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Agenda Item 11

**FY 2025 WORK PROGRAM AND BUDGET OF THE
INDEPENDENT EVALUATION OFFICE**
(Prepared by the GEF Independent Evaluation Office)

Recommended Council Decision

The Council, having reviewed the “FY 2025 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 FY25 for a total of \$8.967 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.

EXECUTIVE SUMMARY

1 This report presents the Independent Evaluation Office (IEO) work program and proposed budget for fiscal year (FY) 2025. It also provides an update on the Office's completed and ongoing evaluations and knowledge management activities during the reporting period of January–May 2024. Since the last Council meeting in February 2024, the IEO has completed three evaluations: Assessing Portfolio-Level Risk in the GEF, Evaluation of Cofinancing in the GEF, and Evaluation of the Global Wildlife Program. The approach paper for the Eighth Comprehensive Evaluation of the GEF (OPS8) was also prepared during this reporting period and is included as a separate working document.

2 This report also includes an update on the evaluations in progress, knowledge management and communication activities during the reporting period, and the Management Action Record. Finally, the IEO budget and staffing for FY25 is presented for Council approval. The full evaluation reports, the OPS8 approach paper, and the Management Action Record are provided in the following working and information documents:

IEO Working Documents

1. GEF/E/C.65/01 Evaluation of Cofinancing in the GEF
2. GEF/E/C.65/02 Evaluation of the Global Wildlife Program
3. GEF/E/C.65/03 Assessing Portfolio-Level Risk in the GEF
4. GEF/E/C.65/04 Eighth Comprehensive Evaluation of the GEF (OPS8) Approach Paper

IEO Information Documents

1. GEF/E/C.65/Inf.01 Management Action Record

3 The GEF-8 budget allocation agreed on for the IEO during the eighth replenishment is \$30.0 million. The budget includes salaries and benefits, operational costs, travel costs, costs for consultants and advisory support, and publications. The FY25 budget request for \$8.967 million is aligned with this envelope.

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I. OVERVIEW

1. During the reporting period, the Independent Evaluation Office (IEO) of the Global Environment Facility (GEF) continued to make progress on evaluations that will feed into the Eighth Comprehensive Evaluation of the GEF (OPS8), to be presented at the fall 2025 replenishment meeting. The IEO has completed three evaluations—Assessing Portfolio-Level Risk in the GEF, Evaluation of the Global Wildlife Program and Evaluation of Cofinancing in the GEF. The IEO has also prepared the approach paper for OPS8 and the Management Action Record. The three evaluations and the OPS8 approach paper are presented as working documents to this Council; the Management Action Record is included as an information document. This report includes an update on the evaluations in progress and the knowledge management and communication activities undertaken during the reporting period. Finally, the budget and staffing of the IEO for fiscal year (FY) 2025 is presented for Council approval.

II. EVALUATION WORK IN PROGRESS

2. Evaluation efforts are actively under way to adhere to OPS8 timelines, mirroring the schedule of the previous replenishment process. Field missions are ongoing to perform post completion verifications and additional case studies. The IEO is employing a diverse range of quantitative and qualitative methodologies including satellite data analysis and artificial intelligence (AI) and leveraging existing survey data collected by other organizations. Various evaluations are in progress, all of which will contribute to OPS8. Approach papers and concept notes for these evaluations are accessible on the [IEO website](#).

Evaluation of GEF Food Systems and Land Use Integrated Programs

3. The primary aim of this evaluation is to appraise the GEF's systemic approach to its programmatic interventions, particularly concerning food systems and land use. It will scrutinize the degree to which GEF food system programs and their constituent projects address the root causes and downstream effects of environmental issues stemming from targeted food systems in both design and implementation phases. Furthermore, it will assess the alignment of GEF Food Systems integrated programs with specific convention guidance and related requirements. Additionally, the evaluation will examine whether project proponents have accounted for crucial interactions (e.g., global market dynamics, geopolitical tensions) that influence the achievement and sustainability of outcomes. Policy coherence, particularly concerning distortions caused by agricultural subsidies, and the alignment of international assistance will also be evaluated, given the multitude of donors operating in this sector. Furthermore, the evaluation will assess attention to gender considerations and the inclusion of the private sector in knowledge management platforms. The findings will be compiled into a comprehensive report slated for presentation to the Council in June 2025.

Evaluation of the Sustainable Cities Integrated Program

4. The GEF Sustainable Cities Integrated Program was assessed in OPS6 ([Review of the Integrated Approach Pilot Programs](#)) and OPS7 ([GEF Integrated Approach to Address Drivers of Environmental Degradation](#)). These evaluations primarily examined the program's design and implementation aspects. The ongoing Evaluation of the Sustainable Cities Integrated Program, conducted within the framework of OPS8, shifts focus to program outcomes, the effectiveness of its knowledge platform, the sustainability of interventions supported, and the value added by the GEF. Moreover, it seeks to distill valuable lessons to enhance the program and benefit stakeholders. The evaluation report is scheduled to be presented to the GEF Council in December 2024.

Evaluation of GEF Programs in Pacific Small Island Developing States (SIDS)

5. The Pacific SIDS are among the most vulnerable countries globally to climate change and its related disasters. Given the GEF's prominent support to these SIDS through various programs, the GEF IEO is undertaking an in-depth evaluation to assess how well these interventions are performing in their specific contexts. The main objective of the evaluation is to provide GEF stakeholders with insights into how relevant, coherent, and effective these programs are in the Pacific SIDS. The evaluation also aims to understand how GEF programs in these countries have evolved and whether they have integrated lessons from past projects. Evaluative evidence will be collected through a comprehensive review of program and project documentation, key informant interviews, contribution analysis, and country field visits. The evaluation will be presented at the December 2024 Council meeting.

Strategic Country Cluster Evaluation of the Amazon Biome

6. The strategic country cluster evaluation of the Amazon aims to gather evidence of the GEF's impact on strengthening biodiversity conservation, reducing deforestation and degradation, and enhancing community livelihoods in the region. Examining the three phases of the Amazon Sustainable Landscapes Program, this evaluation seeks to extract insights and lessons to inform future programming, design, and implementation of GEF initiatives in the area. The evaluation will operate at three levels—strategic, program and project, and country—providing a comprehensive analysis of the GEF's efforts in the Amazon. The findings will directly inform OPS8 initiatives. The results of this evaluation are slated to be presented at the GEF Council Meeting in June 2025.

A Study on the Environmental and Socioeconomic Co-benefits of GEF Interventions

7. This study will provide one of the first systematic, global-scope assessments of the environment and the associated socioeconomic co-benefits of GEF activities—a topic on which limited evidence is available in the literature. It builds on an IEO pilot study in Uganda, which measured income benefits alongside environmental outcomes. The evaluation will draw on currently available geospatial data and socioeconomic survey data in addition to country case studies. The report will be presented to the GEF Council in December 2024.

Evaluation of GEF Support to Nature-based Solutions

8. This evaluation marks the first systematic examination of GEF support for nature-based solutions (NbS). Employing a mixed-methods approach, the evaluation centers on several key aspects:

- (a) Developing the GEF NbS portfolio and analyzing the nature and characteristics of GEF projects involving NbS.
- (b) Identifying influencing factors related to project results and effectiveness, as well as assessing the value and challenges in integrating NbS to deliver global environmental benefits.
- (c) Extracting key lessons for implementing NbS in future GEF interventions and strategies.

9. The evaluation will look at the GEF NbS portfolio using standard evaluation criteria, encompassing relevance, results, sustainability, and coherence. Additionally, it will examine cross-cutting issues such as gender, the private sector, and the inclusion of indigenous peoples and local communities within the NbS framework. The evaluation's findings will be presented at the GEF Council Meeting June 2025.

Assessing Inclusion of Marginalized Groups in GEF-Supported Projects in Fragile and Conflict-Affected Situations

10. The objective of this evaluation is to assess the extent to which GEF projects have been inclusive of historically marginalized groups, with a particular focus on women, indigenous peoples and local communities (IPLCs), youth, and people with disabilities. It aims to compare the level of inclusion across fragile and conflict-affected situations (FCS) and non-FCS contexts. Furthermore, the evaluation seeks to examine the outcomes, both intended and unintended, of this inclusion on the success of GEF projects and any associated socioeconomic co-benefits. It will also pinpoint areas where the GEF can enhance inclusion, specifically within FCS contexts. The evaluation will analyze how frequently GEF-supported projects adhere to GEF policies regarding gender equality and inclusion of IPLCs, the various approaches employed by projects to address the inclusion of historically marginalized groups (particularly in FCS contexts), and the consequences of either addressing or neglecting inclusion of these groups.

Annual Performance Report 2025

11. Annual Performance Report (APR) 2025 aims to offer a comprehensive overview of the results and sustainability of GEF activities, with a particular emphasis on projects within the OPS8 cohort. It will focus on projects for which terminal evaluations were submitted after the closure of OPS7, providing insights into the progress to impact of the OPS8 cohort. Additionally, the report will present an aggregated analysis of the results achieved by GEF-5 and GEF-6 projects, comparing them with the respective targets set for those periods. It will delve into topics such as the performance of the System for Transparent Allocation of Resources (STAR), the distribution of GEF resources among its Agencies, and behavior change in the GEF. The report also will

include a Management Action Record detailing progress in implementing management’s action plan for OPS7 recommendations, as well as advancements on recommendations from other evaluations presented to the GEF Council. APR 2025 is scheduled to be presented to the GEF Council in June 2025.

Evaluation of GEF Engagement with the Private Sector

12. This evaluation focuses on the GEF’s implementation of its approved private sector engagement strategy. Feeding into this evaluation will be the thematic evaluations and integrated program evaluations that are looking at the GEF’s engagement with the private sector to assess the extent to which large companies, associations, and micro, small, and medium-size enterprises (MSMEs) are engaged by the GEF to effectively address supply chain constraints. An initial study on the engagement of the private sector in the commodities supply chain and Sustainable Cities Integrated Program is currently under way. Recent developments in the non-grant instrument will be reviewed as part of this study. This report will be presented to the GEF Council in December 2024.

Leveraging Technologies for the Environment: An Assessment of GEF Partnership Efforts and Readiness

13. The GEF’s strategic direction and advisory documents underscore the pivotal role of technology in driving environmental sustainability. Emerging technologies, including those emblematic of the Fourth Industrial Revolution, offer promising avenues to combat environmental degradation and facilitate social and behavioral change, thereby fostering transformative impacts. Mobile devices, blockchain, AI, gene editing, cellular agriculture, and bio-based materials are among the innovative tools increasingly accessible to the environmental sector—with some already deployed with support from the GEF and other entities. For instance, projects within the Global Wildlife Program harness cutting-edge technology to combat poaching, enhance the efficacy of protected areas, and preserve biodiversity. Nevertheless, these technologies may also engender risks, such as heightened natural resource consumption, greenhouse gas emissions, social disparities, and data misuse. Building on prior evaluations by the IEO concerning transformational change, innovation, and risk assessment, this evaluation aims to appraise the GEF’s collaborative endeavors and preparedness to aid its members—particularly countries and Agencies—in capitalizing on technological opportunities while mitigating associated risks for the environment. This will be presented to the GEF Council in June 2025.

Evaluation of Policy Coherence in the GEF

14. Policy coherence, as outlined in GEF programming documents, is “the systematic promotion of mutually reinforcing policy actions across government departments and agencies, creating synergies towards achieving the agreed objectives.” In the GEF-8 Strategic Positioning Framework, the GEF emphasized the importance of leveraging policy coherence to increase funding aimed at reversing environmental degradation, while concurrently reducing government subsidies contributing to such degradation. Given the GEF’s renewed focus on policy coherence, this evaluation seeks to appraise the integration of policy coherence across portfolio/corporate,

program, and project levels. Through methods including document analysis, stakeholder interviews, an online survey, and field-based case studies, the evaluation aims to gather lessons from past projects on the GEF's role in enhancing policy coherence across ministries as well as across levels of government to inform the ongoing work on policy coherence.

15. This assessment will include an analysis of effective approaches applied in various contexts, providing insights to guide future GEF strategies and programming. The findings of this evaluation are scheduled to be presented to the GEF Council in June 2025.

Evaluation of Results-Based Management in the GEF

16. The review of [GEF Results-Based Management](#) undertaken for OPS7 provided an assessment of the GEF's results architecture, encompassing the design of its core indicators and their utilization in knowledge management. Building on this groundwork, the review of results-based management for OPS8 will delve deeper into the measurement and reporting of core indicators, along with other results indicators delineated in project results frameworks. Moreover, the evaluation will analyze the influence of country context on monitoring practices adopted by the GEF Agencies, with a particular emphasis on practices observed in settings characterized by fragility, conflict, and violence. By examining the impact of these contexts, the review aims to identify any unique challenges or adaptations in monitoring processes. The findings will be presented to the GEF Council in June 2025.

Small Grants Programme Evaluation: An Update

17. The main objective of this evaluation of the Small Grants Programme (SGP) is to evaluate progress made since the 2021 joint SGP-IEO evaluation and the extent to which the SGP 2.0 is achieving the objectives set out in its strategic and operational directions under GEF-8. The evaluation will be submitted to the GEF Council in June 2025.

The Country Engagement Strategy Evaluation: An Update

18. Building on insights and recommendations garnered from the preceding Country Support Program evaluation, this evaluation will scrutinize the evolution and implementation progress of the Country Engagement Strategy. The evaluation seeks to assess several key facets:

- (a) The degree to which the revised approach to country support has effectively addressed the recommendations emanating from the previous evaluation.
- (b) Progress made in implementing the Country Engagement Strategy, probing into factors that have either facilitated or impeded this progress.
- (c) The influence of the Country Engagement Strategy on the evolving dynamics within the GEF partnership, particularly in facilitating country access to climate and environmental finance.

19. The evaluation will analyze program activities on a global scale and within the various regions in which the GEF operates to provide insights to guide further refinement and

enhancement of the Country Engagement Strategy. This will be presented to the June 2025 Council.

Evaluation of GEF Partnership Dynamics and Comparative Advantage

20. This evaluation will assess the strategic positioning of the GEF in the contemporary environmental finance landscape, particularly in delivering global environmental benefits. This analysis will highlight the GEF's unique strengths and areas of differentiation compared to other actors in the field. A central focus of the evaluation will be to examine the relationships among the various stakeholders within the GEF partnership. By evaluating the strengths and dynamics of these relationships, the study aims to identify areas of synergy and opportunities for enhanced collaboration. The evaluation will include a special focus on the Scientific and Technical Advisory Panel (STAP) to understand its contribution, influence, and impact within the GEF framework. This analysis will shed light on the role of scientific expertise in shaping GEF strategies and initiatives. Overall, the evaluation seeks to provide insights into the governance structure and competitive advantage of the GEF, with a view to informing future strategic decisions and enhancing the effectiveness of GEF operations. This will be presented to the June 2025 Council.

Evaluation of the GEF's Chemicals and Waste Focal Area

21. This evaluation is a comprehensive review of GEF programming from 2010 onwards in this focal area. The evaluation aims to assess the trajectory of GEF programming in relation to the guidance outlined by the Stockholm and Minamata Conventions. A primary focus of the evaluation is to examine the recent transition from a chemical-by-chemical approach to a more holistic strategy for addressing pollution. In particular, the evaluation will analyze the shift towards an integrated approach that encompasses entire industry supply chains (e.g., garment, food, and beverage). By doing so, it seeks to ascertain the extent to which this integrated approach aligns with and supports the commitments delineated in the Stockholm and Minamata Conventions. The findings and insights from this evaluation will be compiled into a comprehensive report, which is scheduled to be presented to the Council in December 2024.

LDCF/SCCF Annual Evaluation Report 2024 and Program Evaluations

22. During FY24–FY27, the Least Developed Countries Fund (LDCF) and the Special Climate Change Fund (SCCF) annual evaluation reports (AERs) will follow the APR's biennial schedule and will report on the performance of the LDCF and the SCCF in FY25. The LDCF and the SCCF additionally are covered to some degree through thematic evaluations conducted by the IEO, and the AER 2024 covers evaluations that have integrated adaptation to climate change.

23. Program evaluations of the LDCF/SCCF conducted every four years have informed GEF adaptation strategies and have been important for validating good performance and results to encourage donor support of the funds. The IEO is updating the 2020 and 2021 program evaluations, focusing on progress made toward LDCF/SCCF objectives, response to convention guidance, and policy coherence. Additionally, the evaluation will assess the Challenge Program for Adaptation under the LDCF/SCCF. The GEF launched this program in 2019 in support of the increased emphasis on private sector engagement in its programming directions. The LDCF/SCCF

program evaluation will be submitted to the LDCF/SCCF Council in a consolidated report in June 2025.

III. KNOWLEDGE MANAGEMENT AND LEARNING

24. The purpose of IEO knowledge management, learning, and outreach activities is to increase the use of evaluations across the GEF partnership and in countries—and, more broadly, to promote the application of lessons from evaluations with the goal of improving overall GEF performance and impact. During the reporting period, the GEF IEO engaged with the Council, country focal points, and stakeholders in general via conferences, events, and webinars; shared findings of evaluations; continued the use of summary learning products such as videos, brochures, blog posts, and podcasts; developed an online training module; published and disseminated books on environmental evaluation; and strengthened the use of social media and partner collaboration.

4th Conference on Evaluating Environment and Development

25. The GEF IEO hosted its [4th Conference on Evaluating Environment and Development](#); held March 5–7, 2024, the event brought together over 150 participants from across the globe. Building on past successes and in celebration of the IEO’s 20th anniversary, the conference focused on the integration of environmental, socioeconomic, and policy domains within evaluation practice. Panel discussions explored innovative evaluation approaches and methods that reflect the complex relationships of human and natural systems. Themes covered included sustainability measurement, socio economic co-benefits, transformational change, food security, and climate resilience. The conference concluded with the launch of the [Global Declaration on Evaluation for Transformational Change](#), an updated version of the Prague Declaration, on Earth Day, April 22, 2024, in a [virtual webinar event](#) organized by the Office with support from the International Evaluation Academy, IDEAS, Blue Marble Evaluation, and Earth-Eval.

Participation in Events

26. The IEO continues to attend the network meetings of the United Nations Evaluation Group (UNEG), the Evaluation Co-operation Group (ECG), and collaborates with the three other climate funds, namely the Adaptation Fund, the Green Climate Fund, and the Climate Investment Funds. Two IEO staff members attended the United Nations Evaluation Group General Meetings in Malaga held in February 2024, contributing to the Evaluation Practice Exchange. The IEO Deputy Director participated virtually in the Evaluation Co-operation Group Meetings that were held in London in March 2024. The IEO also participated in the joint meetings of the evaluation and learning units of the climate funds in May 2024, and is collaborating on a special initiative with the three funds on the application of Artificial Intelligence in evaluation.

Publications

27. The GEF IEO contributed to the knowledge base on global environmental evaluation through recent publications:

- [Migrant Health and Resilience: Transnational Competence in Conflict and Climate Displacement Situations](#), by former IEO Director Juha Uitto and others.
- [Conflict-Sensitive Conservation: Lessons from the Global Environment Facility](#), by IEO Director Geeta Batra, Senior Evaluation Officer Anupam Anand, and others.

28. Ten blog posts were published on the GEF IEO website:

- [How to Get People to Change for the Planet](#)
- [20 Years of Impact: IEO's Journey of Environmental Accountability and Innovation](#)
- ["What" and "Why" of the New GEF Evaluation Guidelines](#)
- [There's Life in the Desert](#)
- [Integrating Environmental and Socioeconomic Domains for Sustainability](#)
- [How Can Science Inform Evaluation?](#)
- [Evaluating Projects and Programs in Fragile, Conflict-Affected, and Violent Contexts](#)
- [Happy Earth Day!](#)
- [Enhancing Impact Through Learning: Lessons from the Global Environment Facility's Evaluation of Setbacks](#)
- [Empowering Communities: Evaluating Community Based Approaches in the GEF](#)

29. The GEF IEO also published a [20th Anniversary Brochure](#) and an issue of the IEO Newsletter in [April 2024](#).

IEO Website

30. The IEO website contains the latest information on evaluations, events, knowledge products, data, and methods. Web traffic rose 65 percent between January and May 2024, with over 5000 views associated with the 4th conference in March. A new version of the GEF IEO website will be developed in the upcoming year in advance of OPS8. The Office is also actively exploring the integration of AI and mixed-reality platforms in the development of knowledge management and learning products.

31. As of April 30, 2024, the GEF IEO website recorded a total of 22,972 views over the FY24 fiscal year. Information about the GEF IEO, evaluations, and news/communications ranked among the highest viewed pages. *GEF Support in Fragile and Conflict-Affected Situations*, published in January 2024, was the top-viewed evaluation report, and the OPS7 final report, *Working Toward a Greener Global Recovery*, was the most downloaded evaluation in FY24. Social

media activity remained steady throughout the fiscal year, but total tweets, retweets, and total likes peaked in the months before, during, and after the 4th Conference on Evaluating Environment and Development.

Training and Capacity Building

32. The IEO has developed an online training course on Environmental Evaluation, which is being formally launched at this Council meeting. The course will be broadly disseminated through various channels. It follows the content developed and delivered at [IPDET](#) (the International Program for Development Evaluation Training) in Berne in 2022 and 2023; and includes modules on systems thinking, methods, the use of geospatial tools and approaches, transformation change, and scaling up. The IEO has been invited back to deliver the training in July 2024 at IPDET.

IV. BUDGET AND HUMAN RESOURCES

33. For the GEF-8 cycle, the GEF Council approved a four-year budget for the GEF IEO of \$30.0 million, allowing the Office to execute the GEF IEO work program for GEF-8.

34. For FY24, the IEO has fully executed the budget of \$5.475 million for operations and of \$1.6 million for evaluations that was approved during the 64th GEF Council Meeting (table 1). The operations budget was approved and disbursed to cover the Office's fixed costs, including salaries and benefits; and variable costs, including allocations for participation in networks, knowledge management initiatives, the Fourth International Conference, and professional development.

35. The evaluation budget, calculated at \$1.6 million, is based on a multiyear model. This budget includes the costs of consultants, travel, and miscellaneous expenses. As the evaluations are led by IEO staff utilizing in-house human resources to the extent possible, staff costs are charged directly to the individual evaluation budgets using the World Bank Group's time recording system. Also, the approved budget has allowed the Office to start the evaluation work related to OPS8.

36. Based on the multiyear nature of the evaluation budget, any undisbursed funds from the FY24 evaluation budget will be rolled over into the FY25 budget—thus continuing and completing the evaluations currently under way as presented in the previous sections.

37. For FY24, based on Council Decision 07/2023, paragraph 9, as included in the Joint Summary of the GEF Council Co-Chairs of the 64th GEF Council Meeting, the IEO has budgeted additional resources in the amount of \$874,000 to cover the referenced indirect cost charge.

Table 1: IEO Budget for FY24 (million \$)

	FY24 Approved budget	FY24 Estimated expenses [costs incurred?]
Fixed costs		
Salaries and benefits		
Subtotal (A)	5.075	5.075
Operations		
Subtotal (B)	0.185	0.165
Variable costs		
Professional development	0.075	0.050
Networks	0.040	0.040
Management	0.100	0.100
Subtotal (C)	0.215	0.190
Total (A+B+C) (D)	5.475	5.430
Multiyear budget		
Evaluations		
Subtotal (E)	1.600	0.900
Total direct costs (D+E) (F)	7.075	6.330
Total lease cost (G)	0.395	0.365
Total indirect costs (H)	0.874	0.874
IEO total budget FY24 (F+G+H) I	8.344	7.569

IEO Budget Request FY25

38. For FY25, the Office is requesting a total amount of \$8.967 million, which is within the approved envelope for the GEF-8 period. This includes an operations budget of \$5.772 million to cover salaries and benefits, general operating costs, and any other fixed costs. This amount guarantees the delivery of the work program—especially of OPS8, which is a significant document, informing the replenishment discussion of the GEF. Preparation of this evaluation report is expected to begin in the first quarter of FY25 (table 2). As reflected in the work program, about 15 evaluations are expected to be completed in FY25. The budget also includes provisions for more field validations of project performance and country case studies included in the evaluations.

39. For FY25, the IEO has increased its budget for knowledge management and communications. In response to requests from the GEF Agencies and countries, the Office will be preparing a variety of knowledge products and organizing a series of regional workshops to present and discuss evaluation findings, as well as train Agency staff in preparing evaluations based on the recent guidelines for conducting terminal project and program evaluations.

40. Regarding other expenses related to operations, it is important to highlight that the IEO, with the GEF Secretariat and the Adaptation Fund, has renewed the lease at a lower rent than in the previous year.

Table 2: IEO Budget Request for FY25 (million \$)

FY25 GEF IEO Budget	
	FY25 (million)
Fixed Cost	
Salaries	3.098
Benefits	2.169
Subtotal (A)	5.267
Operations	
Subtotal (B)	0.200
Variable Cost	
Professional Development	0.100
Knowledge Management/Communications	0.205
Subtotal (C)	0.305
Total (A+B+C) = (D)	5.772
Multi Annual Budget	
Evaluations	
Subtotal (E)	2.000
Total Direct Cost (D+E) = (F)	7.772
Total Lease Cost (G)	0.340
Indirect Cost (I)	0.855
IEO Total Budget FY24 (F+G+I) = J	8.967

Indirect Costs

1. For FY25, the IEO is requesting \$855,000, equivalent to 11% of the total direct cost, to cover the indirect cost charges, which could otherwise be reduced to 7%, based on the Council decision 07/2023, paragraph 9, as included in the Joint Summary of the GEF Council Co-Chairs of the 64th GEF Council Meeting.

2. We note, as described in more detail in the budget document of the GEF Secretariat, that the WB Budget office is proposing a higher charge rate for the GEF. Since a final decision on the administrative costs is pending, the IEO is following the decision of the GEF Council, as indicated above. We also note that the approved GEF-8 budget envelope for the IEO did not consider these substantial unanticipated increases in administrative costs. Consequently, there are challenges for IEO to cover the 11 percent (or other percentage) charge within the GEF-8 administrative budget envelope. As also suggested as a potential approach in the GEF Secretariat budget document, the IEO will present these additional administrative costs annually to the

Council and request the Council to adjust the GEF-8 administrative budget envelope to accommodate these charges. This would enable the IEO to deliver on its work program in GEF-8 and complete OPS8 on time.

Human Resources

3. During FY24, the IEO operated with 17 staff, as shown in table 3. The Office is also participating in the World Bank’s Donor Funded Staffing Program, under which Japan has agreed to fully cover the cost of an Evaluation Officer for a period of two years (FY24–FY26). The Chief Evaluation Officer has been selected and will join the IEO staff in September 2024. The IEO proposes adding three additional staff members—an evaluation analyst and two evaluation officers—to handle the expanded IEO work program. It is expected that, with the proposed addition of staff, the Office will be able to deliver on the IEO work program for FY25 and FY26. Additionally, the IEO is working closely with the Human Resources Department of the World Bank in conducting a talent review and staffing exercise to determine an optimal staffing structure.

Table 3: IEO Staff Composition FY24

	Position	No.
	Director	1
	Chief Evaluation Officer	1
	Senior Evaluation Officer	4
	Senior Operations Officer	1
	Evaluation Officer	4
	Knowledge Management/Communications Officer	1
	Senior Program Assistant	1
	Data and Systems Analyst	1
	Evaluation Analyst (Extended Term Consultant)	3
	Total	17