



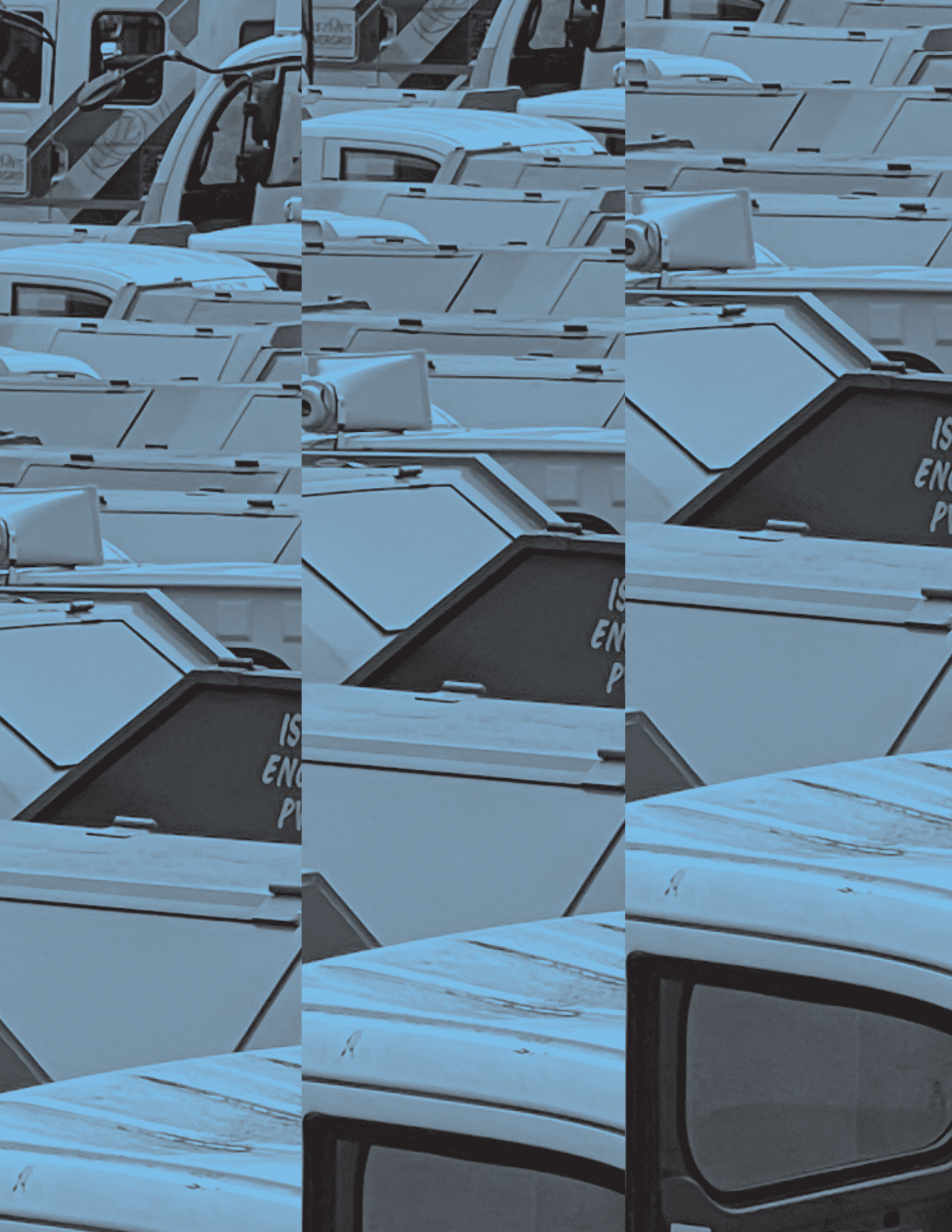
**Independent  
Evaluation Office**  
GLOBAL ENVIRONMENT FACILITY

# Evaluation of Components of the Results-Based Management System

An Evaluation Report by the GEF IEO

2026 | April





# Evaluation of Components of the Results-Based Management System

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# Foreword

The Independent Evaluation Office of the Global Environment Facility (GEF) periodically examines the GEF's results-based management system to assess whether it is delivering on its purpose of improving management effectiveness and reporting on performance. I am pleased to present this evaluation, covering the GEF-8 cycle, which was presented to the GEF Council in December 2024.

This evaluation reviewed progress across key components of the results-based management system, including the GEF Portal, Agency self-evaluation, the quality of terminal evaluations, and reporting on indicators. A dedicated focus was placed on monitoring and evaluation (M&E) in fragile, conflict-affected, and violent (FCV) contexts—countries that account for a substantial share of GEF recipient countries and GEF financing,

and where the design and implementation of M&E presents distinct challenges that merit targeted attention.

The evaluation report identifies areas where improvements may be made to make tracking of the GEF activity cycle through the GEF Portal more user friendly and to assess portfolio performance more accurately. It also points to the need for greater attention to M&E in FCV contexts, where strengthened M&E practices are essential to ensuring that GEF investments deliver results under the most challenging conditions.

Geeta Batra  
Director, GEF Independent Evaluation Office

# Acknowledgments

The evaluation was led by Neeraj Kumar Negi, Senior Evaluation Officer at the Global Environment Facility Independent Evaluation Office (GEF IEO), who also authored this report. The core evaluation team included Mariana Calderon Cerbon, Evaluation Analyst, and Emanuele Bigagli, consultant. Other team members were Jeneen Garcia and Anupam Anand, both GEF IEO Senior Evaluation Officers.

Mariana Calderon supported the evaluation through quantitative analysis of data sets on completed and ongoing projects, and assisted in the analysis of key informant interviews. The assessment of the quality of terminal evaluations was coordinated by Jeneen Garcia, with reviews conducted by the following consultants: Emanuele Bigagli, Ines Freier, Nabil Haque, Ritu Kanotra, Mariana Vidal Merino, and Yaxin Zhu. Anupam Anand supported the review of the GEF guidelines on GEF-8 core indicators.

The review of monitoring and evaluation in fragile, conflict-affected, and violent contexts was conducted

by the Universalialia team, comprising Amanda Woomer, Eric Abitbol, and Rennie Jordan, under the supervision of Neeraj Kumar Negi as the GEF IEO evaluation team lead.

The report benefited from the guidance and oversight of Geeta Batra, Director of the IEO, and Fabrizio Felloni, Deputy Director of the IEO. Operational and administrative oversight were provided by Juan Jose Portillo, Senior Operations Officer. The report was edited by Liesl Wiederkehr; Nita Congress designed and laid out the publication.

The evaluation draws on information provided by the GEF Secretariat and GEF partner Agencies through the GEF Portal, self-evaluations, and interviews. The GEF IEO is grateful to all the individuals and institutions that contributed to this work. Final responsibility for the report rests with the Office.

# Abbreviations

|             |   |              |  |
|-------------|---|--------------|--|
| <b>ADB</b>  | Asian Development Bank                                  | <b>OPS</b>   | comprehensive evaluation of the GEF (previously overall performance study) |
| <b>AfDB</b> | African Development Bank                                | <b>PIF</b>   | project implementation form  |
| <b>APR</b>  | annual performance report                               | <b>PIR</b>   | project implementation report  |
| <b>CEO</b>  | Chief Executive Officer                                 | <b>PMIS</b>  | Project Management Information System                                      |
| <b>FAO</b>  | Food and Agriculture Organization of the United Nations | <b>RBM</b>   | results-based management   |
| <b>FCV</b>  | fragile, conflict-affected, and violent                 | <b>STAR</b>  | System for Transparent Allocation of Resources                             |
| <b>FSP</b>  | full-size project                                       | <b>UN</b>    | United Nations   |
| <b>FY</b>   | fiscal year   | <b>UNDP</b>  | United Nations Development Programme                                       |
| <b>GEF</b>  | Global Environment Facility                             | <b>UNEP</b>  | United Nations Environment Programme                                       |
| <b>IDB</b>  | Inter-American Development Bank                         | <b>UNIDO</b> | United Nations Industrial Development Organization                         |
| <b>IEO</b>  | Independent Evaluation Office                           |              |  |
| <b>IFAD</b> | International Fund for Agricultural Development         |              |  |
| <b>MSP</b>  | medium-size project                                     |              |  |
| <b>OECD</b> | Organisation for Economic Co-operation and Development  |              |  |

# Executive summary

The results-based management (RBM) system of the Global Environment Facility (GEF) is designed to capture the results of its activities, enhance management effectiveness, and strengthen accountability. The system achieves these goals by setting realistic targets, tracking progress, integrating lessons learned into decision-making, and reporting on performance. It is designed to provide reliable data on results while promoting integration, multiple benefits, and simplification.

The GEF's approach has significantly evolved over time, transitioning from a broad set of indicators to a streamlined set that captures not only the targeted outputs and outcomes of GEF projects and programs but also the effectiveness of the GEF partnership in managing these activities. With the adoption of the initial RBM framework in 2007, through GEF-6, monitoring emphasized a wide range of corporate-level indicators tracked through focal area tools. Starting with GEF-7, this approach was refined to focus on a more concise set of indicators.

In GEF-7, a two-tier results measurement framework was introduced: the first tier, comprising core indicators, measures project and program outcomes and outputs; while the second tier, known as the portfolio scorecard, assesses the effectiveness of the GEF partnership in managing these activities. The GEF-8 Policy Directions emphasize the importance of building on GEF-7 progress by enhancing the results toolkit to better track progress and capture the contributions of operational inputs to achieving core indicator results.

GEF Agencies provide data on core indicator results and operational performance throughout the preparation, implementation, and completion phases of individual projects. These data are recorded and managed through the GEF Portal, with progress reported to the GEF Council via the corporate scorecard and the monitoring report.

The GEF Independent Evaluation Office (IEO) has conducted several evaluations, typically aligned with the GEF replenishment cycle, to assess the performance of the GEF RBM system. This evaluation has been prepared as an input for the Eighth Comprehensive Evaluation (OPS8) of the GEF, to inform the GEF-9 replenishment process.

The evaluation examined the performance of key elements of the GEF RBM system during GEF-8, including the GEF Portal, portfolio efficiency, the core indicators system, self-evaluations, and the reporting of project results and process indicators. It included a special focus on monitoring and evaluation in fragile, conflict-affected, and violent (FCV) contexts.

## Main findings

**This evaluation highlights progress in implementing recommendations from the GEF IEO's 2023 evaluation of Agency self-evaluation and the GEF Portal.** The GEF Secretariat has strengthened its guidance for conducting midterm reviews of projects, improved the tracking of midterm review submissions, and enhanced knowledge sharing. The GEF Portal has also been updated to align

with GEF-8 programming and policy decisions made through the GEF-8 cycle. Several features, such as automation of key business processes, auto alerts, and autovalidations, were enhanced to improve data quality and user experience. However, the need to align the GEF Portal with GEF-8 programming and Council decisions, combined with limited resources, has left several long-standing issues unresolved. While data entry validations have improved data quality and have automated manual processes, users still face challenges due to unclear error sources, missing key functionalities, and difficulties in accessing consolidated reports. Several Agencies reported that they were maintaining separate data sets to manage their GEF portfolios.

**During GEF-8, improvements were made to the GEF results measurement framework to enhance clarity and support for consistent measurement of the core indicators, although several challenges remain.** The terminology for some core indicators was refined to ensure greater clarity and accuracy, and the GEF-8 guidance for results measurement was made more detailed. Additionally, the GEF adopted a zero-baseline approach for all core indicators, except those using ratings, to focus on measuring net effects. Despite these improvements, the results measurement framework has gaps. It does not effectively capture transformative and long-term impacts. Clear guidance on tracking nonplace-specific ecosystem services is lacking, and co-benefits from ecosystem-based projects are often underreported.

**The GEF has established appropriate indicators to track operational efficiency; however, the current method for defining cohorts to compare performance does not reliably capture trends.** Efficiency indicators—such as the percentage of projects making their first disbursement within 18 months or submitting their midterm review within four years of Chief Executive Officer (CEO) endorsement or approval—are currently based on the fiscal year in which these actions are reported,<sup>1</sup> rather than the fiscal

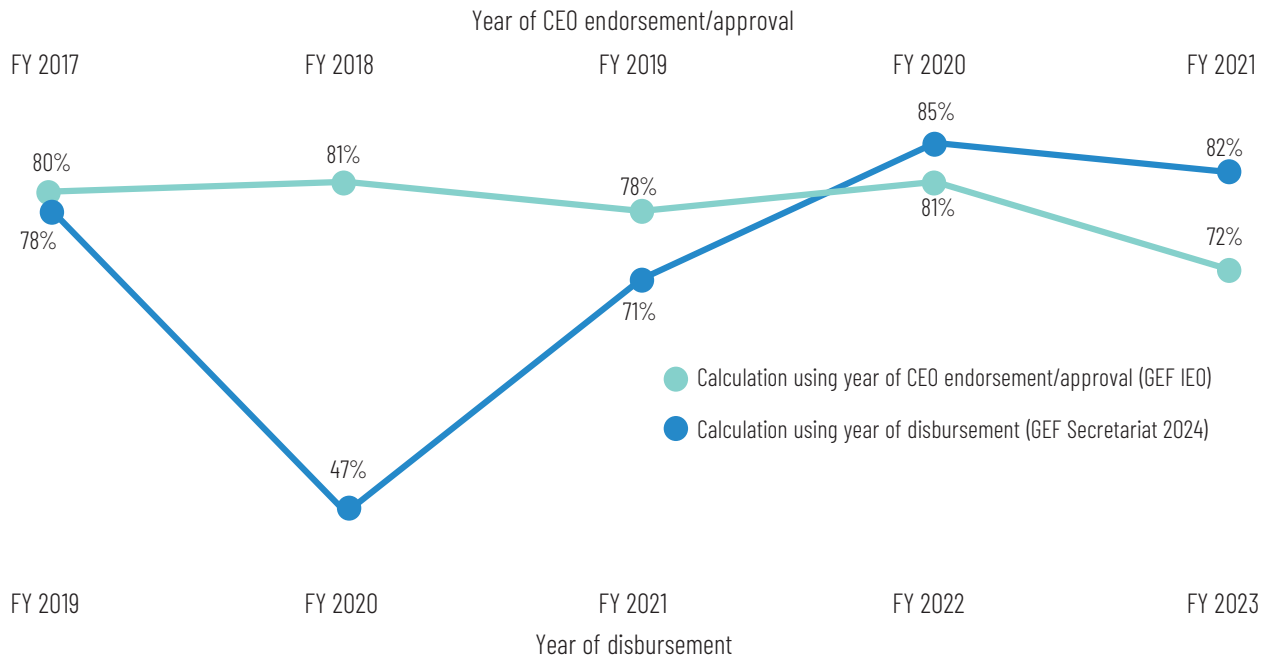
year of project endorsement or approval. This method can result in fluctuations in the percentage of projects meeting the monitored threshold that do not accurately reflect actual performance ([figure ES.1](#)). Moreover, using the fiscal year of midterm review submission can overstate the share of projects meeting the threshold by excluding those that never submit a midterm review. Tracking by fiscal year of action also combines projects endorsed or approved at different times, complicating year-to-year comparisons. The evaluation found that calculating the percentage of projects meeting thresholds based on their endorsement or approval year would better capture delays within each cohort and reveal clearer patterns in meeting the monitored thresholds ([figure ES.2](#)).

**The evaluation finds that actions taken by the GEF Secretariat have significantly improved the submission of midterm reviews for full-size projects, although timely completion remains a challenge.** By 2024, retroactive submissions by the GEF Agencies increased the availability of midterm reviews by more than 20 percent for projects completed by 2020 ([table ES.1](#)). The evaluation also found that for the more recent cohorts of GEF projects for which midterm reviews may be expected—those endorsed by the CEO from FY 2016 to FY 2019—midterm reviews were submitted within four years of endorsement for 38 to 51 percent of projects.

**While most terminal evaluations for full-size projects receive satisfactory or higher ratings for overall quality, many exhibit notable weaknesses in key areas.** Nearly all terminal evaluation reports prepared by the Food and Agriculture Organization of the United Nations, the United Nations Development Programme, the United Nations Environment Programme, and the World Bank receive satisfactory ratings or higher. However, these evaluations often fall short in involving stakeholders during the evaluation process, providing comprehensive discussions on the assumptions and validity of the project's theory of change, or offering clear explanations for variations in cofinancing and its contribution to project outcomes.

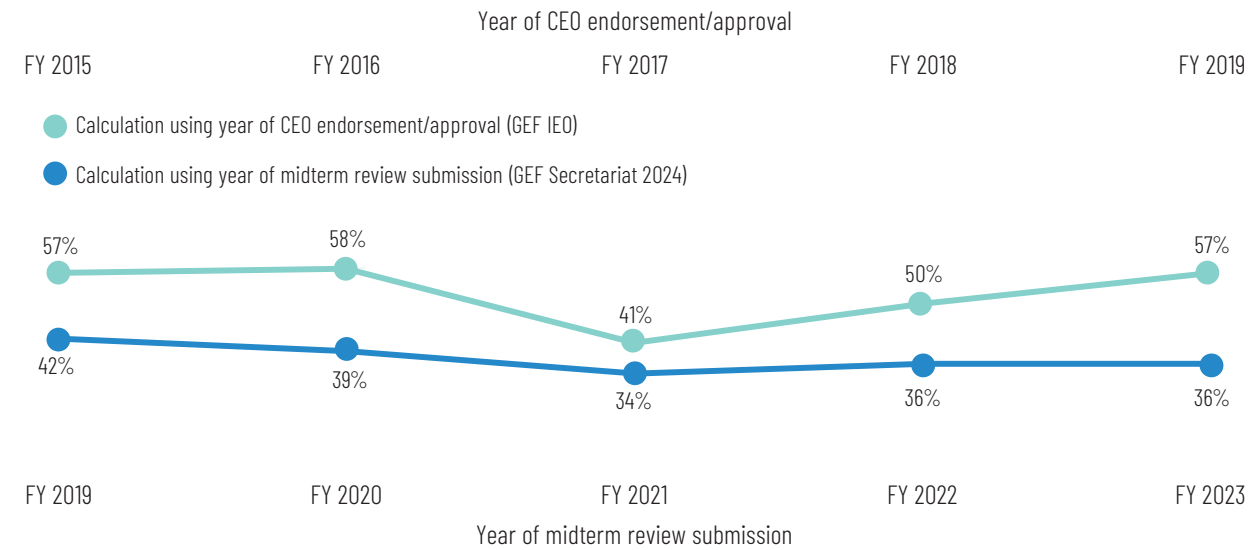
<sup>1</sup>The GEF fiscal year runs from July 1 to June 30.

**Figure ES.1** Percentage of projects with first disbursement within 18 months



Sources: GEF Portal data and GEF Secretariat 2024b.

**Figure ES.2** Percentage of full- and medium-size projects with midterm review submitted in four years



Sources: GEF Portal data and GEF Secretariat 2024b.

**Table ES.1 Availability of midterm reviews for the same set of completed projects at two different time points**

| Project modality | Number of projects | Percentage for which midterm reviews are available: |           |
|------------------|--------------------|---|-----------|
|                  |                    | December 2020                                       | June 2024 |
| Full size        | 95                 | 43  | 74        |
| Medium size      | 55                 | 16  | 27        |
| Total            | 150                | 33  | 57        |

**Sources:** GEF Portal data and GEF IEO 2023b.

### **Candor in self-evaluation reporting remains a challenge.**

While 73 percent of terminal evaluations were rated as satisfactory or higher for providing well-substantiated performance ratings, focus group participants indicated that ensuring candor in project implementation reports (PIRs) and midterm reviews remains difficult and may affect the quality of terminal evaluations. An analysis comparing the likelihood of achieving development outcome ratings provided in final PIRs with independently validated outcome ratings at project completion shows that the former tends to be overly optimistic. Previous evaluations have highlighted the lack of incentives for GEF Agencies to promote candor, although some Agencies are moving toward greater transparency (GEF IEO 2023b).

### **The majority of objectives or outcomes had adequate indicators and were reported on at completion using consistent units.**

Each project's results framework included indicators for every objective and outcome, with indicators assessed as adequate for measuring achievement for 79 percent of these objectives and outcomes. Agencies reported on 88 percent of the specified indicators using consistent units, although reporting rates varied. For example, the World Bank, the United Nations Development Programme, and Conservation International had reporting rates above 90 percent, while other Agencies had lower reporting rates. Reporting on GEF core indicators had a higher reporting rate with consistent units (92 percent) compared to other indicators

(87 percent), reflecting increased focus by Agencies, although near-complete reporting is still expected. Additionally, Agencies reported results indicators for full-size projects at a higher rate (91 percent) than for other project types (85 percent).

### **Many GEF projects in FCV contexts lack conflict-sensitive objectives, expected outcomes, and indicators.**

As of 2024, countries [classified as FCV by the World Bank](#) represent 26 percent of GEF recipient countries and account for 20 percent of GEF-8 System for Transparent Allocation of Resources (STAR) allocations. However, this figure likely underestimates GEF investments in FCV contexts, as it also supports projects in countries recently emerging from conflict and in non-FCV countries with regions affected by FCV conditions. The GEF's Policy on Environmental and Social Safeguards sets basic requirements for conflict resolution and risk management, but lacks detailed guidance on conflict-sensitive monitoring. While the GEF's results framework addresses some aspects of FCV contexts—such as social cohesion, conflict resolution, and cooperation pathways—it does not sufficiently capture key sociopolitical processes vital in these environments, such as progress in building collaborative institutions. Limited guidance on incorporating conflict sensitivity impedes its integration into GEF project design, leaving many GEF projects in FCV contexts without conflict-sensitive objectives, expected outcomes, and indicators. Although conflict analysis is not consistently adopted by GEF Agencies, there is a growing interest in addressing FCV challenges.

## **Conclusions**

**The GEF has made significant progress in strengthening the availability and use of midterm reviews and terminal evaluations to promote knowledge sharing and adaptive management as well as in aligning the GEF Portal with GEF-8 programming and policy decisions.** However, challenges with data entry and user-friendliness persist, and shifting priorities and resource constraints have slowed further enhancements to the GEF Portal.

**The Tier 2 indicators in the GEF-8 Results Framework are generally effective for tracking operational performance.**

However, they lack require refinement in measurement methods, such as using appropriate cohorts as comparators to provide an accurate picture of performance.

**Consistency in the measurement and reporting of indicators specified in project result frameworks has improved.**

However, the rate of reporting on results indicators varies among Agencies and across different project types. Further, the GEF results measurement framework still does not adequately capture systemic transformation and long-term impacts. Further refinements are needed to address gaps in reporting co-benefits and ecosystem services.

**Terminal evaluations for full-size projects generally align with GEF IEO guidelines and satisfactorily assess project outcomes and sustainability risks.**

However, weaknesses are observed in soliciting feedback from stakeholders, providing a clear account of the assumptions and validity of the project's theory of change, and describing reasons for variations in realized cofinancing and their impact on project results. Further, terminal evaluations rely heavily on the evidence presented in PIRs and midterm reviews to assess project results and implementation. Overly optimistic reporting in these self-evaluations can compromise the quality and credibility of terminal evaluations.

**Projects in FCV contexts represent a significant portion of the GEF portfolio, and the GEF results framework needs to adapt to these settings.**

While some FCV-related issues are addressed through safeguards and indirectly through the core indicators, the current GEF results measurement framework is not fully adapted to these settings. There is an opportunity to enhance its relevance by incorporating FCV-specific outcome indicators that capture aspects such as social cohesion, community perceptions of project outcomes, reinforcement of local adaptive practices, and perceptions of security. Additionally, process indicators—such as the use of scenario planning, frequency of community consultations, the

proportion of people who find the intervention relevant to their needs, the existence of conflict resolution mechanisms, and the integration of social and conflict considerations into project management—could further strengthen the framework's applicability in FCV contexts.

## Recommendations

Based on the evidence and conclusions, the evaluation presents the following four recommendations.

- **The GEF should review its metrics for portfolio effectiveness and efficiency to ensure they remain relevant and aligned with ongoing reforms.** For instance, the GEF should reassess the current method for measuring efficiency indicators, such as first disbursements within 18 months or the submission of midterm reviews within four years, to ensure that the appropriate project cohorts are used to reliably capture trends.
- **The GEF should enhance its results measurement framework to be able to track and report on systemic and transformative changes.** This is crucial, as several key outcomes targeted by GEF programs are not sufficiently captured by the current framework.
- **The GEF should prioritize developing user-friendly functionalities and features for the GEF Portal, while providing clear guidance for users.** While aligning the GEF Portal with GEF-8 programming and Council decisions is essential, addressing user needs in a timely manner is equally important. Balancing these priorities will enhance the user experience and ensure the GEF Portal effectively serves its intended audience.
- **The GEF should explicitly address FCV contexts by developing targeted guidance for monitoring and evaluation practices in such contexts and ensuring that relevant indicators are incorporated into project design.**



# 1

## Introduction

### 1.1 Background on RBM in the GEF

**The role of results-based management (RBM) in improving management effectiveness (learning) and reporting on performance (accountability) is well recognized.**<sup>1</sup> In line with these objectives, the Global Environmental Facility (GEF) RBM system aims to enhance management effectiveness and accountability by specifying realistic result targets, tracking the achievement of expected outcomes, integrating lessons into decision-making, and reporting on performance (GEF Secretariat 2011). The GEF RBM system seeks to capture the results of GEF activities, including the transformation of targeted systems (GEF 2018, 2022). It is designed to “generate more relevant and reliable data and information on results, while promoting integration, multiple benefits, and simplification” (GEF 2018, 3).

**Several actors within the GEF partnership contribute to shaping and implementing RBM activities.** The GEF Council sets priorities, the GEF Secretariat oversees monitoring and manages the RBM system at the corporate level, and the GEF Agencies implement activities on the ground and report on their progress and outcomes (GEF IEO 2023b). The GEF Independent Evaluation Office (IEO), which leads the evaluation function, regularly assesses and reports on the effectiveness of the GEF RBM system.

**Since the GEF adopted its first RBM framework in 2007, its approach has continued to evolve.** At the corporate level, the focus of results measurement has shifted from tracking a wide array of indicators to monitoring a more streamlined set of core indicators and their subindicators. In GEF-7, a results measurement framework with two tiers of indicators was introduced: the first tier (core indicators) measures project and program outcomes and outputs, while the second tier (the portfolio scorecard) assesses the

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<sup>1</sup>See, for example, Binnendijk (2000); Ireland, McGregor, and Saltmarshe (2003); and Kusek and Rist (2004).

GEF partnership’s effectiveness in managing these activities (GEF 2022). The GEF-8 Corporate Programs and Policy Directions emphasized the need to build on the progress achieved during GEF-7 by improving the results toolkit to track progress and covering the contributions of operational inputs to the achievement of core indicator results (GEF Secretariat 2021a). During GEF-8, some of the indicators included in the results measurement framework were clarified and guidance on the framework’s implementation was strengthened.

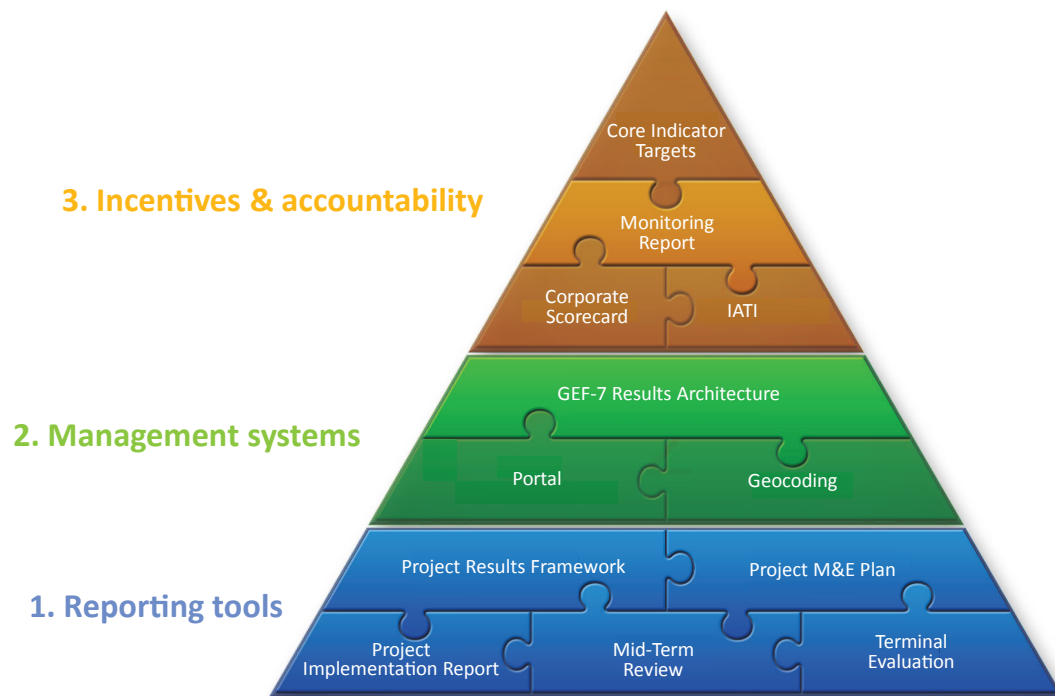
**In 2018, the GEF transitioned from the Project Management Information System (PMIS) to the GEF Portal, which has since been enhanced with new modules and features.** GEF Agencies can now upload documents related to monitoring and evaluation (M&E) directly to the portal, enabling the GEF Secretariat to analyze data in real time; this includes the ability to obtain an overview of the completeness of core indicator data (GEF IEO 2023d).

**The instruments used for reporting on portfolio results and performance have changed and give greater attention to strategic issues and achievements of corporate targets (GEF IEO 2023d).** The corporate scorecard, which the GEF Secretariat started publishing in GEF-6, provides an overview of performance on key indicators at regular intervals. The GEF monitoring report, which is prepared annually, assesses the results, effectiveness, and efficiency of GEF-financed initiatives. [Figure 1.1](#) provides an overview of the GEF-8 Results Measurement Framework.

## 1.2 Previous evaluative evidence on GEF RBM system

**The GEF IEO has conducted several evaluations, typically aligned with the GEF replenishment cycles, to assess the performance of the GEF RBM system.** These evaluations not only highlight areas of strength, but also identify significant

**Figure 1.1** GEF-8 Results Measurement Framework



Source: GEF Secretariat 2021b.

weaknesses and gaps that require attention. For example, the Fourth Overall Performance Study of the GEF (OPS4) found that tracking tools and environmental results indicators were not fully integrated into GEF strategies and policies (GEF IEO 2010). OPS5 concluded that the RBM system was overly complex and burdensome (GEF IEO 2014). OPS6 noted that RBM played a limited role in evidence-based decision-making and learning, and that the GEF PMIS was inadequate for meeting the growing needs of the GEF partnership (GEF IEO 2018).

In preparation for and contributing to OPS7, the IEO conducted four evaluations and reviews assessing various aspects of the GEF RBM system—specifically, the GEF terminal evaluation validation process, the self-evaluation systems of GEF Agencies, the GEF Portal, and the corporate-level core results indicators.

- **Terminal evaluation validation process.** The Review of the GEF Terminal Evaluation Validation Process found that, while the validation process was well established and facilitated comparisons across the GEF partnership, it could enhance knowledge sharing and place greater emphasis on the newer Agencies within the partnership (GEF IEO 2020).
- **Agency self-evaluation.** The IEO found that while self-evaluation approaches are broadly similar across Agencies, minor differences in the ratings process hinder cross-Agency comparisons (GEF IEO 2023b). It also found that midterm reviews were absent for the majority of projects and identified significant gaps in the submission of project implementation reports (PIRs). The IEO made two key recommendations: (1) the GEF Secretariat and GEF Agencies should strengthen the use of midterm reviews for learning and adaptive management; and (2) the GEF Secretariat, in collaboration with partners, should enhance learning through its systems, promote cross-Agency exchanges, and provide incentives for candor.
- **GEF Portal.** The IEO found that the GEF Portal has largely achieved its objectives (GEF IEO 2023b). It has improved project review and processing,

standardized information capture, integrated GEF strategies and policies into reporting, facilitated activity monitoring, and enhanced transparency and information security. However, performance has been mixed in areas such as taxonomy and tagging, search and analytics, batch document downloading, auto alerts, and the real-time availability of data for external stakeholders and the public. The IEO recommended (1) strengthening the process for addressing user feedback on the portal, and (2) developing and implementing a time-bound plan to expedite the portal's further development.

- **Core results indicators.** As part of its 2021 annual performance report (APR), the IEO conducted a review of the GEF RBM system focusing on corporate core indicators (GEF IEO 2023a). The review noted improvements in GEF-7, where the number of corporate-level indicators was streamlined, addressing the tracking observed in GEF-6. However, it also identified several gaps and challenges. It found that the GEF-7 core indicators did not adequately address the drivers of environmental degradation or system transformation, with some indicators assessed to be unrealistic or prone to double counting. Furthermore, the system's utility for decision-making was limited by lengthy feedback loops.

**The GEF IEO conducted the present evaluation as part of the Eighth Comprehensive Evaluation of the GEF (OPS8).** It reviews progress during GEF-8 in key components of the RBM system, including the GEF Portal, Agency self-evaluation, the quality of terminal evaluations, reporting on indicators, and a review of M&E in fragile, conflict-affected, and violent (FCV) contexts. This last was identified and explored as an area of weak performance by a recent IEO evaluation (GEF IEO 2024c). Such contexts—as per the [World Bank's 2024 classification](#)—pertain in 26 percent of GEF recipient countries, and account for 20 percent of the GEF-8 System for Transparent Allocation of Resources (STAR) allocations; this highlights the importance of exploring why M&E design and implementation in these contexts is particularly challenging.



# 2

## Methodological approach

### 2.1 Scope

**This evaluation assessed how the GEF has addressed key gaps and weaknesses identified in the IEO's earlier evaluation of GEF RBM.** It looks at how the GEF has addressed concerns related to gaps in the use and availability of midterm reviews, insufficient candor in reporting, and weak cross-Agency learning. It also assesses how the GEF has addressed GEF Portal issues related to user experience and decision-making support and redressal of user feedback.

**This evaluation also considered the role of terminal evaluations as essential sources of information on project outcomes and implementation experiences.** It focuses on whether terminal evaluations provide a systematic, comprehensive, and transparent assessment of performance, because their potential to offer insights into GEF interventions has been highlighted in past evaluations. Overall, this evaluation scopes both structural and operational issues, assessing the effectiveness of measures put in place to improve performance, usability, and learning across the GEF. However, reporting on indicators included in the results framework of child projects within the framework of programmatic approach is covered.

**This evaluation included a focused assessment of M&E in GEF activities within FCV contexts.** Earlier, the IEO found that projects in FCV settings generally receive lower performance ratings for M&E design and implementation (GEF IEO 2024c). These findings highlight the need to better understand the specific challenges of conducting M&E in these contexts and how to address them. To fill this gap, this evaluation undertook an assessment of M&E in GEF activities within FCV settings.

### 2.2 Key questions

This evaluation looked to answer the following questions:

**1. To what extent have the GEF IEO's earlier recommendations regarding GEF RBM systems been implemented?**

The IEO evaluation of Agency self-evaluation and the GEF Portal included four recommendations (GEF IEO 2023b). For Agency self-evaluation systems, it urged the GEF Secretariat and Agencies to strengthen the use of midterm reviews for learning and adaptive management, and to enhance learning through cross-Agency exchanges and promote candor. Regarding the GEF Portal, it recommended improving the process for addressing user feedback and developing a time-bound plan to accelerate the Portal's development. This evaluation assessed progress in implementing these recommendations.

**2. How effective is the GEF core indicator system in tracking the results of GEF activities?**

APR 2021 identified key issues with the GEF results framework, including gaps in coverage for important environmental results of GEF activities, inadequate attention to systemic transformation targeted, the use of aspirational indicators, and the absence of baselines to track net effects. This evaluation assessed the issues that were addressed in GEF-8 and took stock of those that remain to be addressed.

**3. How is operational efficiency tracked and reported at the corporate level?**

The evaluation examined how the operational efficiency of the GEF partnership is monitored and reported at the corporate level. It focused on key milestones including timing of first disbursement, timeliness in the conduct of midterm reviews, and submission timeliness for terminal evaluations.

**4. Has there been a change in the use and availability of midterm reviews?**

Midterm reviews serve as critical learning tools that facilitate course correction during project implementation. While they are mandatory for full-size projects (FSPs) and encouraged for medium-size projects (MSPs), the GEF IEO's evaluative work covering self-evaluation systems found that these were not available for most FSPs and MSPs. This evaluation investigated whether the use and availability of midterm reviews has changed over time.

**5. To what extent do terminal evaluations prepared by GEF Agencies provide a comprehensive and systematic account of project performance?**

The evaluation examined the extent to which terminal evaluation reports submitted by Agencies provide a comprehensive and systematic account of project performance. Although it is too early to assess compliance with the 2023 terminal evaluation guidelines (GEF IEO 2023c), this evaluation established a baseline for future evaluations. It highlighted areas where the quality of terminal evaluations tends to be either weak or strong.

**6. To what extent do terminal evaluations report on achievement of project objectives and outcomes?**

The evaluation examined whether the indicators in the project's M&E framework are adequate for measuring progress toward objectives and outcomes, and whether the changes on the specified indicators are measured and reported in terminal evaluations. The evaluation assessed the factors that correlate with measurement of and reporting on specified indicators.

**7. What are the approaches and strategies used by the GEF Agencies and projects to address M&E challenges and demonstrate results in FCV contexts?**

The evaluation examined the approaches and strategies the GEF Agencies are using to address the unique challenges and opportunities of working in FCV contexts. It assessed the effectiveness of the M&E arrangements and results frameworks in capturing the complexities of such environments. It considered the appropriateness of the indicators used to assess results achieved in these environments. It also evaluated whether the results measurement agenda of GEF projects in FCV contexts is appropriate.

## 2.3 Evaluative framework

The United Nations Development Group defines RBM as

a management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services

contribute to the achievement of desired results (outputs, outcomes and higher level goals or impact)... [and] use information and evidence on actual results to inform decision making on the design, resourcing and delivery of programmes and activities, as well as for accountability and reporting. (UNDG 2011, 2)

The Organisation for Economic Co-operation and Development (OECD) underscores the significance of RBM, noting that it “helps organisations to reach their desired development results by maximising the impact of individual and collective interventions” (OECD 2024, 2). It highlights that managing for development results involves “providing the framework, tools and guidance for strategic planning, risk management, performance monitoring, evaluation and knowledge management” and serves “four complementary purposes: decision making, learning, accountability and communication.”

Aligned with the above definitions, the GEF RBM framework aims to improve management effectiveness and accountability by defining realistic expected results and targets, monitoring progress toward their achievement, integrating lessons learned into decision-making, and reporting on performance (GEF Secretariat 2011). This evaluation adopted the United Nations Development Group definition of RBM and used the GEF’s RBM goals and objectives as guiding principles to assess performance. Additionally, it incorporated the OECD’s description of the significance and purpose of RBM as one of the key perspectives in defining what success might look like.

**This evaluation assessed the performance of several key components of the GEF RBM system.** It evaluated the progress made during GEF-8 in addressing the gaps and weaknesses identified in the self-evaluation system and the GEF Portal evaluation. It examined measures taken to improve the use of midterm evaluations, enhance candor in reporting, and foster cross-Agency learning—areas previously identified as underperforming. Additionally, it assessed advancements made in the development of the GEF Portal and the establishment of mechanisms for systematically addressing user feedback, because

the portal is a crucial platform for project cycle management and decision-making support.

The evaluation assessed the quality of terminal evaluations because these are an important source of information on what works and what does not. Quality was assessed using 14 key criteria, including timeliness, reporting completeness, stakeholder involvement, theory of change clarity, evaluation methodology, and outcome reporting ([annex A](#)). Additionally, the review examined risks to sustainability, M&E coverage, financial reporting, project implementation, safeguards, lessons and recommendations, consistency in performance ratings, and report presentation.

Building on APR 2021 findings, this evaluation—in addition to examining the environmental results indicators of the GEF core indicators system—examined the second-tier (scorecard) indicators that measure the operational effectiveness of the GEF partnership, focusing on efficiency indicators.

The evaluation also assessed the results framework of completed GEF-6 and GEF-7 projects to assess the adequacy of the specified indicators to measure the project objectives and outcomes. Indicators specified for individual objectives and outcomes were assessed to determine their collective adequacy in providing evidence for achievement of the respective objective or outcome ([annex A](#)). Special attention was paid to consistency in the measurement and reporting on specified indicators at project completion to assess whether the provided information is sufficient to determine whether the specified target on a given indicator was achieved.

The evaluation analyzed GEF activities in FCV contexts, assessing how M&E challenges are addressed at the corporate, Agency, and project levels. It reviewed FCV-relevant policies, guidelines, and indicators used by the GEF at the corporate level and by GEF Agencies. Additionally, it examined how GEF-funded projects integrate FCV-specific elements into their results frameworks and apply them in practice.

## 2.4 Methods and sources

The GEF IEO drew on several sources of information to answer the key questions of this evaluation ([table 2.1](#)). These sources include data sets from the GEF Portal, the GEF IEO terminal evaluation validation data set, targeted desk reviews, interviews, and focus group discussions. These are delineated below.

### Project documents

Several desk reviews of project documents were conducted to answer evaluation questions related to the effectiveness of the core indicator system, the quality of terminal evaluation reports, reporting on indicators

specified to assess achievement of project objectives and outcomes, and approaches and strategies used to address M&E challenges and demonstrate results in FCV contexts.

Terminal evaluations and other documents pertaining to 145 completed projects, including 84 FSPs and 61 MSPs, were reviewed ([annex B](#)). Quality of the reports was assessed applying 74 criteria (14 lead criteria and 60 subcriteria—[annex A](#)).

The review assessing the measurement of project objectives and outcomes involved examining documents from 122 completed projects approved during GEF-6 (118 projects) and GEF-7 (4 projects), for which

**Table 2.1** Evaluation question sources and their coverage

| Key question  | Source   | Coverage   |
|---|--|--|
| To what extent have the GEF IEO's recommendations regarding GEF RBM systems been implemented?   | MAR, interviews with GEF Secretariat key informants, focus group with Agency key informants  | MAR for FYs 2023 and 2024, interviews of 4 key informants from GEF Secretariat, and inputs from 20 key informants through 5 focus groups                                   |
| How effective is the GEF core indicator system in tracking the results of GEF activities?   | Policies and guidance for GEF-8, review of interview transcripts, focus group with Agency key informants   | Review of interview transcripts for APR 2021, analysis of GEF-8 Results Framework and guidelines for core indicators, inputs from 20 key informants through 5 focus groups |
| How is operational efficiency tracked and reported at the corporate level?  | Analysis of monitoring reports and GEF corporate scorecard, GEF Portal data set  | GEF Portal data through June 2024  |
| Has there been a change in use and availability of midterm reviews?   | Analysis of GEF Portal data set on submission of midterm reviews   | Portal data on midterm reviews for projects approved through FY 2010, interviews   |
| To what extent do terminal evaluations prepared by GEF Agencies provide a comprehensive and systematic account of project performance?          | Review of terminal evaluations, focus group with Agency key informants   | Terminal evaluations for 145 projects (84 full size, 61 medium size) submitted from September 2020 through June 2024, 20 key informants through focus group                |
| To what extent do terminal evaluations report on achievement of project objectives and outcomes?  | Review of M&E reporting through terminal evaluations and other project documents, GEF Portal data on tracking tools                                      | Completed GEF-6 and GEF-7 projects for which terminal evaluations had been submitted through 2023 at the GEF Portal  |
| What are the approaches and strategies used by the GEF Agencies and projects to address M&E challenges and demonstrate results in FCV contexts? | Review of GEF and Agency policy and guidance, desk review of documentation of 24 projects in FCV countries, 4 case studies, and key informant interviews | Review of policies and guidelines documents from 24 sampled projects, 4 case studies covering 5 projects, interviews of 25 key informants                                  |

**Note:** FCV = fragile, conflict-affected, and violent; M&E = monitoring and evaluation; MAR = Management Action Record.

terminal evaluations had been submitted to the GEF IEO by December 2023. It covered project documents submitted at CEO endorsement/approval, as well as PIRs, midterm reviews, tracking tools, and terminal evaluations retrieved from the GEF Portal. Data from these documents were gathered to evaluate the reporting on objectives, outcomes, indicators, and target achievement. Of these 122 projects, 21 had been covered in the analysis presented in APR 2023.<sup>1</sup>

The GEF IEO's FCV evaluation (GEF IEO 2024c) identified projects within the GEF portfolio that were implemented in FCV contexts. Of these projects, documentation for 24 was reviewed to have a better understanding of how FCV is addressed in project documentation; of these, 5 were examined in detail through case studies.

The transcripts of the interviews conducted for assessment of RBM presented in APR 2021 were reviewed to understand the issues. In addition, the Guidelines on the Implementation of the GEF-8 Results Measurement Framework (GEF 2022) were reviewed to assess changes made to the framework and the extent to which these changes address the concerns expressed in APR 2021.

The Management Action Records (MARs) for FYs 2023 and 2024 (GEF IEO 2023d, 2024d) were reviewed to assess progress made on implementation of the recommendations of the IEO's RBM evaluation that focused on Agency self-evaluation and the GEF Portal (GEF IEO 2023b).

<sup>1</sup> In APR 2023 (GEF IEO 2024b), 66 projects were initially selected for analysis of results indicators. However, 45 were excluded because their results frameworks lacked direct environmental stress reduction or status change indicators. A detailed review was conducted on the remaining 21 projects that included such indicators. This evaluation, in contrast, considers all completed projects, regardless of whether they featured at least one direct environmental stress reduction or status change indicator.

The evaluation also reviewed documents from the GEF and its Agencies that provide guidance on approaches and strategies for M&E in FCV contexts, along with emerging resources on conflict-sensitive environmental programming and M&E for environmental peacebuilding.

## Data sets

As part of the terminal evaluation validation process, the GEF IEO assesses the quality of terminal evaluations. To date, the quality of 2,122 terminal evaluations has been reviewed. Until 2020, the GEF IEO used six criteria to assess evaluation quality. In 2021, this process was revised to include 14 leading criteria and 60 subcriteria. To ensure long-term trend comparability, the assessments are reported based on the six criteria that are common to both periods.

The GEF Portal maintains data on project cycle milestones and on the conduct and submission of midterm evaluations. These data were analyzed to assess how the GEF addresses operational performance-related issues and the conduct of midterm reviews. In addition, data from the GEF Portal were analyzed to assess supplemental reporting on core indicators.

## Key informant interviews

Key informant interviews ([annex C](#)) were conducted to assess progress on implementing recommendations from the RBM evaluation presented in OPS7 and the use of midterm reviews, and to gather data on M&E in FCV contexts. Four GEF Secretariat staff involved in managing the GEF Portal were interviewed to collect information on the measures taken by the portal team in response to the evaluation recommendations and changes made to improve the portal's utility and user experience.

Additionally, 25 key informants were interviewed to gather data on M&E approaches and strategies used by GEF Agencies in FCV contexts. Of these, 24 were

GEF Agency staff and 1 was from the GEF Secretariat. The interviews covered the experiences of 10 projects implemented in FCV contexts by three GEF Agencies: the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP), and the United Nations Industrial Development Organization (UNIDO).

## Focus groups

The GEF IEO organized five focus group cafés, each with four to five participants ([annex C](#)) and together totaling 20 participants, to discuss RBM and the GEF Portal and assess progress made in implementing the recommendations from the RBM evaluation related to the GEF Portal, effectiveness of the GEF core indicators, and the quality of terminal evaluations. Participants in each group also discussed the strengths and weaknesses of the GEF core indicators system. In addition, the issue of quality of self-evaluation such as PIRs, mid-term reviews, and terminal evaluations was discussed

in a plenary focus group of 20 participants. These focus group cafés and plenary focus group were held during the GEF IEO Evaluation Workshop in Rome, October 1–2, 2024.

## 2.5 Limitations

This evaluation built on the work of recent evaluations prepared by the GEF IEO. It thus gave less attention to a reexamination of issues that were addressed in depth in these evaluations and more attention to issues that were flagged as major concerns. It excluded an assessment of RBM in GEF-integrated programs, as this is to be covered through targeted reviews conducted within the framework of program evaluations.



# 3

## Findings

### 3.1 Implementation of recommendations related to the GEF RBM system

**This evaluation found significant progress in implementing recommendations from the GEF IEO's earlier evaluation of RBM with a focus on Agency self-evaluation and the GEF Portal (GEF IEO 2023b).** The GEF Secretariat has strengthened the guidance for conducting midterm reviews, followed up on the timely completion and submission of midterm reviews, and supported knowledge sharing through the development of a lessons repository and initiatives to facilitate exchanges on operational effectiveness. Improved qualitative analysis in monitoring reports has also aided adaptive management and showcased good practices. Additionally, the GEF Portal has undergone improvements, particularly in aligning with GEF-8 policies and automating key business processes. However, resource constraints have delayed further enhancements requested by GEF Agencies, and users continue to feel that the portal's performance requires substantial improvement.

#### Agency self-evaluation

In its earlier RBM evaluation, the GEF IEO recommended strengthening the use of midterm reviews for learning and adaptive management. It also recommended that the GEF Secretariat, in collaboration with partners, enhance learning through the systems it manages, promote cross-Agency exchanges, and provide incentives for candor. In response, the Secretariat has taken several measures to address these recommendations.

**The GEF Secretariat has strengthened its guidance for conducting midterm reviews and established an efficient review process.** The Guidelines on the Implementation of the GEF-8 Results Measurement Framework specify key information requirements for midterm reviews and set a threshold for their submission within four years of CEO endorsement

to monitor performance (GEF 2022). The Secretariat has also developed a report outline on good practices for conducting midterm reviews, which has been shared with the GEF Agencies. Furthermore, the Secretariat reviews and synthesizes information from midterm reviews in its annual monitoring report, ensuring its incorporation into corporate-level reporting.

**Through the GEF Portal, the Secretariat has improved the tracking of midterm review submissions.** The annual monitoring report specifically tracks the percentage of projects that submit midterm reviews within four years of CEO endorsement or approval. In December 2022, the GEF Secretariat included a list of FSPs more than 2.5 years old in its bilateral communications with Agencies to incentivize the timely completion of midterm reviews. These efforts have reportedly encouraged Agencies to submit a significant number of overdue midterm reviews. The Secretariat also held follow-up meetings with Agencies to address issues related to the conduct and submission of midterm reviews. Although several GEF Agencies—such as Conservation International (2020), FAO (2020), and UNDP (2014)—had already developed internal guidelines for conducting midterm reviews for GEF projects, the measures undertaken by the GEF Secretariat have facilitated their timely conduct. While these measures have led to an increase in the submission of midterm reviews, the timeliness of their conduct—discussed [later](#) in this chapter—remains a challenge.

**The Secretariat has also taken steps to strengthen learning, support knowledge exchange across the GEF partnership, and promote candid reporting.** It has created templates in the GEF Portal to facilitate documentation of lessons learned through midterm reviews and terminal evaluations. Since 2021, the GEF Portal has allowed Agencies to report these lessons; by March 2023, a repository of more than 1,700 lessons had been compiled. Regular discussions with Agencies on operational effectiveness—such as exchanges on good practices in midterm reviews (March 2022), budget practices (May 2022), and quality and timeliness of midterm reviews (November

2022)—have further supported these efforts. However, its effect on candor in reporting is less clear because reporting through self-evaluations still tends to be optimistic.

**The GEF Secretariat is placing increasing emphasis on qualitative and analytical approaches in the preparation of its annual monitoring report.** These reports highlight good project practices in achieving results and supporting adaptive management. For example, analyses of project proactivity shed light on how minor amendments can course-correct projects and lead to successful turn-arounds. The reports also contain detailed assessments of the risk of the GEF portfolio of active projects. These elements, along with lessons learned, are regularly discussed by the Secretariat during annual bilateral exchanges with the Agencies to review portfolio progress and address challenges.

## GEF Portal

While the GEF Portal has made significant strides in adapting to the GEF-8 programming directions and aligning with the new policies based on GEF Council decisions, resource constraints have slowed the development of new features.

**Significant progress has been made in automating key business processes, including project reviews, approvals, cancellations, and CEO endorsements.** Updates have also been implemented to accommodate changes in the project cycle, integrated program requirements, child project reviews, and Global Biodiversity Framework Fund activities, which have a distinct appraisal process. To support GEF Agencies with proposal submissions, the GEF Portal team has conducted multiple training sessions. The team, in collaboration with the World Bank's Information and Technology Solutions team responsible for the GEF Portal's technical development, remains responsive to inquiries regarding project submissions, STAR allocations, and GEF-8 budget ceilings. Weekly meetings between the GEF Portal and World Bank teams ensure that programming needs are monitored

and addressed. However, the portal team acknowledged that delays in implementing long-requested features continue due to resource limitations and prioritization of evolving business needs.

**Between GEF-7 and GEF-8, significant changes were made to templates to align with updated GEF policies.** This includes the incorporation of risk dimensions—context, approach, and execution—into the project identification form (PIF) and CEO endorsement templates under the GEF risk appetite framework. A risk table was also incorporated in the midterm review module within the GEF Portal. These updates were essential in ensuring that GEF business could continue in accordance with applicable policies and procedures. However, this emphasis on immediate adjustments delayed the automation of processes related to project suspensions, amendments, and the generation of CEO endorsement and approval letters.

**Due to resource constraints, the GEF Portal team’s shift in priorities—while justified—has limited progress in addressing long-standing needs and improving the portal’s user-friendliness for GEF Agency users.** Formatting challenges, such as incorrect document orientation, continue to affect reviews, with limited advancement in resolving these issues. The portal’s data entry validations have improved data quality by ensuring compliance with STAR resource allocations and preventing Agencies from exceeding country caps during PIF submissions. These validations also automate previously manual processes, like financial data aggregation. However, users report that vague error messages complicate troubleshooting, as they do not clearly indicate the exact source of the error. New features, such as Agency and Country Factsheets, and geolocation capabilities, have been added. Users note that the absence of functionalities such as uploading spatial data via Microsoft Excel make data entry cumbersome. Notifications for successful submissions are still lacking. Although some email alerts for upcoming project cycle milestones have been introduced, this is a work in progress.

**Users favorably compare the GEF Portal’s project cycle actions to the Green Climate Fund Portal, but note that the latter is quicker for data entry and retrieval.** Data retrieval capabilities for Agencies have improved as they are able to access geospatial data through the GEF website. They may request data from the GEF Secretariat, which addresses these requests in a timely manner. At the same time, several Agencies reported that they still maintain separate data sets for managing their GEF portfolios, as consolidated reports—such as those for core indicators—are not easily accessible through the GEF Portal. Despite progress, users feel the portal’s improvements have been incremental, with further development needed to fully meet their operational needs.

## 3.2 GEF results measurement framework

**During GEF-8, improvements were made to the GEF results measurement framework to enhance clarity and support consistent measurement of core indicators, but several challenges remain.** APR 2021 highlighted several issues with the GEF results measurement framework, particularly regarding coverage of results pursued by the GEF (GEF IEO 2023a). It noted that key environmental outcomes such as urban biodiversity and ecosystem services were excluded, while the focus remained on physical quantities rather than systemic transformation. Some indicators, like those that measure area restored, did not reflect actual achievements because during a project’s implementation period only area under restoration can realistically be measured. The risk of double counting especially for geographical areas, and the lack of tracking net effects due to the absence of baselines for aggregate improvements were also identified. Further, ambiguities in counting beneficiaries lead to inconsistencies in reporting, and long feedback loops limit the use of data for timely decision-making. Some of these issues highlighted in APR 2021 have been addressed in GEF-8, whereas several remain.

**Improvements to core indicators and guidelines have enhanced consistency in understanding, reporting, and measurement.** The GEF-8 Results Measurement Framework sets a zero baseline for core indicators to accurately capture net project effects and ensures clear, non-overlapping indicators, such as changing “area of land restored” in GEF-7 to “area of land and ecosystems under restoration” in GEF-8. SMART (specific, measurable, achievable, relevant, time-bound) criteria were adopted to improve clarity and practicality. Originally issued in GEF-7, the guidelines for core indicators were revised in GEF-8 to provide greater clarity and detail. Corporate effectiveness reporting began in 2020 under GEF-7, with initial guidance provided at that time. This guidance was further clarified and detailed within the GEF-8 framework, which places a stronger emphasis on learning and adaptation. The GEF-8 approach encourages midterm reviews to support project adjustments and enhance outcomes.

**Despite improvements in GEF-8, several issues remain.** Co-benefits are underreported at the corporate level, because many ecosystem-based projects provide adaptation benefits that are not adequately captured due to gaps in core indicators. While these may be captured at the project level through the project results framework, without standardization and aggregation these are difficult to report at the corporate level. Challenges persist in comprehensively tracking nonplace-specific ecosystem services and systemic environmental changes. The lack of systematic data on the costs of generating environmental benefits, as highlighted by APR 2021, affects target setting and cost-effectiveness assessments. Additionally, the GEF results measurement framework does not effectively capture transformative, long-term impacts because they are tied to specific project phases.

### 3.3 Monitoring of operational efficiency

**The evaluation identified challenges in the measurement approaches used for tracking first disbursement and midterm review submission indicators.** The GEF has four indicators to assess operational efficiency ([box 3.1](#)). Reporting is currently based on data submitted in the fiscal year of reporting,<sup>1</sup> which may not provide an accurate picture of performance. This method combines project cohorts from different CEO endorsement or approval years, complicating year-to-year comparisons. Consequently, the analysis may reveal spikes or dips that do not reflect true trends—or may show little change even when real trends are present.

A key issue with analyzing performance based on the fiscal year of data submission or action is that, in a fiscal year where a delay is finally resolved, the analysis may suggest ongoing delays, even though the issue was addressed and resolved within that fiscal year. Conversely, if issues remain unresolved, the analysis may fail to reveal underlying problems promptly, causing a substantial delay before these issues become evident. [Figure 3.1](#) compares the results of the two approaches for projects achieving first disbursement within 18 months of CEO endorsement or approval, aligning the evaluation’s cohort with that of the GEF Secretariat by adjusting the timeline by two years. The comparison shows that while the overall averages are similar, the monitoring report shows steeper fluctuations without a clear trend explaining the sharp variations.

Using the year of submission to calculate the percentage of projects meeting the four-year midterm review submission threshold raises concerns because it uses an incorrect base and does not consider nonsubmission of midterm reviews. This method often mixes projects that were CEO-endorsed/approved at different points in

<sup>1</sup>The GEF fiscal year runs from July 1 to June 30.

### Box 3.1 Indicators to measure GEF operational efficiency

Four indicators in the GEF-8 Results Measurement Framework measure performance in terms of speed of operations, each shedding light on different aspects of operational performance:

- **Time from CEO endorsement/approval to first disbursement is under 18 months.** Tracking the time to first disbursement reveals delays in start of project implementation.
- **Time from CEO endorsement/approval to midterm review submission is under four years.** Monitoring whether the time from CEO endorsement/approval to midterm review submission is under four years reflects whether progress is on track and ensures that midterm reviews are conducted when course corrections can be most effective.
- **Medium-size project age is under four years; full-size project age is under six years.** The indicator tracking the age of active medium- and full-size projects helps gauge whether a significant portion of projects are experiencing delays during implementation.
- **Percentage of completed projects with timely submission of terminal evaluation.** The indicator on timely submission of terminal evaluations assesses compliance with GEF IEO guidelines.

Several other indicators also address aspects of operational efficiency, including

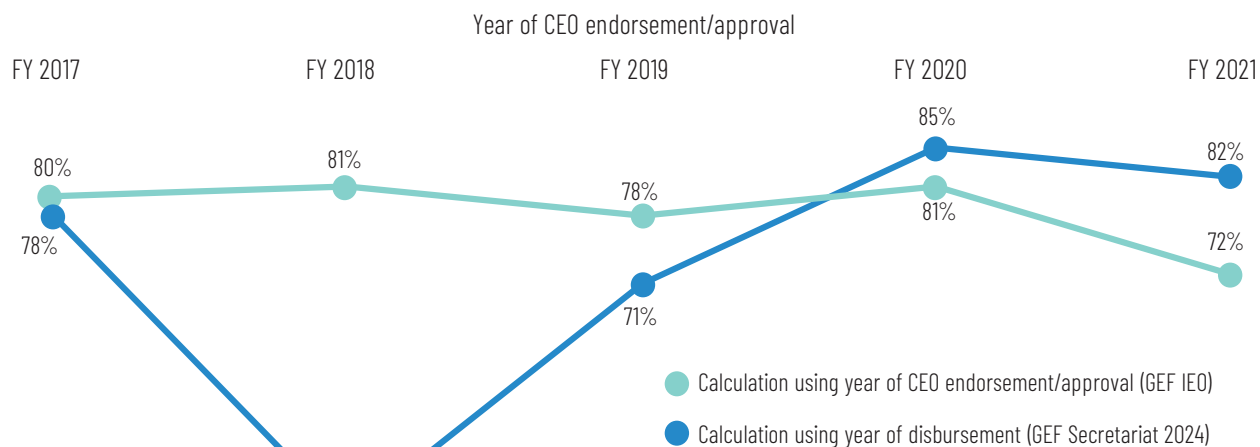
- Over 50 percent disbursed balance after three years of implementation for medium-size projects and five years for full-size projects,
- Projects with financial closure after terminal evaluation submission, and
- Projects financially closed on time in the last year.

**Source:** GEF 2022.

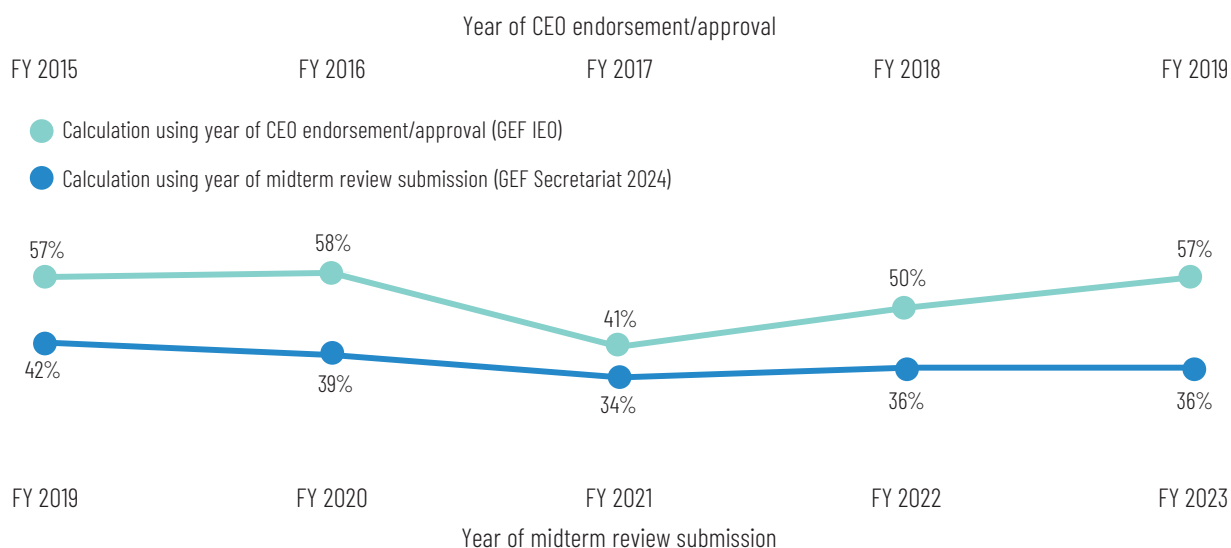
time, making year-to-year comparisons difficult. Additionally, excluding projects that never submit a midterm review can result in an overestimation of the percentage of projects meeting the four-year threshold.

[Figure 3.2](#) compares the GEF IEO's calculations, which are based on the year of CEO endorsement/approval for assessing midterm review submissions, with the GEF Secretariat's calculations from the GEF Monitoring Report 2023 (GEF Secretariat 2024b). To align the two approaches, the IEO's calculations have been shifted by four years. The comparison shows that the year-of-submission approach generally results in higher percentages than the year-of-endorsement method, with steeper fluctuations in the monitoring report figures compared to the IEO's calculations. Even for submissions made in FY 2021, when the estimate of projects submitting their midterm reviews within four years is at its lowest, the estimate based on the year of midterm review submission is substantially higher than that calculated using the year of CEO endorsement/approval.

**The indicators related to operational efficiency track the share of projects in the portfolio below a time threshold.** The indicator tracking the age of active MSPs and FSPs is aimed at assessing the speed at which projects are implemented to provide an indication of how quickly the intended project's global environmental benefits are delivered. It is measured as active projects above the age threshold as a percentage of the total of active projects. This approach leaves out the projects that were closed before the given time threshold. The guidelines do not clarify whether the age is calculated from the point of CEO endorsement/approval, or from a date that signifies the start of project implementation. Additionally, because the proportion of projects below the time thresholds is affected by the cyclical inflow of new projects from GEF Council-approved work programs, the actionable value of this indicator may be limited. A more accurate way to track the timeliness of implementation could be to assess the time taken by a cohort of

**Figure 3.1** Percentage of projects with first disbursement within 18 months

Sources: GEF Portal data and GEF Secretariat 2024b.

**Figure 3.2** Percentage of projects with midterm review submitted in four years (both FSPs and MSPs)

Sources: GEF Portal data and GEF Secretariat 2024b.

projects from CEO endorsement/approval (or from the start of implementation) to achieve operational completion. This approach is not affected by the cyclic nature of GEF programming.

The Guidelines on the Implementation of the GEF-8 Results Measurement Framework do not specify whether the calculation for submitting a terminal evaluation within 12 months of project completion is based on the year of terminal evaluation submission or the year

of project completion. The method used for these calculations can affect the accuracy of the measurements. Data from the GEF Portal indicates that between January 2022 and June 2023, 186 FSPs were completed. Of these, 86 percent (161 projects) had terminal evaluations submitted, with 72 percent (133 projects) submitted within one year of implementation completion. An analysis of terminal evaluation submissions from January 2023 to June 2024 shows that 180 terminal evaluations were submitted for FSPs. For 174 of these projects with known implementation completion dates, 71 percent submitted their terminal evaluation within one year of project completion. While both approaches yield similar results, the former provides a more accurate picture through real-time accounting for submission gaps.

### 3.4 Midterm reviews

**The availability of midterm reviews has improved with overall tracking by the GEF Secretariat; however, there are variations in the extent to which Agencies prepare midterm reviews and when they prepare them.** The GEF IEO’s earlier RBM evaluation highlighted gaps in the availability of midterm reviews for completed projects with terminal evaluations (GEF IEO 2023b). In a sample of projects that had submitted terminal evaluations by August 2020, it found that only 43 percent of FSPs had midterm reviews, suggesting possible noncompliance with the GEF Monitoring Policy (GEF 2019b), which mandates midterm reviews for all FSPs. A key factor behind this gap was that Agencies had not submitted midterm reviews to the GEF Secretariat. As a result of the Secretariat’s proactive approach and Agency responsiveness regarding midterm review submissions, several Agencies retroactively submitted reviews that had previously been overlooked. These recent submissions have reduced the availability gap substantially. Nonetheless, variations are observed among Agencies in terms of conduct and timeliness of midterm reviews.

### Actions taken by the GEF Secretariat to improve submissions

**The GEF Secretariat began actively monitoring midterm review submissions following the GEF IEO’s 2021 evaluation of self-evaluation systems.** A dedicated indicator now tracks the completion of midterm reviews within four years of a project’s CEO endorsement; this indicator is reported in the annual monitoring report.

**The results team at the GEF Secretariat monitors GEF portfolio data through the GEF Portal.** It uses an outlier report to identify projects that do not meet operational performance thresholds related to, for example, first disbursement and submission of midterm review. The Secretariat shares these data bilaterally with the Agencies, alerting them to projects that are at risk of missing the midterm review submission deadline. Other measures have been adopted that reinforce the importance of timely midterm review submission. For instance, GEF policy links the payment of 30 percent of Agency fees for FSPs to midterm review submission (GEF 2018). This milestone is reflected in the GEF Portal, ensuring that payments are tied to the completion of this requirement.

**The availability of midterm reviews for FSPs has significantly improved from 2020 to 2024.** [Table 3.1](#) compares the availability of midterm reviews for completed projects highlighted in the earlier IEO RBM evaluation with their status in 2024. By 2020, midterm reviews were

**Table 3.1** Availability of midterm reviews for the same set of completed projects at two different time points

| Project modality | Number of projects | Percentage for which midterm reviews are available: |           |
|------------------|--------------------|---|-----------|
|                  |                    | December 2020                                       | June 2024 |
| Full size        | 95                 | 43  | 74        |
| Medium size      | 55                 | 16  | 27        |
| Total            | 150                | 33  | 57        |

**Sources:** GEF Portal data and GEF IEO 2023b.

available for only 43 percent of these projects; but by June 2024, this figure had risen to 74 percent. Because the projects analyzed were already complete by 2020, this increase reflects the effectiveness of the GEF Secretariat's efforts to track midterm review submissions and follow up with Agencies to address previous gaps.

### Midterm review availability at different time thresholds

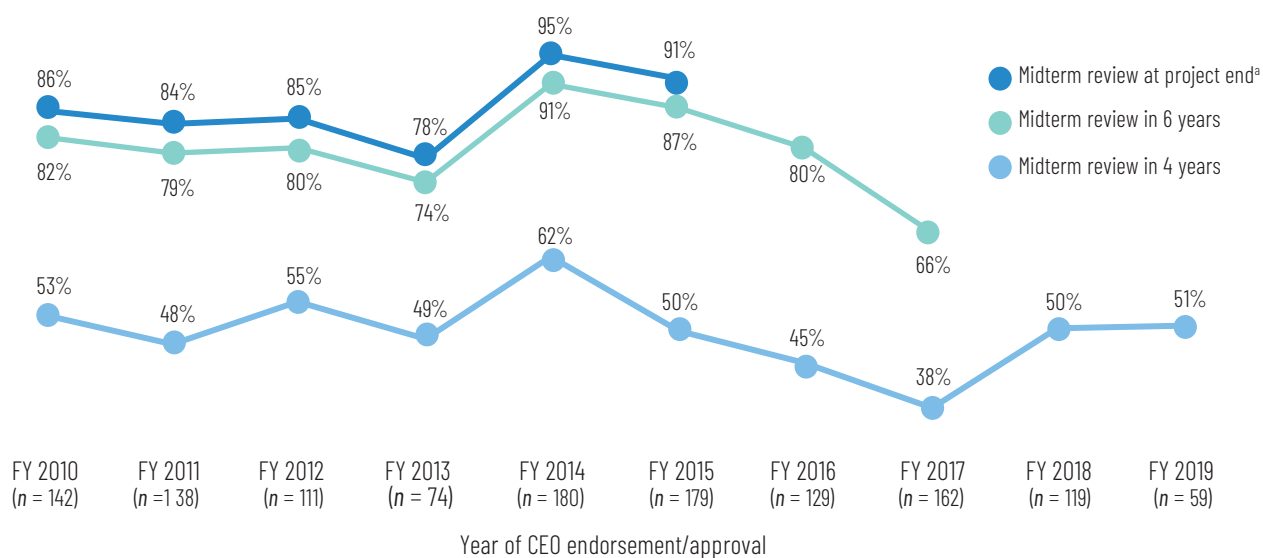
Depending on the year of CEO endorsement, midterm reviews were completed for 38 to 62 percent of projects within four years, increasing to 66 to 91 percent when using a six-year threshold (figure 3.3). More recent cohorts show midterm review completion rates of more than 90 percent by project end. A noticeable dip in midterm review preparation occurred for projects endorsed between FYs 2015 and 2017—at least part of which may be because of the effects of the COVID-19 pandemic. The IEO's evaluation of the pandemic's effects on GEF activities noted that Agencies faced significant challenges

in conducting midterm reviews during the pandemic (GEF IEO 2022a). The present evaluation inferred that these challenges may have delayed or prevented midterm review completion for a significant portion of FSPs during this period, as reflected in the data. Consistent with this inference, the percentage of FSPs from the FYs 2018 and 2019 cohorts—likely less affected by the pandemic—shows an uptick in midterm review preparation within four years of CEO endorsement.

### The World Bank and FAO lead the GEF Agencies in preparing midterm reviews for FSPs within key time thresholds.

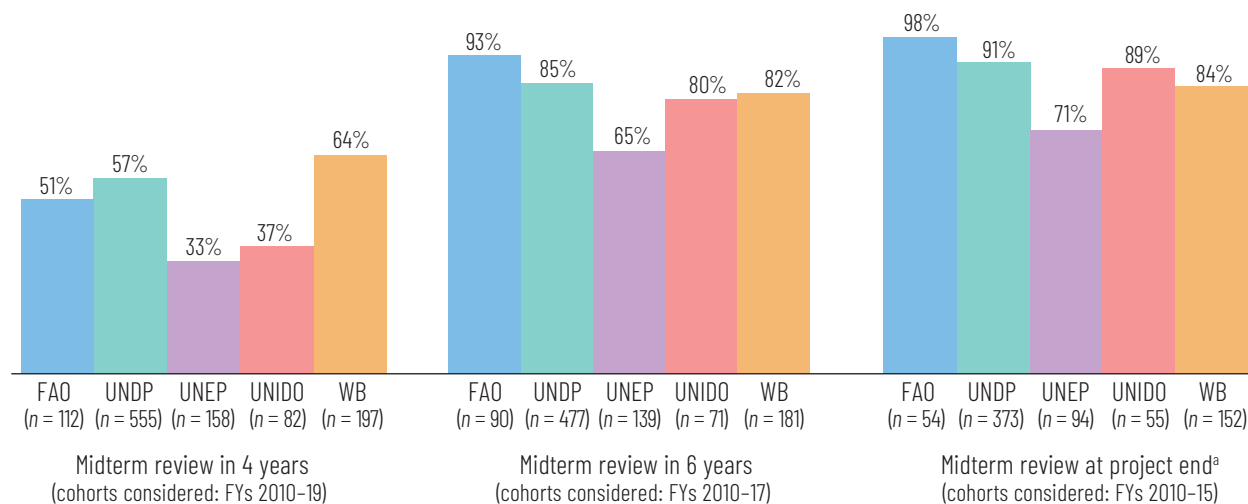
Figure 3.4 compares cumulative performance among GEF Agencies, showing that the World Bank prepares midterm reviews for nearly two-thirds of its FSPs within four years of GEF CEO endorsement. At the six-year mark, almost all FAO projects and 91 percent of UNDP projects have midterm reviews available by project completion. The United Nations Environment Programme's (UNEP) midterm review preparation rate appears lower, and while UNIDO lags at the four-year

**Figure 3.3** Percentage of full-size projects with an midterm review at various time thresholds, by year of CEO endorsement



**Source:** GEF Portal data.

a. For projects for which submission of a midterm review could be tracked for at least eight years.

**Figure 3.4** Availability of midterm reviews for full-size projects at different time thresholds, by Agency

**Source:** GEF Portal data.

**Note:** FAO = Food and Agriculture Organization of the United Nations; UNDP = United Nations Development Programme; UNEP = United Nations Environment Programme; UNIDO = United Nations Industrial Development Organization; WB = World Bank.

a. For projects for which submission of a midterm review could be tracked for at least eight years.

threshold, it catches up with 89 percent of projects having midterm reviews by completion.

### Quality and use of midterm reviews

The results team at the GEF Secretariat reviews the data submitted with each midterm review for quality control, focusing on results and cofinancing data and identifying any inconsistencies or gaps. When such issues are found, they are flagged for further review. The team examines the content of the midterm reviews to ensure consistency between the reported values in the GEF Portal and those in the midterm review document itself. Generally, data are accepted at face value if no inconsistencies or outliers are found. If a deeper understanding of the methodology is required, the GEF Secretariat consults with the relevant Agency through its focal area experts.

**The use of midterm reviews for developing portfolio-level synthesis reports has increased.** Consistent with the GEF-8 Results Measurement Framework, the content of the midterm reviews is synthesized to provide

evidence-based insights into project results through the annual monitoring report. Midterm reviews are valuable for program teams, offering a clear understanding of the emerging results from recent GEF activities. Additionally, they are often used by GEF Secretariat staff to prepare for the CEO's visits to recipient countries, supporting the GEF's engagement by offering detailed, accessible information on project performance in the early stages of implementation.

## 3.5 Quality of terminal evaluations

**Most terminal evaluations for FSPs align with GEF IEO guidelines, although performance varies by Agency.** Evaluations submitted by United Nations (UN) Agencies—i.e., FAO, UNDP, and UNEP—are more likely to comply with these guidelines. However, reporting on stakeholder involvement in evaluation report preparation, the project's theory of change, and explanations for variations in cofinancing contributions to project results remains

weak in a substantial proportion of evaluations. In contrast, evaluations tend to excel in reporting outcomes and sustainability risks. Most Agencies ensure that terminal evaluations for MSPs generally meet the quality expectations set for FSPs, despite the absence of specific guidelines for MSPs.

**Approximately three out of every four (77 percent) terminal evaluations for FSPs were rated satisfactory or higher in terms of overall quality (table 3.2).** When applying a more lenient standard of moderately satisfactory or higher, 93 percent of the evaluations fall within this range. Nearly all terminal evaluations from UN Agencies (FAO, UNDP, and UNEP) were rated satisfactory or

higher. These Agencies, as noted in the evaluation of Agency self-evaluation systems, have integrated GEF IEO guidelines into their internal processes for conducting terminal evaluations. In contrast, a lower proportion of terminal evaluations from the Asian Development Bank (ADB) and the Inter-American Development Bank (IDB)—13 and 43 percent, respectively—were rated satisfactory or higher. However, most of these two Agencies' terminal evaluations met the moderately satisfactory threshold: 63 and 86 percent, respectively

**Performance across key quality criteria in terminal evaluations varies significantly.** Notable areas of weak performance include gathering and reporting feedback from key

**Table 3.2 Percentage of terminal evaluations for full-size projects with satisfactory or higher ratings on key quality criteria**

| Quality criterion                    | ADB | CI  | FAO | IDB | UNDP | UNEP | WB  | Other <sup>a</sup> | Total |
|--------------------------------------|-----|-----|-----|-----|------|------|-----|--------------------|-------|
| Timeliness                           | 13  | 100 | 93  | 71  | 100  | 0    | 88  | 60                 | 77    |
| General information                  | 38  | 100 | 94  | 71  | 100  | 100  | 50  | 60                 | 82    |
| Stakeholder involvement              | 0   | 50  | 70  | 29  | 67   | 0    | 0   | 20                 | 44    |
| Theory of change                     | 13  | 50  | 72  | 57  | 67   | 100  | 100 | 40                 | 65    |
| Methodology                          | 0   | 50  | 88  | 57  | 100  | 100  | 50  | 60                 | 73    |
| Outcome                              | 38  | 100 | 84  | 86  | 73   | 100  | 100 | 80                 | 81    |
| Sustainability                       | 50  | 100 | 84  | 57  | 93   | 100  | 13  | 80                 | 75    |
| Monitoring and evaluation            | 38  | 75  | 75  | 71  | 87   | 100  | 100 | 60                 | 76    |
| Finance                              | 38  | 75  | 72  | 43  | 73   | 80   | 50  | 60                 | 64    |
| Implementation                       | 25  | 75  | 81  | 29  | 80   | 100  | 100 | 60                 | 72    |
| Safeguards                           | 25  | 100 | 84  | 71  | 53   | 60   | 100 | 100                | 74    |
| Lessons and recommendations          | 25  | 75  | 90  | 71  | 87   | 100  | 25  | 80                 | 75    |
| Ratings                              | 13  | 100 | 75  | 29  | 87   | 100  | 100 | 80                 | 73    |
| Report presentation                  | 38  | 75  | 81  | 57  | 73   | 100  | 100 | 60                 | 75    |
| Overall quality                      | 13  | 75  | 88  | 43  | 93   | 100  | 100 | 60                 | 77    |
| No. of terminal evaluations reviewed | 8   | 4   | 32  | 7   | 15   | 5    | 8   | 5                  | 84    |

**Source:** GEF IEO validation of terminal evaluations for full-size projects submitted September 2020–June 2024.

**Note:** ADB = Asian Development Bank; CI = Conservation International; FAO = Food and Agriculture Organization of the United Nations; IDB = Inter-American Development Bank; UNDP = United Nations Development Programme; UNEP = United Nations Environment Programme; UNIDO = United Nations Industrial Development Organization; WB = World Bank.

a. African Development Bank, United Nations Industrial Development Organization, and World Wildlife Fund–US.

stakeholders, clearly explaining the assumptions in the project's theory of change, and reporting on variations in cofinancing and its contribution to project results. Several gaps are observed across subcriteria. For example, none of the terminal evaluations prepared by the World Bank include the GEF ID of the project evaluated. Additionally, terminal evaluations by all Agencies show weaknesses in obtaining and reporting feedback from the relevant operational focal point on draft evaluations for national projects. While nearly all terminal evaluations (94 percent) provide information on the realization of cofinancing during implementation, only about half (51 percent) discuss how cofinancing contributed to project results.

Terminal evaluations for FSPs perform well in reporting on the achievement of all outcomes in the project's results framework (94 percent) and in discussing factors that influence the outcomes (89 percent). Similarly, almost all terminal evaluations (96 percent) identify key risks to sustainability and assess the quality of M&E

during project implementation. Furthermore, 96 percent of terminal evaluations present lessons learned based on project experience.

The quality of terminal evaluations for FSPs and MSPs is generally consistent across most Agencies, with the World Bank being an exception in its distinct approach to MSPs (table 3.3). While the GEF IEO has not issued specific guidelines for MSP evaluations, it encourages Agencies to adopt a streamlined approach based on the guidelines for FSPs. This means that, although FSP guidelines may be applied normatively to MSPs, they are not used to assess compliance for the latter. Despite this approach, most GEF Agencies appear to give equal attention to ensuring the quality of terminal evaluations for MSPs. The World Bank, however, stands out as an exception. Its internal guidelines do not require a detailed terminal evaluation for MSPs, nor are evaluations for MSPs—unlike those for FSPs—validated by its Independent Evaluation Group. This difference in the World Bank's approach is reflected in its data: while

**Table 3.3** Distribution of satisfactory or higher ratings for overall quality of terminal evaluations by modality and Agency

| Agency       | Full-size projects |                          | Medium-size projects |                          | All projects |                          |
|--------------|--------------------|--------------------------|----------------------|--------------------------|--------------|--------------------------|
|              | No. reviewed       | % satisfactory or higher | No. reviewed         | % satisfactory or higher | No. reviewed | % satisfactory or higher |
| ADB          | 8                  | 13                       | 0                    | n.a.                     | 8            | 13                       |
| CI           | 4                  | 75                       | 10                   | 60                       | 14           | 64                       |
| FAO          | 32                 | 88                       | 9                    | 100                      | 41           | 90                       |
| IDB          | 7                  | 43                       | 4                    | 50                       | 11           | 45                       |
| UNDP         | 15                 | 93                       | 9                    | 89                       | 24           | 92                       |
| UNEP         | 5                  | 100                      | 8                    | 100                      | 13           | 100                      |
| World Bank   | 8                  | 100                      | 11                   | 9                        | 19           | 47                       |
| Other        | 5                  | 60                       | 10                   | 50                       | 15           | 53                       |
| All Agencies | 84                 | 77                       | 61                   | 64                       | 145          | 71                       |

**Source:** GEF IEO validation of terminal evaluations for full-size projects submitted September 2020–June 2024.

**Note:** n.a. = not applicable. ADB = Asian Development Bank; CI = Conservation International; FAO = Food and Agriculture Organization of the United Nations; IDB = Inter-American Development Bank; UNDP = United Nations Development Programme; UNEP = United Nations Environment Programme. Other refers to African Development Bank, United Nations Industrial Development Organization, and World Wildlife Fund-US.

all terminal evaluations for its FSPs were rated satisfactory or higher, only 9 percent of those for its MSPs received such a rating.

**Candor in self-evaluation reporting has been identified and raised as a significant concern by Agency staff.** Although 73 percent of terminal evaluations received satisfactory or higher ratings for credibility and substantiation, focus group participants from GEF Agencies expressed concerns about a weak information base, often a result of overly optimistic reporting in PIRs and midterm reviews. Evidence supports these concerns: among projects with development outcome ratings in both final PIRs and independently validated outcome assessments, 96 percent received a satisfactory development outcome rating in the final PIR, while only 87 percent achieved a satisfactory rating upon independent validation. Additionally, in 10 percent of cases, development outcome ratings in PIRs were two grades higher than those in validated terminal evaluations. These findings align with the IEO's earlier evaluation of self-evaluation systems, which noted that GEF Agencies generally lacked incentives to promote candor, although some were beginning to cultivate a more transparent evaluation culture. That evaluation also highlighted that although PIRs typically documented implementation challenges in a timely manner, they might not always convey the level of urgency required to address these challenges effectively.

## 3.6 Reporting on project results indicators

Although most GEF projects include indicators for objectives and outcomes, fewer than one-third fully meet both criteria, with adequate indicators for all objectives and consistent reporting on all indicators at project completion. GEF core indicators show higher reporting rates, reflecting improved focus. There are variations across Agencies and focal areas, although more data are needed to draw strong inferences.

**Project M&E plans include specific indicators to measure the achievement of each project objective and outcome outlined in the project documents.** All 544 objectives and outcomes across the 122 projects reviewed had at least one indicator for measuring achievement. Of these, 432 objectives and outcomes (79 percent) were assessed to have adequate indicators to help determine whether they were achieved ([table 3.4](#)). However, aggregating these data at the project level, only 54 percent of projects had adequate indicators for all objectives and outcomes.

**At project completion, the vast majority of indicators were measured and reported on using consistent units.** Of the 2,213 indicators listed in the reviewed project M&E plans, 91 percent had their achievement measured and reported. In 88 percent of cases, this reporting consistently used the units specified in the M&E plan ([table 3.4](#)). Previous GEF IEO evaluations (GEF IEO 2017a, 2017b) raised concerns about inconsistent reporting on tracking tools, while APR 2023 noted improvements (GEF IEO 2024b). The present evaluation confirmed the APR 2023 finding, suggesting continued improvement in the consistent use of units for reporting.

**Indicators specified in the results framework of FSPs are more likely to be reported than those in other project modalities.** Indicators specified for FSPs were slightly more likely to be reported at project completion using the units specified in the M&E plan compared to those in MSPs: 91 percent versus 86 percent. A significantly lower reporting rate—34 percent—was observed for indicators in enabling activities. The 29 indicators observed for enabling activities were from three projects, which underscores the importance of tracking this group of projects in the future to confirm the finding. Compared to 89 percent of indicators for child projects under programmatic approaches, 87 percent of indicators for stand-alone projects were reported on at completion using the units specified in their project M&E plan. The difference is not statistically significant.

**Table 3.4 Adequacy of, and reporting on, indicators in measuring achievement of objectives and outcomes**

| Category         |                      | No. of projects | Objectives and outcomes |                            | % of projects with adequate indicators for all objectives and outcomes | Indicators |                          |                                   |
|------------------|----------------------|-----------------|-------------------------|----------------------------|--|------------|--------------------------|-----------------------------------|
|                  |                      |                 | No.                     | % with adequate indicators |  | No.        | % reported at completion | % with consistent reporting units |
| Project type     | Full size            | 49              | 217                     | 84                         | 57   | 1,057      | 95                       | 91                                |
|                  | Medium size          | 70              | 316                     | 75                         | 50   | 1,127      | 89                       | 86                                |
|                  | Enabling activity    | 3               | 11                      | 100                        | 100  | 29         | 38                       | 34                                |
| Modality         | Programmatic         | 18              | 71                      | 75                         | 50   | 299        | 92                       | 89                                |
|                  | Stand alone          | 104             | 473                     | 80                         | 55   | 1,914      | 91                       | 87                                |
| Focal area       | Biodiversity         | 14              | 52                      | 83                         | 64   | 158        | 95                       | 88                                |
|                  | Climate change       | 41              | 180                     | 86                         | 63   | 691        | 90                       | 87                                |
|                  | International waters | 10              | 33                      | 67                         | 50   | 178        | 98                       | 94                                |
|                  | Land degradation     | 4               | 22                      | 91                         | 75   | 35         | 66                       | 37                                |
|                  | Chemicals & waste    | 8               | 46                      | 87                         | 50   | 154        | 92                       | 88                                |
|                  | Multifocal           | 45              | 211                     | 72                         | 42   | 997        | 91                       | 89                                |
| Lead Agency      | CI                   | 11              | 61                      | 95                         | 82   | 222        | 97                       | 91                                |
|                  | FAO                  | 9               | 42                      | 98                         | 89   | 197        | 85                       | 84                                |
|                  | UNDP                 | 69              | 327                     | 76                         | 51   | 1,352      | 93                       | 90                                |
|                  | UNEP                 | 8               | 33                      | 79                         | 63   | 65         | 86                       | 85                                |
|                  | World Bank           | 16              | 41                      | 71                         | 31   | 248        | 96                       | 92                                |
|                  | Other <sup>a</sup>   | 9               | 40                      | 73                         | 44   | 129        | 67                       | 60                                |
| Country type     | LDC                  | 32              | 133                     | 72                         | 53   | 581        | 86                       | 84                                |
|                  | SIDS                 | 21              | 91                      | 75                         | 57   | 342        | 83                       | 81                                |
|                  | Other                | 79              | 368                     | 82                         | 53   | 1,450      | 93                       | 89                                |
| Geographic scope | National             | 82              | 372                     | 77                         | 52   | 1,599      | 92                       | 88                                |
|                  | Regional             | 16              | 51                      | 76                         | 44   | 259        | 93                       | 88                                |
|                  | Global               | 24              | 121                     | 88                         | 67   | 355        | 88                       | 83                                |
| GEF cycle        | GEF-6                | 118             | 517                     | 78                         | 53   | 2,143      | 91                       | 87                                |
|                  | GEF-7                | 4               | 27                      | 100                        | 100  | 70         | 99                       | 97                                |
| Trust fund       | CBIT                 | 14              | 60                      | 95                         | 93   | 246        | 92                       | 89                                |
|                  | GET                  | 100             | 451                     | 77                         | 50   | 1,802      | 91                       | 87                                |
|                  | LDCF                 | 3               | 9                       | 67                         | 33   | 38         | 92                       | 87                                |
|                  | SCCF                 | 5               | 24                      | 88                         | 40   | 127        | 94                       | 90                                |
| Total            |                      | 122             | 544                     | 79                         | 54   | 2,213      | 91                       | 88                                |

**Source:** GEF Portal data for 122 GEF-6 and GEF-7 completed projects with terminal evaluations.

**Note:** GEF Agencies: CI = Conservation International, FAO = Food and Agriculture Organization of the United Nations, UNDP = United Nations Development Programme, UNEP = United Nations Environment Programme; country type: LDC = least developed country, SIDS = small island developing states; trust fund: CBIT = Capacity-building Initiative for Transparency, GET = GEF Trust Fund, LDCF = Least Developed Countries Fund, SCCF = Special Climate Change Fund. Details for country type do not sum to total because of overlaps in categorization.

a. Inter-American Development Bank, International Fund for Agricultural Development, International Union for Conservation of Nature United Nations Industrial Development Organization, and World Wildlife Fund-US.

**All Agencies that had at least eight projects reviewed—Conservation International, FAO, UNDP, UNEP, and the World Bank—had a reporting rate of 84 percent or higher for specified indicators using the units outlined in their M&E plans.** Moreover, Conservation International, UNDP, and the World Bank exceeded a 90 percent reporting rate for indicators at completion using consistent units. However, five other Agencies collectively responsible for nine projects and 129 specified indicators—IDB (three projects), the International Fund for Agricultural Development (IFAD; one project), the International Union for Conservation of Nature (two projects), UNIDO (two projects), and World Wildlife Fund–US (one project)—reported on these indicators using consistent units in 60 percent of cases at project completion; this is significantly lower than the remainder of the portfolio. However, because of the small number of observations for each of these other Agencies, it is difficult to draw confident conclusions about them individually.

**Reporting rates for land degradation were lower than for other focal areas, but this finding should be interpreted cautiously because of the small sample of just four completed projects.** Of the 35 indicators specified for these projects, 67 percent were reported at completion, with only 37 percent both reported and measured using consistent units. As more projects in this focal area are completed, it will be important to track whether these reporting gaps persist.

**The percentage of GEF core indicators reported at project completion is slightly higher than that of other indicators in project results frameworks: 94 percent versus 91 percent.**

Core indicators also perform better in terms of being reported using consistent units: 92 percent versus 87 percent ([table 3.5](#)). While the difference is not substantial, the higher consistency suggests that Agencies are prioritizing reporting on core indicators and are applying the relevant GEF guidance for reporting.

### 3.7 M&E in FCV contexts

Countries [classified as FCV contexts by the World Bank](#) comprise 26 percent of GEF recipient countries and account for 20 percent of the total GEF-8 STAR allocation. This is a conservative estimate of GEF investments in FCV contexts, because the GEF also supports projects in countries recently emerging from conflict and in non-FCV countries with regions affected by FCV conditions. A recent IEO evaluation of GEF Support in Fragile and Conflict-Affected Situations found that projects in FCV settings generally receive lower performance ratings for M&E design and implementation (GEF IEO 2024c). These findings underscore the need to better understand the specific challenges of conducting M&E in these contexts and how to address them. The present

**Table 3.5** Reporting on project indicators at completion by indicator category

| Category              |  | Number of indicators | Reporting at completion (% of indicators) |                        |
|-----------------------|--|----------------------|---|------------------------|
|                       |  |                      | Reported on                               | Using consistent units |
| GEF results framework | GEF core and subcore indicators        | 253                  | 94  | 92                     |
|                       | Other indicators                       | 1,960                | 91  | 87                     |
| Type of benefit       | Environmental stress and status change | 243                  | 95  | 91                     |
|                       | Other environmental benefits           | 1,409                | 91  | 88                     |
|                       | Nonenvironmental benefits              | 561                  | 89  | 86                     |
| Total                 |  | 2,213                | 91  | 88                     |

**Source:** GEF Portal data for 122 GEF-6 and GEF-7 completed projects with terminal evaluations.

evaluation included a special review of M&E in FCV contexts to address this critical information gap.

**The review identified significant differences in how GEF Agencies approach M&E in FCV contexts.** While some Agencies incorporate conflict analyses and adopt a long-term outlook, these practices are not standardized. As a result, many GEF projects in FCV settings lack specific objectives, outcomes, and indicators focused on conflict sensitivity. The absence of clear GEF guidelines hinders mainstreaming of conflict-sensitive approaches, and limited resources restrict adaptability in such contexts. Interest in addressing FCV dynamics is growing; and Agencies are expanding conflict-sensitive environmental work and peacebuilding efforts, signaling broader recognition of these complexities ([box 3.2](#)). Although the Agencies are developing more advanced strategies for operating in FCV environments, M&E arrangements remain underdeveloped, with guidance often lacking concrete measures, indicators, or strategies for tracking project results in these settings.

## GEF requirements relevant to FCV contexts

The GEF has set limited requirements for project design and M&E in FCV contexts. However, most GEF projects in these settings lack explicit FCV-focused objectives or outcomes. While the GEF’s safeguards policy outlines basic requirements for conflict resolution and risk management (GEF 2019a), and the risk appetite framework captures some mitigation of risks related to FCV context (GEF 2024b), they do not provide detailed guidance for conflict-sensitive monitoring. This gap underscores the need for more comprehensive approaches to effectively address the challenges associated with FCV contexts.

**The GEF has only a few requirements that address project design and M&E in FCV contexts.** Minimum Standards 2 and 9 of the GEF Policy on Environmental and Social Safeguards (GEF 2019a) address some aspects such as grievance and conflict resolution mechanisms, processes for managing environmental and social risks

### Box 3.2 Addressing FCV contexts in project monitoring and evaluation

The GEF IEO conducted four case studies covering five projects to examine how projects regarded by GEF Agencies as examples of addressing FCV challenges approached these issues. The case studies analyzed project design features, strategies, guidance, tools used to address contextual challenges, and limitations in the monitoring frameworks.

**Case 1: Reducing Conflicting Water Uses in the Artibonite River Basin through Development and Adoption of a Multi-focal Area Strategic Action Programme (GEF ID 2929).** This project, implemented by the United Nations Development Programme, sought to contribute to both natural resource and socio-economic sustainability along the border between Haiti and the Dominican Republic. It took place in a context of heightened political, economic, and environmental fragility that risked devolving into conflict. Implicit in its approach was the theory that bringing groups in conflict together

could reduce tensions by increasing understanding and developing institutions that facilitate more peaceful and collaborative interactions. The project included five indicators relevant to FCV causes and context, including some related to stakeholder dialogue, government committees, joint management of information, awareness of varied stakeholder needs, and an environmental governance framework. These indicators largely align with GEF Core Indicator 7 on the cooperative management of shared water ecosystems; qualitative information on each is provided through regular project implementation reports. However, more explicit indicators of qualitative monitoring information on conflict management and related factors—such as land tenure and land tenure conflicts, degree of the project’s conflict sensitivity and its contributions to social cohesion—that are seen as preconditions for the development of agreements are lacking.

*(continued)*

### Box 3.2 Addressing FCV context in project M&E *(continued)*

**Case 2: Implementing the Socio-Ecosystem Connectivity Approach to Conserve and Sustainable Use Biodiversity in the Caribbean Region of Colombia (GEF ID 5288) and Contributing to the Integrated Management of Biodiversity of the Pacific Region of Colombia to Build Peace (GEF ID 9441).** These projects are implemented by, respectively, the Food and Agriculture Organization of the United Nations (FAO) and FAO and the United Nations Industrial Development Organization, and aim to support biodiversity and socioeconomic sustainability in two coastal regions of Colombia—the Caribbean region and the Pacific region—that are affected by conflict, resource extraction, institutional fragility, and environmental degradation. Both projects are firmly grounded in that context and include a focus on institutional and community capacities and stakeholder engagement in addition to environmental objectives related to protected area management and sustainable livelihoods. The projects also share some key staff. The Pacific region project uses the socioeconomic connectivity approach used in the Caribbean project, while more explicitly outlining the link between the project and peacebuilding processes. While neither project includes indicators that directly measure contributions to peacebuilding, they do indirectly measure elements of social cohesion—namely, the development of relationships and increased participation. These elements are also monitored and assessed qualitatively in project implementation reports and mid-term reviews. The Pacific region project has also extensively monitored and reported on contextual risks, although project staff acknowledge that the complexity of the project's human-centered dimensions are not well reflected in GEF reporting documents. These projects illustrate the potential of GEF-supported work contributing to social cohesion and peacebuilding objectives—and the continued challenges and gaps in monitoring this work presents.

**Case 3: Community-Based Natural Resource Management that Resolves Conflict, Improves Livelihoods and Restores Ecosystems throughout the Elephant Range in Mali (GEF ID 9661).** This project is being implemented by UNDP in a context characterized by insurgency, institutional fragility, and communal conflict. While it does not address many of these conflicts directly, it seeks to work at both the national and community levels

to strengthen legislation, engage communities in natural resource management, and protect elephants from poaching. The project includes six indicators related directly or indirectly to an FCV context, with some potentially serving as proxy indicators to address conflict. Much of the useful information on the FCV context, however, is captured through qualitative reporting in the PIRs. Overall, the project is monitoring and reporting on the FCV context, albeit in an ad hoc manner. The lack of concrete indicators of conflict or other FCV aspects may be partly due to the need to remain neutral to stakeholders so as to continue project activities. The project also does not capture any perception-based indicators, such as community perceptions of project benefits; these could be very useful in understanding its potential contributions to security and stability and its potential to sustainably achieve intended outcomes.

**Case 4: Improving the climate resilience of agro-sylvo-pastoral production systems in Burkina Faso (GEF ID 10516).** This FAO-implemented project seeks to improve the climate resilience of agro-sylvo-pastoral communities in Burkina Faso through Dimitra Clubs and the scaling up of farmer field schools, which have components related to technical capacity strengthening, community relations/cooperation, and conflict resolution. The project, which is in the early stages of implementation, operates in areas that are affected by food insecurity, conflict, and climate vulnerability. It benefited from a conflict analysis conducted by FAO, which identified potential causes of conflict and recommendations for conflict-sensitive programming. Although it includes several indicators that address its FCV context, the project does not have any way to measure conflict management or resolution. It does, however, have multiple approaches to assessing social cohesion, which is seen as a more manageable measure than those related to conflict or peace. Project staff indicate that there are multiple opportunities to further measurement of social cohesion, conflict, and peace, including by making use of existing monitoring tools such as household surveys. Project staff are also keen to move beyond indicators and produce knowledge products that can support broader learning about the project and its approaches.

and impacts, and screening or assessment of risks in conflict and postconflict contexts. However, the GEF does not provide guidance to explain how these processes may be done. Further, there is no requirement to use conflict-sensitive processes to identify indicators and appropriate measurement strategies that address FCV contexts. Similarly, the risk appetite framework endorsed by the GEF Council in February 2024 captures some FCV dimensions but its focus is on risk mitigation. As a result, most GEF projects implemented in these settings often lack explicit FCV-focused objectives, outcomes, and results and process indicators. Agencies often cite insufficient incentives, flexibility, and resources as reasons for not focusing on FCV issues. As a follow-up to 2024 Gap Analysis of GEF-Funded Activities and Engagement in Fragility, Conflict, and Violence-Affected States (GEF Secretariat 2024a), the GEF Secretariat is developing guidance for Agencies to support the design and implementation of GEF activities, including project M&E, in FCV contexts.

**Of the 24 projects implemented in the FCV context and reviewed as part of this evaluation, only 2 included a specific FCV-focused objective or outcome.** The Community-Based Natural Resource Management that Resolves Conflict, Improves Livelihoods, and Restores Ecosystems throughout the Elephant Range (GEF ID 9661, UNDP) project in Mali aims to protect Mali's elephants in key sites and enhance the livelihoods of the local communities living along the migration route to reduce human–elephant conflict. Its results framework includes indicators that capture the number of human–elephant conflicts and the enforcement of illegal wildlife trade regulations. Similarly, the Improving the Climate Resilience of Agro–Silvo–Pastoral Production Systems project in Burkina Faso (GEF ID 10516, FAO) aims to achieve the outcome of strengthened governance and institutional capacity for climate-resilient, conflict-free, and gender-transformative agro-sylvo-pastoral community development in three pilot landscapes. While it does not include explicit conflict indicators, it focuses on measuring outcomes such as land tenure security,

employment for women and youth, and the integration of climate resilience, which may help mitigate conflict.

**Some projects include resilience-related objectives and outcomes, but these are typically focused on strengthening the resilience of livelihoods and of physical or natural assets, and addressing climate risks.** Of the 24 projects reviewed, 4 included resilience-related objectives or outcomes that addressed climate risks. None of the projects referenced fragility, violence, social cohesion, or inclusion in their objectives or outcomes.

**While the GEF's Policy on Environmental and Social Safeguards sets basic requirements for operating in FCV contexts, including conflict resolution and risk management processes, it lacks detailed guidance on the depth of analysis required.** Some Agencies, like FAO, conduct conflict analyses and reference these in project proposals, but there are no specific GEF requirements for incorporating conflict-sensitive monitoring approaches.

**The GEF has no specific requirements for incorporating FCV considerations into monitoring approaches.** These requirements might include using conflict-sensitive, participatory, and inclusive processes during the project design phase to identify indicators and appropriate measurement strategies. This lack is despite, as some key informants pointed out, the importance of including local stakeholders in the conversation to understand the risks and opportunities of the context and what to monitor. GEF guidance on core indicators also does not address whether targets can be flexible. However, as per the Guidelines on the Project and Program Cycle Policy, Agencies may potentially adjust the targets as minor amendments if cost implications for the GEF are within 5 percent of the approved GEF financing (GEF 2020). Lack of awareness of such flexibility is a barrier for identifying more FCV-focused indicators.

**The GEF-8 Results Measurement Framework captures certain aspects of FCV contexts, notably through pathways of change related to social cohesion, conflict resolution, and cooperation.** For example, the indicator on management

effectiveness of terrestrial protected areas (subcore indicator 1.2) indirectly addresses social cohesion. The indicator is measured through the Management Effectiveness Tracking Tool (METT) score, which is influenced by the level of cooperation and social cohesion among the key stakeholders. The tool also measures the level of influence communities have on the overall decision-making process, which accounts for the level of stakeholder engagement. Additionally, core indicators related to improved management (e.g., core indicator 2) or improved practices (e.g., core indicator 4) may be proxies for increased resilience—although resilience in the face of climactic or societal shocks and stressors is not explicitly tackled in the component subcore indicators. The GEF core indicator on gender-disaggregated direct beneficiaries (core indicator 11) captures aspects related to gender equity and empowerment as co-benefits of GEF investments.

**The GEF does not provide guidance on measuring the socio-political processes critical in FCV contexts, such as progress in building collaborative institutions.** Some core indicators address some aspects relevant in FCV contexts, but do not cover measurement of interim steps that may reflect progress. For example, indicators related to land restoration (indicator 3) emphasize long-term outcomes but lack measures for tracking interim progress. Similarly, while subcore indicators (e.g., 7.2 and 7.3) monitor institutional reforms and regional cooperation, they do not assess community engagement, perceptions, or conflict sensitivity. The absence of guidance on measuring interim steps—such as stakeholder agreements or participation in restoration efforts—risks overlooking key advancements, especially in projects requiring cooperative management of shared ecosystems.

## Institutional policies and guidelines

**Although the M&E approaches used by Agencies in FCV contexts have several common threads, they vary in their approaches.** The evaluation identified various strategies and mechanisms through which Agencies tailor their M&E approach to FCV contexts:

- **The incorporation of regular conflict analyses.** Conflict or context analysis was identified by at least eight GEF Agencies as important to understanding the interaction between a proposed project and contextual fragility, often referred to as the intervention-context interaction. These analyses are most frequently described as important for project design. For example, the African Development Bank (AfDB) mandates fragility assessments for its country strategy papers. The World Bank's risk and resilience assessments are another tool for analyzing the drivers of and risks associated with conflict and fragility. Some Agency guidance, such as that from ADB and FAO, also notes that these analyses can be revisited for monitoring purposes.
- **A longer-term view toward outcomes in FCV contexts.** Short-term reporting or evaluations conducted too early often miss the long-term impacts of interventions, especially in FCV contexts. Some GEF Agencies recognize that change takes longer and may follow different paths compared to non-FCV settings. IFAD incorporates institutional development and stakeholder empowerment indicators in its projects. Similarly, UNDP suggests that monitoring should focus on “positive trends in progressing towards outcomes” rather than absolute outcome values (UNDP 2016, 138), although it does not provide detailed guidance on implementing this approach.
- **Incorporating FCV into theories of change and results frameworks.** The guidance used by AfDB, IFAD, UNEP, and the World Bank specifically notes the importance of addressing the FCV context in project theories of change. At ADB, FCV-specific projects have their own results framework that includes 18 tailored indicators. Similarly, AfDB has a specific results measurement and reporting framework focused on resilience in fragile contexts.
- **Inclusion of indicators of conflict sensitivity.** GEF Agencies monitor the degree of conflict sensitivity of a given project in several ways. For example, FAO references indicators of risk analyses and conflict

monitoring systems. IFAD includes indicators of the number of country strategies that include fragility assessments and the percentage of projects in fragile contexts that take fragility into account. ADB states that indicators should focus on how and the extent to which projects are adaptive as well as how effectively ADB engages with stakeholders in FCV contexts. AfDB uses indicators to assess its operations in fragile contexts, while UNEP suggests incorporating both context and interaction indicators. For example, a context indicator might track the frequency of violence between specific groups in an area, while an interaction indicator could measure the percentage of people who perceive a project as benefiting multiple conflicting communities equally. These indicators support adaptive management, a practice also recommended by Conservation International for addressing challenges in FCV contexts.

- **Regular monitoring and reporting on FCV.** Several Agencies promote timely application of indicators of conflict and conflict sensitivity. For example, AfDB, Conservation International, and the Brazilian Biodiversity Fund (FUNBIO) promote regular reporting on fragility or conflict, including, if necessary, use of the reported information to change a project's course.
- **Increased flexibility in indicators and reporting.** At least four GEF Agencies with FCV-related strategies emphasize the importance of flexibility when working in these contexts. For example, the World Bank's FCV strategy focuses on fit-for-purpose M&E approaches and allows for certain policy exceptions and procedural flexibilities in FCV contexts. ADB highlights the need for flexible indicator targets. The gap analysis conducted by the GEF Secretariat in 2023 also highlights operational flexibility as important (GEF Secretariat 2023).
- **Incorporation of qualitative indicators.** Some GEF Agencies explicitly state that projects should include both quantitative and qualitative indicators. For example, the World Bank encourages the collection of beneficiary feedback. ADB and UNEP similarly advise that

perception information be collected. This is important for understanding not only what is happening, but also why. It can also contribute to the identification of risks, both environmental and conflict related, as a form of early warning.

## Opportunities and challenges

**M&E of GEF projects in FCV contexts presents both institutional and contextual challenges as well as opportunities.** As highlighted earlier in this report, there are variations across GEF Agencies in their approaches to M&E in FCV contexts. This is partly due to the broad nature of GEF requirements, which offer flexibility but also complicate the streamlining of these approaches across Agencies. Similarly, the GEF's Policy on Environmental and Social Safeguards mandates risk assessments in conflict-affected areas, but lacks specificity on execution, application, updates, and monitoring—leading to variability in how various FCV-relevant safeguards are applied.

**Interviews with stakeholders reaffirm findings from previous GEF IEO evaluations, which emphasized the lack of strong incentives for transparency in self-evaluations (GEF IEO 2022b, 2023b).** Many Agencies, confronted with the fluid and unpredictable nature of FCV contexts, tend to avoid explicitly incorporating FCV considerations into project objectives or indicators. This reluctance is reinforced by a broader absence of incentives from both the Agencies and the GEF to prioritize or address FCV issues. Additionally, opportunities for cross-Agency learning remain limited, with stakeholders stressing the need for enhanced knowledge sharing on effective approaches in these complex environments. Despite the 2023 gap analysis indicating that projects can be flexibly adjusted when needed, stakeholders remain concerned about the availability of flexible resources in FCV settings. In practice, the ability to adapt and allocate resources to meet the unique demands of these environments is viewed as limited.

**PIR narratives offer a useful avenue for documenting conflict-related challenges in these contexts.** Although project staff use PIRs to report such issues, there is no formal requirement for GEF projects to include FCV-specific details, leading to varying levels of detail across reports. Additionally, some project teams expressed uncertainty about how closely the GEF reviews this information, raising questions about the visibility and consideration of FCV-related issues at higher levels of decision-making.

**Interviews indicate a growing interest among Agencies in engaging with and gaining a deeper understanding of FCV contexts.** FAO has developed specific guidance on operating in conflict settings (FAO 2022), while expanding its portfolio that combines both conflict- and nature-related work. Similarly, UNEP is advancing its environmental peacebuilding efforts, particularly in Somalia (UNEP

2022). This trend extends beyond individual Agencies, as evidenced by increased engagement in communities of practice like the Alliance for Peacebuilding's [Environment, Climate Change, and Conflict Working Group](#), and the [Geneva Peacebuilding Platform's Community of Practice on Environment, Climate, Conflict, and Peace](#). Interest is also rising around conflict-sensitive climate action (Erickson-Pearson 2023) and climate finance (Scartozzi 2024), demonstrating a broadening recognition of the importance of addressing FCV dynamics in global environmental efforts.



# 4

## Conclusions and recommendations

### 4.1 Conclusions

**The GEF has made significant progress in implementing IEO evaluation recommendations related to RBM.** The GEF Secretariat has made significant strides in addressing the recommendations related to strengthening guidance for midterm reviews, encouraging timely submission of overdue reviews, and enhancing knowledge sharing through a lessons repository. The Secretariat has placed greater emphasis on qualitative analysis and learning, using midterm reviews and terminal evaluations to promote knowledge exchange and adaptive management.

**Despite the progress made, challenges with the GEF Portal persist.** While the GEF Portal has improved, particularly in aligning with GEF-8 policies and automating key business processes, its performance still falls short of user expectations. Resource constraints have delayed further enhancements, and users continue to report issues with user friendliness and data entry processes. Although improvements have been appreciated, more work is needed to meet the operational needs of GEF Agencies fully.

**The tier 2 indicators in the GEF-8 Results Measurement Framework are generally effective for tracking the operational performance of the GEF partnership, particularly regarding the speed of operations.** However, challenges with the measurement approaches for some indicators may not accurately capture underlying performance trends. Specifically, determining cohorts for comparison based on the fiscal year of disbursements and the fiscal year of midterm review submissions can obscure underlying performance issues. This underscores the need for enhanced measurement strategies that more accurately reflect operational performance.

**There has been significant improvement in the availability of midterm reviews for FSPs.** The GEF Secretariat's proactive measures, including monitoring submissions and linking Agency fees to midterm review completion, have effectively addressed earlier gaps and emphasized the importance of timely midterm reviews for supporting

adaptive management. External challenges, such as the COVID-19 pandemic, are likely to have negatively affected the timely preparation of midterm reviews for some FSP cohorts. However, more recent cohorts are showing improving completion rates, indicating that while the pandemic disrupted processes, Agencies are adapting and enhancing their midterm review submission practices moving forward.

**Terminal evaluations for FSPs generally align with GEF IEO guidelines, although gaps remain in some areas.** Terminal evaluations for FSPs prepared by the World Bank and UNDP, UNEP, and FAO—which have successfully integrated these guidelines into their evaluation processes—align with GEF IEO guidelines. However, the level of alignment is lower for terminal evaluations submitted by ADB and IDB. Although Agencies generally perform satisfactorily in reporting project outcomes and sustainability risks, terminal evaluations reveal significant weaknesses in soliciting feedback from key stakeholders, providing a clear account of the assumptions and validity of the project’s theory of change, and describing reasons for variations in realized cofinancing and their impact on project results.

**Ensuring candor in self-evaluation reporting is challenging but essential for maintaining the quality of terminal evaluations.** Terminal evaluations rely heavily on the evidence presented in PIRs and midterm reviews to assess project results and implementation. Overly optimistic reporting in these self-evaluations can compromise the quality and credibility of terminal evaluations.

**The rate of reporting on results indicators varies among Agencies and across project modalities.** While the majority of GEF projects have M&E plans with indicators for objectives and outcomes, reporting rates vary significantly among Agencies and project modalities. Conservation International, UNDP, and the World Bank achieved high reporting rates; others achieved lower rates. Additionally, FSPs generally had a higher reporting rate than other projects, highlighting the need for targeted monitoring and improvement.

**There is improved consistency in measurement and reporting on indicators specified in the project result frameworks.** The evaluation confirmed improvements in the consistent use of units for reporting project outcomes, with about 90 percent of indicators measured and reported using the units specified in the project results framework. Core indicators show higher reporting rates (92 percent) compared to other indicators. However, the expectation for such crucial metrics is close to 100 percent, highlighting the gap that still needs to be covered.

**Although projects in FCV contexts represent a significant portion of the GEF portfolio, the current GEF guidelines for the project and program results framework is not fully adapted to these settings.** There is an opportunity to enhance the framework’s relevance by incorporating FCV-specific outcome indicators that capture aspects such as social cohesion, community perceptions of project outcomes, reinforcement of local adaptive practices, and perceptions of security. Additionally, process indicators—such as the use of scenario planning, frequency of community consultations, the proportion of people who find the intervention relevant to their needs, the existence of conflict resolution mechanisms, and the integration of social and conflict considerations into project management—could further strengthen the framework’s applicability in FCV contexts. GEF Agencies are developing and using increasingly advanced strategies to address the challenges of working in FCV contexts. However, M&E arrangements still lag, with many Agencies providing guidance but lacking concrete measures, indicators, or strategies for tracking the results of GEF projects in FCV contexts.

## 4.2 Recommendations

Based on the evidence and conclusions, the evaluation presents the following four recommendations.

**Recommendation 1: The GEF should review its metrics for portfolio effectiveness and efficiency to ensure they remain relevant and aligned with ongoing reforms.** For instance, the

GEF should reassess the current method for measuring efficiency indicators, such as first disbursements within 18 months or the submission of midterm reviews within four years, to ensure that the appropriate project cohorts are used to reliably capture trends.

**Recommendation 2:** The GEF should enhance its results measurement framework to be able to track and report on systemic and transformative changes. This is crucial, as several key outcomes targeted by GEF programs are not sufficiently captured by the current framework.

**Recommendation 3:** The GEF should prioritize developing user-friendly functionalities and features for the GEF Portal, while providing clear guidance for users. While aligning the

GEF Portal with GEF-8 programming and Council decisions is essential, addressing user needs in a timely manner is equally important. Balancing these priorities will enhance the user experience and ensure the GEF Portal effectively serves its intended audience.

**Recommendation 4:** The GEF should explicitly address FCV contexts by developing targeted guidance for M&E practices in such contexts and ensuring that relevant indicators are incorporated into project design.

# Terminal evaluation quality review

## Quality criteria

The following 14 criteria were used to determine the quality of the terminal evaluations reviewed. Each was rated on a six-point scale (highly satisfactory = 6, satisfactory = 5, moderately satisfactory = 4, moderately unsatisfactory = 3, unsatisfactory = 2, highly unsatisfactory = 1). Overall quality was determined by calculating the average ratings on the 14 criteria and rounding to the nearest whole number.

1. **Timeliness.** Terminal evaluation was carried out on schedule, and its report was submitted on time.
  - Terminal evaluation conducted within six months before or after project completion
  - Terminal evaluation report submitted at the GEF Portal within 12 months of project completion
2. **General information.** Terminal evaluation provides general information on the project and evaluation.
  - Provides GEF project ID
  - Lists evaluators that conducted the terminal evaluation
  - Lists the executing agencies
  - Specifies key project milestones (start date, first disbursement date, completion date)
  - Lists GEF environmental objectives
  - Identifies parent program, for projects under a program
3. **Stakeholder involvement in evaluation.** Participation of key stakeholders was sought, and their feedback was addressed.
  - Key stakeholders of the project were identified in the report
  - Feedback of key stakeholders was sought on the draft report
  - Feedback of key stakeholders was incorporated in finalization of the evaluation report
  - Operational focal point (OFP) feedback was sought on the draft report of the evaluation, if national project
  - OFP feedback was incorporated in finalization of the report, if national project
4. **Theory of change.** Terminal evaluation provides solid account of the project's theory of change.
  - Discusses causal links/mechanisms to achieve intended impact
  - Presents the key assumptions of the theory of change
  - Discusses whether the key assumptions remain valid
5. **Methodology.** Terminal evaluation provides an informative and transparent account of the methodology.
  - Discusses information sources for the evaluation
  - Provides information on who was interviewed
  - Provides information on project sites/activities covered for verification
  - Describes tools and methods used for the evaluation
  - Identifies limitations of the evaluation

**6. Outcomes.** Terminal evaluation provides a clear and candid account of the achievement of project outcomes.

- Assesses relevance to GEF priorities
- Assesses relevance to country priorities
- Assesses relevance of project design
- Reports performance on all outcome targets
- Discusses factors that affect outcome achievement in sufficient depth
- Reports on timeliness of activities
- Assesses efficiency in using project resources
- Discusses factors that affected efficiency in use of resources

**7. Sustainability.** Terminal evaluation presents a realistic assessment of sustainability.

- Identifies risks that may affect sustainability
- Indicates likelihood of key risks materializing
- Indicates the likely effects if key risks materialize
- Indicates overall likelihood of sustainability

**8. Monitoring and evaluation.** Terminal evaluation presents a sound assessment of the quality of the project monitoring and evaluation (M&E) system.

- Analyzes quality of M&E design at entry
- Analyzes quality of M&E during implementation
- Discusses use of information from the M&E system for project management

**9. Finance.** Terminal evaluation reports on the use of GEF funding and materialization of cofinancing.

- Reports on use of GEF resources
- Provides data on materialized cofinancing
- Provides data on sources of materialized cofinancing
- Provides data on types of cofinancing (cash, in-kind, loan, grant, equity, etc.)
- Discusses reasons for excess or deficient materialization of cofinancing
- Discusses contributions of cofinancing to project results, including effects of excess or deficient materialization of cofinancing

**10. Implementation.** Terminal evaluation presents a candid account of project implementation and Agency performance.

- Provides account of the GEF Agency performance
- Provides account of the performance of executing agency
- Discusses factors that affected implementation and execution
- Discusses how implementation and execution related challenges were addressed

**11. Environmental and social safeguards and gender.** Terminal evaluation discusses application of safeguards and gender analysis.

- Reports on implementation of social and environmental safeguards
- Reports on conduct of gender analysis
- Reports on implementation of actions specified in gender analysis

**12. Lessons and recommendations.** Terminal evaluation was based on project experience and is relevant to future work.

- Presents lessons based on project experience
- Discusses applicability of lessons
- Presents recommendations that clearly specify what needs to be done
- Specifies actions taken for recommendations

**13. Performance ratings.** Ratings are well substantiated by evidence and are realistic and credible.

- Ratings are supported with sufficient evidence
- Evidence provided in support is credible

**14. Report presentation.** The report was well written, logically organized, and consistent.

- Report is written in English, as required by the terminal evaluation guidelines
- Report is easy to read
- Report is well organized
- Report is consistent

- Report makes good use of tools that make information accessible, such as graphs, charts, and tables

## Objectives/outcomes and indicators

The evaluators looked at the following for each terminal evaluation:

- Is at least one project objective/outcome aimed at environmental results?
- Is the project exclusively an enabling activity (i.e., targeted at building enabling environment, e.g., a report, diagnostic analysis, conference, etc., but not expected to have attributable environmental results)?
- Does the project M&E count coverage in terms of countries covered or number of waterbodies or water basin covered as an indicator? List these.
- During implementation, were the objectives/outcomes of the project changed? If changes were made to the key objectives/outcomes, explain the changes made.
- During implementation, were the indicators changed? If changes were made to the indicators, explain the changes made.
- How many objectives/outcomes are listed in the M&E plan?

For each objective/outcome in the terminal evaluation, the evaluators looked for the following:

- List the objective/outcome, starting with the first.
- Does this objective/outcome indicate achievement of
  - Legal, policy, regulatory measures;
  - Capacity building and training;
  - Knowledge sharing;
  - Coordination and collaboration;
  - Environmental stress reduction or status change
  - Socioeconomic results; and/or
  - Others (describe).
- Do the project documents/project M&E (including revisions) specify at least one results indicator to assess achievement of the objective/outcome?
- Do the specified indicators together provide a good sense of the achievement of this objective/outcome? Why? Why not?
- Are the indicators specified in the project M&E framework appropriate for tracking the results and processes of the project?
- Was achievement of the targeted performance on indicators tracked? Was it tracked as per the M&E design provided in project documents (or revised project design)?
- Was achievement of the targeted performance reported on through tracking tools/terminal evaluation? Were there any gaps in reporting?

# Projects reviewed for terminal evaluation report quality

| GEF ID | Title   | GEF Agency | Modality | Report quality |
|--------|---|------------|----------|----------------|
| 2787   | CBPF: Shaanxi Qinling Mountains Integrated Ecosystem Development  | ADB        | FSP      | MS             |
| 3435   | SFM Sustainable Forest and Biodiversity Management in Borneo  | ADB        | FSP      | MS             |
| 3483   | PRC-GEF Partnership: Forestry and Ecological Restoration in Three Northwest Provinces (formerly Silk Road Ecosystem Restoration Project)  | ADB        | FSP      | MS             |
| 3670   | CBPF: Jiangsu Yancheng Wetlands System Protection   | ADB        | FSP      | MU             |
| 3744   | Integrated Renewable Biomass Energy Development Project   | ADB        | FSP      | S              |
| 4130   | Kathmandu Sustainable Urban Transport (SUT) Project   | ADB        | FSP      | MS             |
| 5142   | Sustainable and Climate Resilient Land Management in Western PRC  | ADB        | FSP      | MU             |
| 5411   | ASTUD: Jiangxi Fuzhou Urban Integrated Infrastructure Improvement Project   | ADB        | FSP      | MU             |
| 5204   | Building Resilience to Climate Change in the Water and Sanitation Sector  | AfDB       | FSP      | MU             |
| 5209   | Building Resilience to Climate Change in the Water and Sanitation Sector  | AfDB       | FSP      | MS             |
| 5674   | Lakes Edward and Albert Integrated Fisheries and Water Resources Management Project   | AfDB       | FSP      | S              |
| 5371   | Project for the Restoration and Strengthening the Resilience of the Lake de Guiers Wetland Ecosystems (PRRELAG)   | AfDB       | MSP      | S              |
| 10230  | Strengthening Land Degradation Neutrality data and decision-making through free and open access platforms   | CI         | EA       | S              |
| 5668   | Innovative Use of a Voluntary Payment for Environmental Services Scheme to Avoid and Reduce GHG Emissions and Enhance Carbon Stocks in the Highly Threatened Dry Chaco Forest Complex in Western Paraguay       | CI         | FSP      | HS             |
| 5735   | Effectively Mainstreaming Biodiversity Conservation into Government Policy and Private Sector Practice Piloting Sustainability Models to Take the Critical Ecosystem Partnership Fund (CEPF) to Scale           | CI         | FSP      | S              |
| 9282   | Safeguarding Biodiversity in the Galapagos Islands by Enhancing Biosecurity and Creating the Enabling Environment for the Restoration of Galapagos Island Ecosystems.   | CI         | FSP      | MS             |
| 9369   | Implementation of the Strategic Plan of Ecuador Mainland Marine and Coastal Protected Areas Network   | CI         | FSP      | S              |
| 5712   | Improve Sustainability of Mangrove Forests and Coastal Mangrove Areas in Liberia through Protection, Planning and Livelihood Creation- as a Building Block Towards Liberia's Marine and Coastal Protected Areas | CI         | MSP      | MS             |

| GEF ID | Title  | GEF Agency | Modality | Report quality |
|--------|--|------------|----------|----------------|
| 5751   | Maintaining and Increasing Carbon Stocks in Agro-silvopastoral Systems in Rural Communities of the Selva Zoque - Sumidero Canyon Complex as a Climate Change Mitigation Strategy.                              | CI         | MSP      | MU             |
| 5784   | Mainstreaming Biodiversity Conservation and Sustainable Management in Priority Socio Ecological Production Landscapes and Seascapes (SEPLS)  | CI         | MSP      | S              |
| 5810   | Spatial Planning for Protected Areas in Response to Climate Change (SPARC)   | CI         | MSP      | HS             |
| 9674   | Strengthening National Capacity in Kenya to Meet the Transparency Requirements of the Paris Agreement and Sharing Best Practices in the East Africa Region   | CI         | MSP      | S              |
| 9923   | Building and Strengthening Liberia's National Capacity to Implement the Transparency Elements of the Paris Climate Agreement   | CI         | MSP      | MU             |
| 9941   | Structuring and Launching CRAFT: the First Private Sector Climate Resilience & Adaptation Fund for Developing Countries  | CI         | MSP      | MU             |
| 9949   | Setting the Foundations for Zero Net Loss of the Mangroves that Underpin Human Wellbeing in the North Brazil Shelf LME   | CI         | MSP      | S              |
| 9959   | Long-term Financial Mechanism to Enhance Mediterranean MPA Management Effectiveness  | CI         | MSP      | HS             |
| 10309  | Staying within Sustainable Limits: Advancing leadership of the private sector and cities   | CI         | MSP      | S              |
| 4356   | Securing Biodiversity Conservation and Sustainable Use in China's Dongting Lake Protected Areas  | FAO        | FSP      | S              |
| 4434   | Strengthening the Adaptive Capacity and Resilience of Rural Communities Using Micro Watershed Approaches to Climate Change and Variability to Attain Sustainable Food Security                                 | FAO        | FSP      | HS             |
| 4526   | Securing Biodiversity Conservation and Sustainable Use in Huangshan Municipality   | FAO        | FSP      | HS             |
| 4577   | Conservation and Sustainable Use of Agro-biodiversity to Improve Human Nutrition in Five Macro Eco-regions   | FAO        | FSP      | HS             |
| 4702   | Integrating Climate Resilience into Agricultural and Pastoral Production for Food Security in Vulnerable Rural Areas through the Farmers Field School Approach   | FAO        | FSP      | S              |
| 4756   | Disposal of POPs and Obsolete Pesticides and Strengthening Life-cycle Management of Pesticides   | FAO        | FSP      | MS             |
| 4761   | Sustainable Management of Mountainous Forest and Land Resources under Climate Change Conditions  | FAO        | FSP      | MS             |
| 4768   | Strengthening of Governance for the Protection of Biodiversity through the Formulation and Implementation of the National Strategy on Invasive Alien Species (NSIAS)   | FAO        | FSP      | HS             |
| 4770   | Integrated Management of Marine and Coastal Areas of High Value for Biodiversity in Continental Ecuador  | FAO        | FSP      | MS             |
| 4774   | Conservation and Sustainable Use of Biodiversity, Forests, Soil and Water to Achieve the Good Living (Buen Vivir/Sumac Kasay) in the Napo Province   | FAO        | FSP      | S              |
| 4775   | Promotion of Climate-smart Livestock Management Integrating Reversion of Land Degradation and Reduction of Desertification Risks in Vulnerable Provinces   | FAO        | FSP      | S              |
| 4800   | Sustainable Forest Management under the Authority of Cameroonian Councils  | FAO        | FSP      | HS             |
| 4968   | Integrated National Monitoring and Assessment System on Forest Ecosystems (SIMEF) in Support of Policies, Regulations and SFM Practices Incorporating REDD+ and Biodiversity Conservation in Forest Ecosystems | FAO        | FSP      | S              |

| GEF ID | Title  | GEF Agency | Modality | Report quality |
|--------|--|------------|----------|----------------|
| 5014   | Integrating Climate Resilience into Agricultural and Pastoral Production for Food Security in Vulnerable Rural Areas Through the Farmers Field School Approach.                        | FAO        | FSP      | S              |
| 5113   | Enhancing Climate Change Resilience in the Benguela Current Fisheries System   | FAO        | FSP      | HS             |
| 5123   | Sustainable Cropland and Forest Management in Priority Agro-ecosystems of Myanmar  | FAO        | FSP      | S              |
| 5124   | Strengthening Capacity for Climate Change Adaptation through Support to Integrated Watershed Management Programme in Lesotho   | FAO        | FSP      | S              |
| 5288   | Implementing the Socio-Ecosystem Connectivity Approach to Conserve and Sustainable Use Biodiversity in the Caribbean Region of Colombia  | FAO        | FSP      | S              |
| 5304   | Sustainable Management of Bycatch in Latin America and Caribbean Trawl Fisheries (REBYC-II LAC)  | FAO        | FSP      | S              |
| 5407   | Disposal of Obsolete Pesticides including POPs, Promotion of Alternatives and Strengthening Pesticides Management in the Caribbean   | FAO        | FSP      | S              |
| 5429   | Mainstreaming conservation and valuation of critically endangered species and ecosystems in development-frontier production landscapes in the regions of Arica y Parinacota and Biobío | FAO        | FSP      | HS             |
| 5433   | Strengthening Capacities of Agricultural Producers to Cope with Climate Change for Increased Food Security through the Farmers Field School Approach                                   | FAO        | FSP      | HS             |
| 5503   | Mainstreaming Ecosystem-based Approaches to Climate-resilient Rural Livelihoods in Vulnerable Rural Areas through the Farmer Field School Methodology                                  | FAO        | FSP      | HS             |
| 5506   | Strengthening and Development of Instruments for the Management, Prevention and Control of Beaver ( <i>Castor Canadensis</i> ), an Invasive Alien Species in the Chilean Patagonia     | FAO        | FSP      | HS             |
| 5516   | Payment for Ecosystem Services to Support Forest Conservation and Sustainable Livelihoods  | FAO        | FSP      | HS             |
| 5549   | Dynamic Conservation and Sustainable use of Agro-Biodiversity in Traditional Agro-ecosystems of the Philippines.   | FAO        | FSP      | HS             |
| 5578   | R2R Integrated Land and Agro-ecosystem Management Systems  | FAO        | FSP      | HS             |
| 5665   | A New Green Line: Mainstreaming Biodiversity Conservation Objectives and Practices into China's Water Resources Management Policy and Planning Practice                                | FAO        | FSP      | HS             |
| 5667   | Climate Change Adaptation in the Eastern Caribbean Fisheries Sector  | FAO        | FSP      | HS             |
| 5720   | Implementation of the National Biosafety Framework in Accordance with the Cartagena Protocol on Biosafety (CPB)  | FAO        | FSP      | S              |
| 5724   | Participatory Assessment of Land Degradation and Sustainable Land Management in Grassland and Pastoral Systems   | FAO        | FSP      | S              |
| 6955   | Strengthening the Adaptive Capacity to Climate Change in the Fisheries and Aquaculture Sector  | FAO        | FSP      | MS             |
| 5677   | Rehabilitation of Degraded Agricultural Lands in Kandy, Badulla and Nuwara Eliya Districts in the Central Highlands (CH)   | FAO        | MSP      | S              |
| 9720   | Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)  | FAO        | MSP      | HS             |
| 9795   | Forest Resources Assessment and Monitoring to Strengthen Forest Knowledge Framework in Azerbaijan  | FAO        | MSP      | S              |

| GEF ID | Title   | GEF Agency | Modality | Report quality |
|--------|---|------------|----------|----------------|
| 9833   | Strengthening capacity in the agriculture and land-use sectors for enhanced transparency in implementation and monitoring of Nationally Determined Contributions (NDCs) under the Paris Agreement in Papua New Guinea | FAO        | MSP      | S              |
| 9834   | Strengthening Capacity in the Agricultural and Land-use Sectors for Enhanced Transparency in Implementation and Monitoring of Mongolia's Nationally Determined Contribution (NDC)                                     | FAO        | MSP      | S              |
| 9837   | Strengthening Capacity in the Agriculture and Land-use Sectors for Enhanced Transparency in Implementation and Monitoring of Cambodia's Nationally Determined Contribution (NDC)                                      | FAO        | MSP      | HS             |
| 9864   | Global Capacity-building Towards Enhanced Transparency in the AFOLU Sector (CBIT-AFOLU)   | FAO        | MSP      | HS             |
| 10054  | Promoting Climate-smart Livestock Management in the Dominican Republic  | FAO        | MSP      | S              |
| 10071  | Building global capacity to increase transparency in the forest sector (CBIT-Forest)  | FAO        | MSP      | S              |
| 4136   | TT-Pilot (GEF-4): Promotion and Development of Local Solar Technologies in Chile  | IDB        | FSP      | MS             |
| 4454   | Integrated Management of the Yallahs River and Hope River Watersheds  | IDB        | FSP      | S              |
| 4610   | Adaptation to Climate Impacts in Water Regulation and Supply for the Area of Chingaza - Sumapaz - Guerrero  | IDB        | FSP      | S              |
| 4849   | Sustainable Management and Conservation of Biodiversity in the Magdalena River Basin  | IDB        | FSP      | MS             |
| 4880   | Climate Technology Transfer Mechanisms and Networks in Latin America and the Caribbean  | IDB        | FSP      | S              |
| 4949   | Low-Carbon Urban Mobility for Large Cities  | IDB        | FSP      | U              |
| 5680   | Consolidation of the National System of Protected Areas (SINAP) at National and Regional Levels.  | IDB        | FSP      | MS             |
| 5029   | Rural Electrification with Renewable Energy in Isolated Areas of Ecuador  | IDB        | MSP      | S              |
| 9354   | Public Lighting Energy Efficiency Program: Public lighting replacement of low-efficiency VSAP bulbs with high-efficiency LEDs in Colombia   | IDB        | MSP      | MU             |
| 9803   | Managing the Human-Biodiversity Interface in the Southern Marine Protected Areas of Haiti - MHBI  | IDB        | MSP      | S              |
| 9889   | Mainstreaming Biodiversity Conservation through Low-Impact Ecotourism in SINAP II (ECOTUR-AP II)  | IDB        | MSP      | MS             |
| 9365   | Land Degradation Neutrality Target Setting Project  | IUCN       | EA       | MS             |
| 9352   | Strengthening Capacities for Implementation of the Nagoya Protocol in Nepal   | IUCN       | MSP      | MS             |
| 4550   | Strengthening Multi-sectoral Management of Critical Landscapes  | UNDP       | FSP      | HS             |
| 4590   | Delivering Multiple Global Environment Benefits through Sustainable Management of Production Landscapes   | UNDP       | FSP      | S              |
| 4601   | POPs Legacy Elimination and POPs Release Reduction Project  | UNDP       | FSP      | HS             |
| 4860   | Mainstreaming Biodiversity Conservation and Sustainable Land Management into Production Practices in all Bioregions and Biomes  | UNDP       | FSP      | S              |
| 4958   | Climate Risk Finance for Sustainable and Climate Resilient Rainfed Farming and Pastoral Systems   | UNDP       | FSP      | MS             |
| 5271   | Global Sustainable Supply Chains for Marine Commodities   | UNDP       | FSP      | S              |
| 5318   | Strengthening Climate Information and Early Warning Systems in Cambodia to Support Climate Resilient Development and Adaptation to Climate Change   | UNDP       | FSP      | S              |

| GEF ID | Title   | GEF Agency | Modality | Report quality |
|--------|---|------------|----------|----------------|
| 5334   | Promotion of Environmentally Sustainable and Climate-Resilient Grid Isolated Grid Based Hydroelectric Electricity Through an Integrated Approach in São Tomé and Príncipe                             | UNDP       | FSP      | S              |
| 5341   | South Africa Wind Energy Project (SAWEP) Phase II   | UNDP       | FSP      | HS             |
| 5372   | Belarus Green Cities: Supporting Green Urban Development in Small and Medium Sized Cities in Belarus  | UNDP       | FSP      | HS             |
| 5404   | R2R: Testing the Integration of Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries | UNDP       | FSP      | S              |
| 5435   | Promoting Climate Resilient Community-based Regeneration of Indigenous Forests in Zambia's Central Province   | UNDP       | FSP      | HS             |
| 5463   | Securing Watershed Services through Sustainable Land Management in the Ruvu and Zigi Catchments, Eastern Arc Region, Tanzania   | UNDP       | FSP      | S              |
| 5671   | Building Shoreline Resilience of Timor Leste to Protect Local Communities and their Livelihoods   | UNDP       | FSP      | HS             |
| 6962   | Advancing IWRM Across the Kura River Basin through Implementation of the Transboundary Agreed Actions and National Plans  | UNDP       | FSP      | S              |
| 5326   | Generating Global Environmental Benefits from Improved Decision Making Systems and Local Planning in Pakistan   | UNDP       | MSP      | S              |
| 5587   | Increasing Access to Clean and Affordable Decentralized Energy Services in Selected Vulnerable Areas of Malawi  | UNDP       | MSP      | MS             |
| 5653   | Capacity Building for the Implementation of the Nagoya Protocol on Access and Benefit Sharing   | UNDP       | MSP      | HS             |
| 5772   | Strengthening the Institutional Capacity of African Network of Basin Organization (ANBO), Contributing to the Improved Transboundary Water Governance in Africa                                       | UNDP       | MSP      | HS             |
| 5848   | Capacity Development for Implementing Rio Conventions through Enhancing Incentive Mechanism for Sustainable Watershed/Land Management   | UNDP       | MSP      | HS             |
| 9112   | The Ten Island Challenge: Derisking the Transition of the Caribbean from Fossil Fuels to Renewables   | UNDP       | MSP      | S              |
| 9121   | Enabling Transboundary Cooperation and Integrated Water Resources Management in the White Drin and the Extended Drin Basin  | UNDP       | MSP      | S              |
| 9739   | Building Institutional and Technical Capacities to Enhance Transparency in the Framework of the Paris Agreement   | UNDP       | MSP      | S              |
| 10029  | Establishing Transparency Framework for the Republic of Serbia  | UNDP       | MSP      | HS             |
| 9276   | Regional Project on the Development of National Action Plans for the Artisanal and Small Scale Gold Mining in Africa  | UNEP       | EA       | MS             |
| 3722   | Improving Brazilian Capacity to Conserve and Use Biodiversity through Information Management and Use  | UNEP       | FSP      | S              |
| 4091   | Capacity Building for Access and Benefit Sharing and Conservation and Sustainable Use of Medicinal Plants   | UNEP       | FSP      | S              |
| 4167   | LGGE Promoting Energy Efficiency and Renewable Energy in Buildings in Jamaica   | UNEP       | FSP      | S              |

| GEF ID | Title   | GEF Agency | Modality | Report quality |
|--------|---|------------|----------|----------------|
| 5150   | Delivering the Transition to Energy Efficient Lighting  | UNEP       | FSP      | HS             |
| 5683   | Assisting non- LDC Developing Countries with Country-driven Processes to Advance National Adaptation Plans (NAPs)                         | UNEP       | FSP      | S              |
| 3337   | BS Biosafety Project  | UNEP       | MSP      | S              |
| 3348   | POPs Monitoring Reporting and Information Dissemination Using Pollutant Release and Transfer Registers (PRTRs)                            | UNEP       | MSP      | S              |
| 3646   | BS Support the Implementation of the National Biosafety Framework of Lesotho  | UNEP       | MSP      | S              |
| 4022   | BS Implementation of the National Biosafety Framework   | UNEP       | MSP      | HS             |
| 4139   | Market Transformation for Energy Efficient Lighting in Morocco  | UNEP       | MSP      | S              |
| 5662   | Defining and Demonstrating Best Practices for Exchange of Information on Chemicals in Textile Products                                    | UNEP       | MSP      | S              |
| 5698   | Sustainable Land Management and Climate Change Mitigation Co-benefits SLM CCMC  | UNEP       | MSP      | HS             |
| 9675   | CBIT Global Coordination Platform   | UNEP       | MSP      | S              |
| 5317   | Increased Energy Access for Productive Use through Small Hydropower Development in Rural Areas  | UNIDO      | FSP      | HS             |
| 5154   | Sustainable Conversion of Waste to Clean Energy for Greenhouse Gas (GHG) Emissions Reduction  | UNIDO      | MSP      | MS             |
| 5331   | Promoting Investments in Small to Medium Scale Renewable Energy Technologies in the Electricity Sector                                    | UNIDO      | MSP      | MS             |
| 5335   | Promoting The Development of Biogas Energy amongst Select Small- and Medium-Sized Agro-Industries   | UNIDO      | MSP      | HS             |
| 5342   | Biomass Energy for Productive Use for Small and Medium Enterprises (SMEs) in the Olive Oil Sector   | UNIDO      | MSP      | MS             |
| 5737   | Energy Efficient Low-carbon Transport   | UNIDO      | MSP      | MS             |
| 5741   | Energy Efficient Low-carbon Transport   | UNIDO      | MSP      | HS             |
| 5832   | Promoting Accelerated Transfer and Scaled up Deployment of Mitigation Technologies through the Climate Technology Centre & Network (CTCN) | UNIDO      | MSP      | S              |
| 9807   | Global Deployment of the Industrial Energy Efficiency Accelerator   | UNIDO      | MSP      | S              |
| 3369   | SIP: Sustainable Land Management in Ghana   | WB         | FSP      | S              |
| 3809   | Red Sea and Gulf of Aden Strategic Ecosystem Management   | WB         | FSP      | S              |
| 4617   | Municipal Solid Waste Management  | WB         | FSP      | S              |
| 4637   | Marine and Coastal Protected Areas  | WB         | FSP      | S              |
| 4651   | A Landscape Approach to Wildlife Conservation in Northeastern China   | WB         | FSP      | S              |
| 4901   | India: Sustainable Livelihoods and Adaptation to Climate Change (SLACC)   | WB         | FSP      | S              |
| 4957   | Small and Medium Enterprise Energy Efficiency Project   | WB         | FSP      | S              |
| 5225   | Mozambique Conservation Areas for Biodiversity and Development Project  | WB         | FSP      | S              |
| 612    | World Water Vision - Water and Nature   | WB         | MSP      | MU             |

| GEF ID | Title  | GEF Agency | Modality | Report quality |
|--------|--|------------|----------|----------------|
| 666    | Coastal Zone Management along the Gulf of Aden   | WB         | MSP      | MU             |
| 1302   | Conservation of Key Forests in the Sangihe-Talaud Islands  | WB         | MSP      | MU             |
| 1316   | Energy Efficiency Co-Financing Program 2 (HEECP2)  | WB         | MSP      | MS             |
| 2718   | Development Marketplace  | WB         | MSP      | U              |
| 3837   | SPWA-BD: Biodiversity Conservation through Expanding the Protected Area Network in Liberia (EXPAN) | WB         | MSP      | MU             |
| 4282   | PAS: Grid Connected Solar PV Central Station Project   | WB         | MSP      | MS             |
| 4283   | PAS: PNG Energy Sector Development Project   | WB         | MSP      | S              |
| 5835   | Satellite Monitoring for Forest Management   | WB         | MSP      | MS             |

**Source:** GEF Portal.

**Note:** *GEF Agency:* ADB = Asian Development Bank, AfDB = African Development Bank, CI = Conservation International, FAO = Food and Agriculture Organization of the United Nations, IDB = Inter-American Development Bank, IUCN = International Union for Conservation of Nature, UNDP = United Nations Development Programme, UNEP = United Nations Environment Programme, UNIDO = United Nations Industrial Development Organization, WB = World Bank; *project modality:* EA = enabling activity, FSP = full-size project, MSP = medium-size project; *report quality rating:* HS = highly satisfactory, S = satisfactory, MS = moderately satisfactory, MU = moderately unsatisfactory, U = unsatisfactory, HS = highly unsatisfactory.

# Interviewees

*The following lists individuals interviewed on results-based management (RBM) and on monitoring and evaluation (M&E) of GEF projects in fragile, conflict-affected, and violent (FCV) contexts.*

## RBM

### Individuals

Peter Lallas, GEF Secretariat, Adviser  
 Cyril Blet, GEF Secretariat, Senior Specialist, RBM  
 Quynh Xuan Thi Phan, GEF Secretariat, Senior Financial Officer  
 Henry Salazar, GEF Secretariat, Senior Operations Officer

### Focus group participants

Joseph Mouanda, African Development Bank, Chief Evaluation Officer  
 Sarra Ovuike, African Development Bank, Consultant  
 Lesedi Letlhogile, Development Bank of Southern Africa, GEF Coordination Unit  
 Mookho Mathaba, Development Bank of Southern Africa, Climate Finance Specialist  
 Sydwell Leggau, Development Bank of Southern Africa, Operations Evaluation Specialist  
 Jeffrey Griffin, Food and Agriculture Organization of the United Nations (FAO), Senior Coordinator, GEF-FAO  
 Abera Ydidiya, FAO, Programme Officer  
 Luisa Belli, FAO, Evaluation Officer  
 Tommaso Vicario, FAO, Program Officer, GEF-FAO  
 Yan Wei, Foreign Economic Cooperation Office, Ministry of Environmental Protection of China, Chief

Fabio Leite, Brazilian Biodiversity Fund, Agency Coordinator, GEF/Green Climate Fund

Gmelina Ramirez, Inter-American Development Bank, Lead Operations Specialist

Monica Lomeña-Gelis, International Fund for Agricultural Development, Senior Evaluation Officer

Rebecca Welling, International Union for Conservation of Nature, GEF and Green Climate Fund Manager

Yogesh Bhatt, United Nations Development Programme (UNDP) Independent Evaluation Office, Senior Evaluation Specialist

Janet Wildish, United Nations Environment Programme, Senior Evaluation Officer

Jakub Michal Kiedrowski, United Nations Industrial Development Organization (UNIDO), Chief of Independent Evaluation

Sara El Choufi, World Bank, Environmental Specialist

Hervé Lefeuvre, World Wildlife Fund-US, Senior Director

Amelia Kissick, World Wildlife Fund-US, Lead Specialist, RBM

## FCV M&E

### **Reducing Conflicting Water Uses in the Artibonite River Basin through Development and Adoption of a Multi-focal Area Strategic Action Programme (GEF ID 2929)**

Adam Forbes, UNDP

Dorine Jn Paul, UNDP

Montserrat Xilotl, UNDP

Ana Maria Nunez, UNDP

Lyes Ferroukhi, UNDP

Maria Eugenia Morales, UNDP

**Strengthening the Resilience of Rural Livelihood Options for Afghan Communities in Panjshir, Balkh, Uruzgan and Herat Provinces to Manage Climate Change-induced Disaster Risks (GEF ID 5202)**

Karma Lodey Raptan, UNDP

Salima Mohammed, UNDP

**Implementing the Socio-Ecosystem Connectivity Approach to Conserve and Sustainable Use Biodiversity in the Caribbean Region of Colombia (GEF ID 5288); Contributing to the Integrated Management of Biodiversity of the Pacific Region of Colombia to Build Peace (GEF ID 9441)**

Maria Isabelle Ochoa Botero, FAO

Alfredo Bruges, FAO

Lorenzo Campos Aguirre, FAO

Oscar Alzate Arbelaez, FAO

Jose Mejia Valencia, FAO

Valeria Gonzalez Riggio, FAO

**Reducing GHG Emissions Through Community Forests and Sustainable Biomass Energy in Afghanistan (GEF ID 5610); Community-based Sustainable Land and Forest Management in Afghanistan (GEF ID 9285)**

Muhammad Safi, FAO

Hamed Qurbani, FAO

Mohammad Qaderi, FAO

Yurie Naito, FAO

Ydidiya Abera, FAO

**Promotion of Small Hydro Power (SHP) for Productive Use and Energy Services (GEF ID 9056)**

Kolade Esan, UNIDO

Liu Heng, UNIDO

**Mali—Community-based Natural Resource Management that Resolves Conflict, Improves Livelihoods and Restores Ecosystems throughout the Elephant Range (GEF ID 9661)**

Goetz Schroth, UNDP

**Resilient, productive and sustainable landscapes in Mali's Kayes Region (GEF ID 10362); Improving the climate resilience of agro-sylvo-pastoral production systems in Burkina Faso (GEF ID 10516)**

Maude Veyret-Picot, FAO

Pierre Bégat, FAO

**Knowledge management**

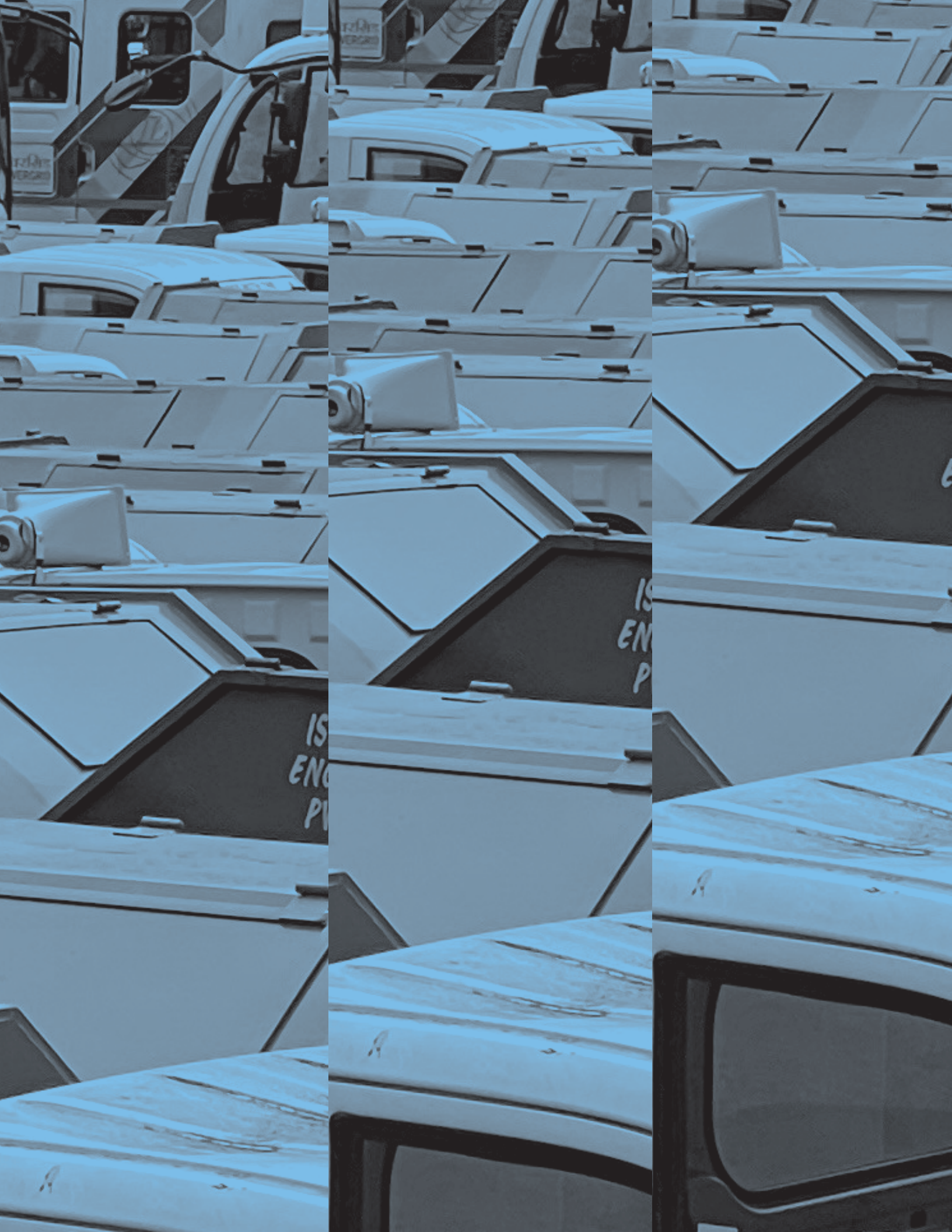
Ikuko Matsumoto, GEF Secretariat

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