a	86	n/a