



# IEO Evaluation Session

70th GEF Council  
December 2025





# Introduction

- 1 Evaluation Program
- 2 Office Update:  
KM & Communications



# Council Coverage

## Working Documents

- 1 Evaluation of Food Systems
- 2 OPS8

## Information Documents

- 1 SGP 2.0
- 2 Technological Innovation
- 1 Agency Shares
- 2 Transformational Change in the MCFs





# Shared Potential for Transformational Action



Opportunities for collaborative impact

Learning partnerships  
Evaluation approaches  
Shared understanding

## The approach to transformational change in multilateral climate funds: AF, CIF, GEF and GCF

*Synthesis Report*  
May 2025



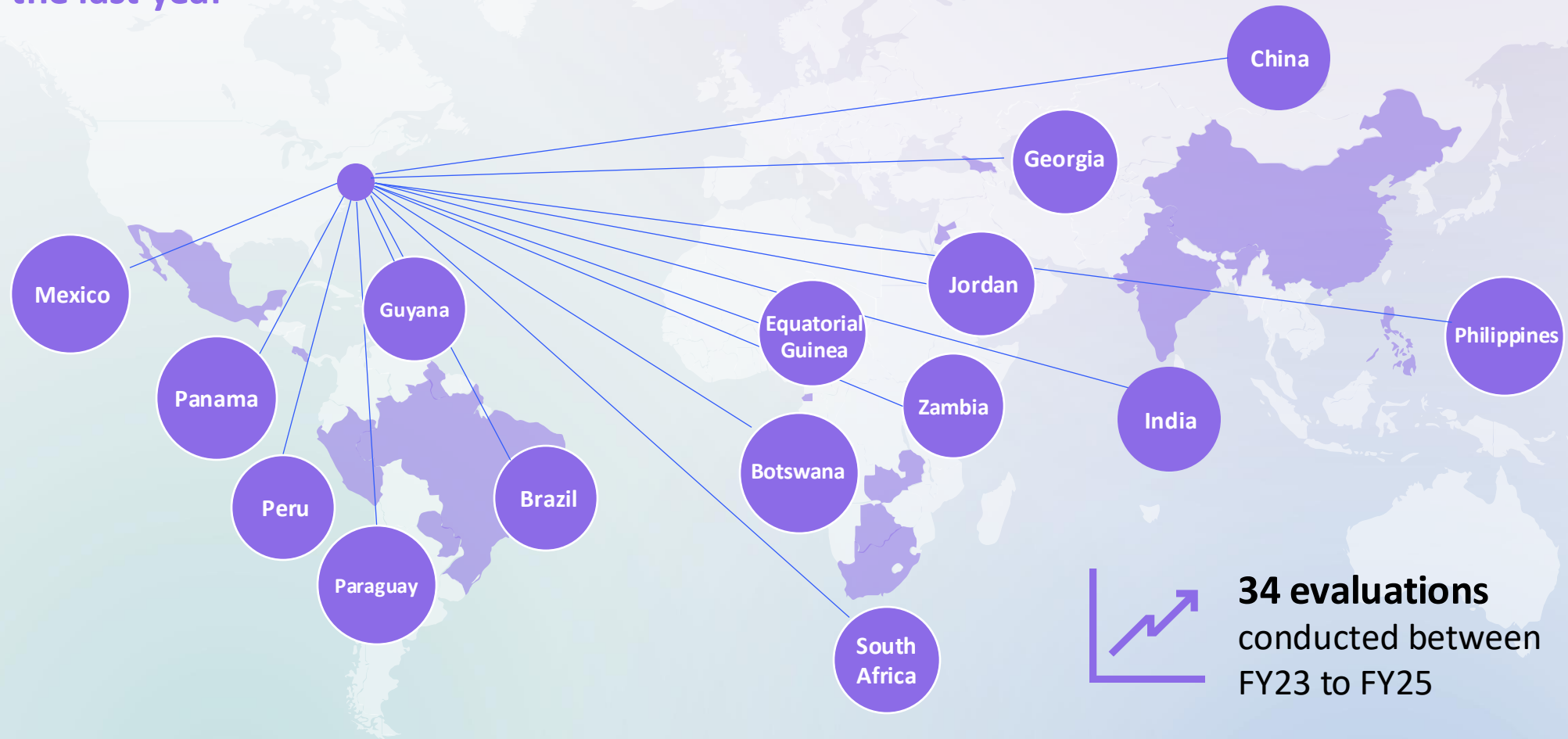


# Office Update



# Evaluation missions

Over the last year







**High-Level Round  
Table on Evidence-  
Informed Climate  
Action**  
Belem, Brazil



**Evidence for  
Climate Action  
(E4CA) Pavilion**  
Belem, Brazil



**Climate Funds  
Pavilion**  
Belem, Brazil



**Moana and Africa  
Pavilion**  
Belem Brazil

# Knowledge Sharing





NOVEMBER

**STAP AI Workshop**  
Washington



NOVEMBER

**GEF IEO Staff Retreat**  
Rome, Italy



SEPTEMBER

**Asian Evaluation Week**  
China



DECEMBER

**UN Independent System-Wide Evaluation Oversight Committee**  
New York



NOVEMBER

**IFAD ECG AI Event**  
Rome, Italy



OCTOBER

**IUCN World Conservation Congress**  
Abu Dhabi



NOVEMBER

**Asia Pacific Evaluation Association (APEA)**  
Tokyo, Japan



OCTOBER

**Training: Why Environment Matters in Evaluation**  
Webinar



OCTOBER

**LDCF/SCCF Strategy Meeting**  
Botswana



ANNUAL

**Evaluation Missions**  
15 countries across all regions



# EvalVision



Nature-  
based  
Solutions



# New Website

In the two months since launch (10/3 – 12/3)



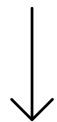
**16,230**

Total Website Views



**6,294**

Unique Visitors



**OPS8 Draft Report**

Most Downloaded Evaluation

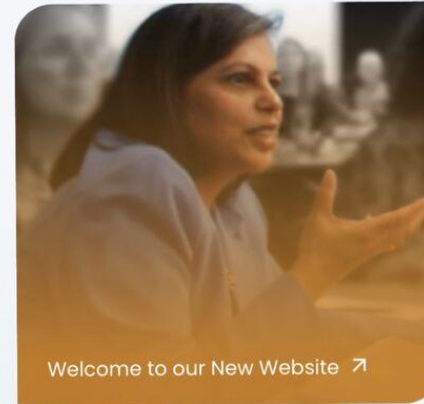


**OPS8  
eReader**



**1,830**

Online Training  
Participants



## Leading environmental evaluation for a sustainable future

We provide clear, data-driven insights  
to spark meaningful change in our field  
and in the world.

[View Evaluations Hub](#)





# Social Media



**35,041**

Total Impressions  
Over the last 3 months

**87.3%** ▲

Total Engagements  
Compared to the previous 90 days

## Top Post

**4,908**  
Impressions

**99**  
Engagements

**8,797** ▲

Total Members  
Reached  
Compared to the previous  
90 days

**29.5%** ▲

Follower Base  
Over the last year

**2,850 Followers**




Consistent engagement on Twitter/X also contributed to outreach around Council sessions, field missions, and COP30.





**Independent  
Evaluation Office**  
GLOBAL ENVIRONMENT FACILITY

A photograph of several onion plants growing in dark, rich soil. The green stalks of the onions are prominent, and some of the bulbous roots are visible at the surface. The image is framed by a thick, wavy green border that curves around the text.

# Evaluation of GEF Food Systems Programs

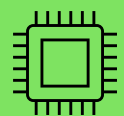
**GEF Council 70**



# Focus



**Integrated results through a system approach**



**Additionality of the programmatic approach**



**Contribution to transformational change**



# Scope Portfolio

**5**

Food Systems Programs  
(GEF-6 to GEF-8)

**105**

Projects  
84 child | 21 standalone

**32**

Countries

**\$822M**

GEF Financing

**8**

Implementing  
Agencies

**\$6.3B**

Cofinancing





# Relevance



Landscapes,  
national and  
local levels



Aligned with  
national  
policies and  
sectoral  
priorities

**Strong  
Alignment  
with Global  
and National  
Agendas**

UNFCCC

UNCCD

CBD

SDGs

## **Tanzania**

Alignment with  
sectoral strategies  
and plans



## **Indonesia**

Integrating  
forests, marine  
systems and  
livestock



# Relevance



01

Prioritized production over post-production

**92%** of projects  
addressed  
production

**< 40%** included post-  
production

02

Emerging post-production engagement  
of demand-side actors in GGP/FSIP

03

Integrating this component remains  
difficult to operationalize



Ghana



Prioritized climate-smart agriculture and land restoration



# Coherence

Share of projects addressing:

**90%** environmental drivers

**40%** political drivers

**33%** socio-cultural drivers

“

More emphasis on environmental and economic drivers than socio-cultural drivers



Cross-ministerial engagement integrating environment in food-system

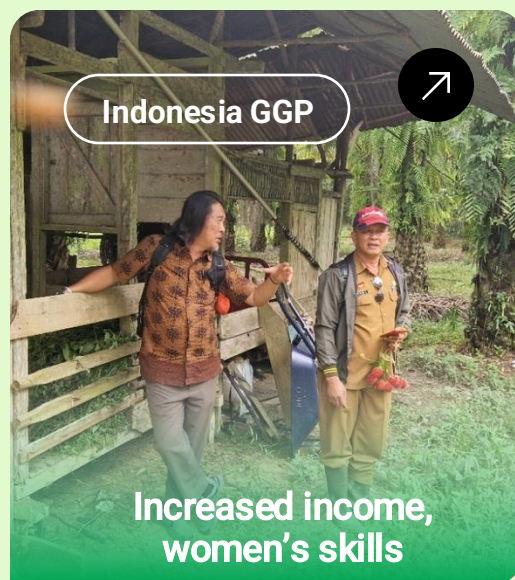
# Performance and Effectiveness

Substantial results

## Global Environmental Benefits



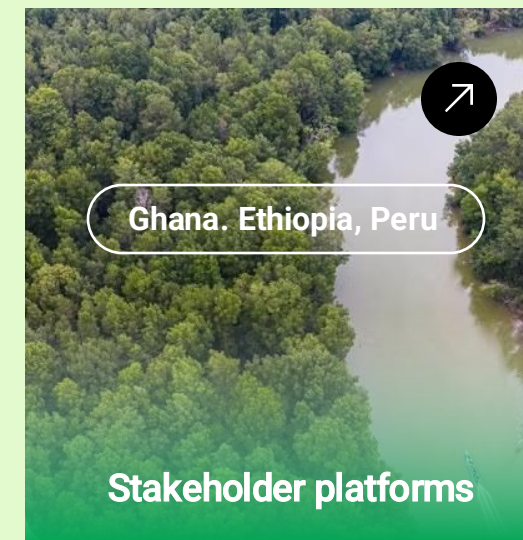
## Socioeconomic benefits



## Agricultural productivity



## Policy and governance





# Performance and Effectiveness



**Ambition vs. realism:** Short timeframe to deliver many objectives



**Integration gaps:** Production-heavy focus



**Political economy blind spots**



**Metrics limitations to capture systemic changes**

Limited reporting on environmental benefits and systemic changes

**Indonesia, Paraguay, West Africa**

# Programmatic Value Addition through KM



Knowledge products, training,  
and learning events



Target regional- and  
commodity-specific issues



Coord. budgets: 10%  
(GEF-6) → 7% (GEF-8)

“

Knowledge  
generation with  
limited  
evidence of  
uptake and use





# Progress Towards Transformational Change

-  Cross-sector collaboration and solutions
-  Broad private sector engagement
-  Innovative tools and models



Uganda

IFC–Nespresso partnership  
(\$4.5M loan)

Wilmar, Musim Mas, PT ANJ



Indonesia

# Constraints to Transformational Change

01 Value chain integration remained fragmented



02 Private sector engagement was often siloed



03 Weak policy coherence; limited attention to political/social drivers





Evaluation of GEF Food Systems Programs

# RECOMMENDATIONS.







# Sharpen program focus and phasing across GEF replenishment periods

Recommendation

01



# Enhance value chain integration beyond production

Recommendation

02



# Elevate political economy and behavior change in design and implementation



Recommendation

03





# Improve country docking and knowledge uptake

Recommendation

04

# Eight Comprehensive Evaluation of the GEF

OPS8

INTEGRATION  
FOR GREATER



EIGHTH COMPREHENSIVE EVALUATION OF THE GEF



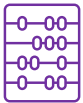
# OPS8 eReader



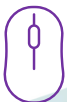
**Interactive micro-site**



**Clickable charts and graphs**



**Intuitive index & navigation**



**Progressive scrolling**

PART III

**7.4**  
Factors affecting  
social inclusion

**7.5**  
Community-based  
approaches

**7.6**  
The small grants  
programme

**7.7**  
Summary



## 8. Engagement with the private sector

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

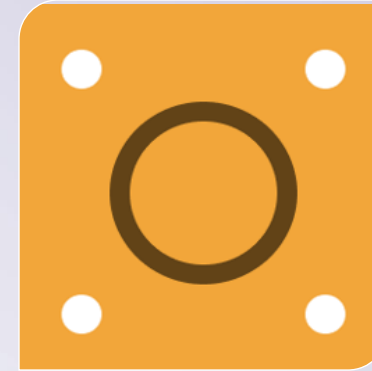
# OPS8

## Report Structure



ES

Executive Summary



Part I

Context for OPS8



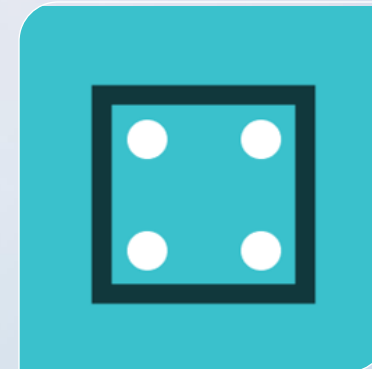
Part II

Performance



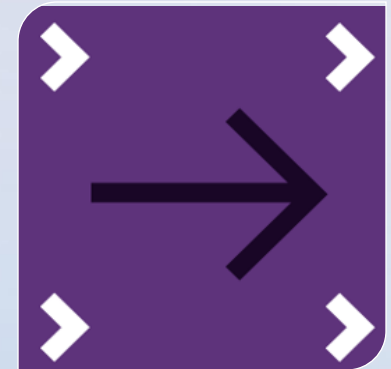
Part III

Enablers of  
Transformation



Part IV

GEF Institutional  
Framework



Part V

Planning for GEF-9



# Portfolio & Methods



## Portfolio

[1991-2025]

**\$26.5B+**  
mobilized

**6,000+**  
projects

**163**  
countries

## Evaluation

 **3,904**

Completed Projects

**34**

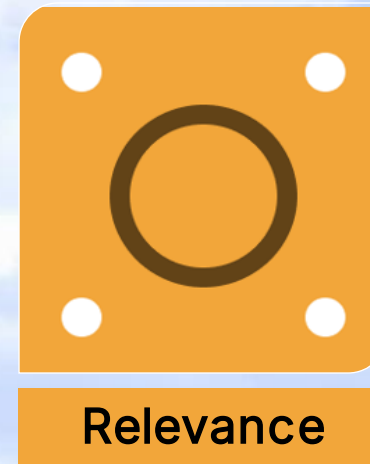
Evaluations

**Mixed Methods:**  
Geospatial, AI,  
Qualitative, Surveys,  
Case Studies, Field  
validations

**Quality:**  
Reference  
GroupsSenior  
Advisory Panel

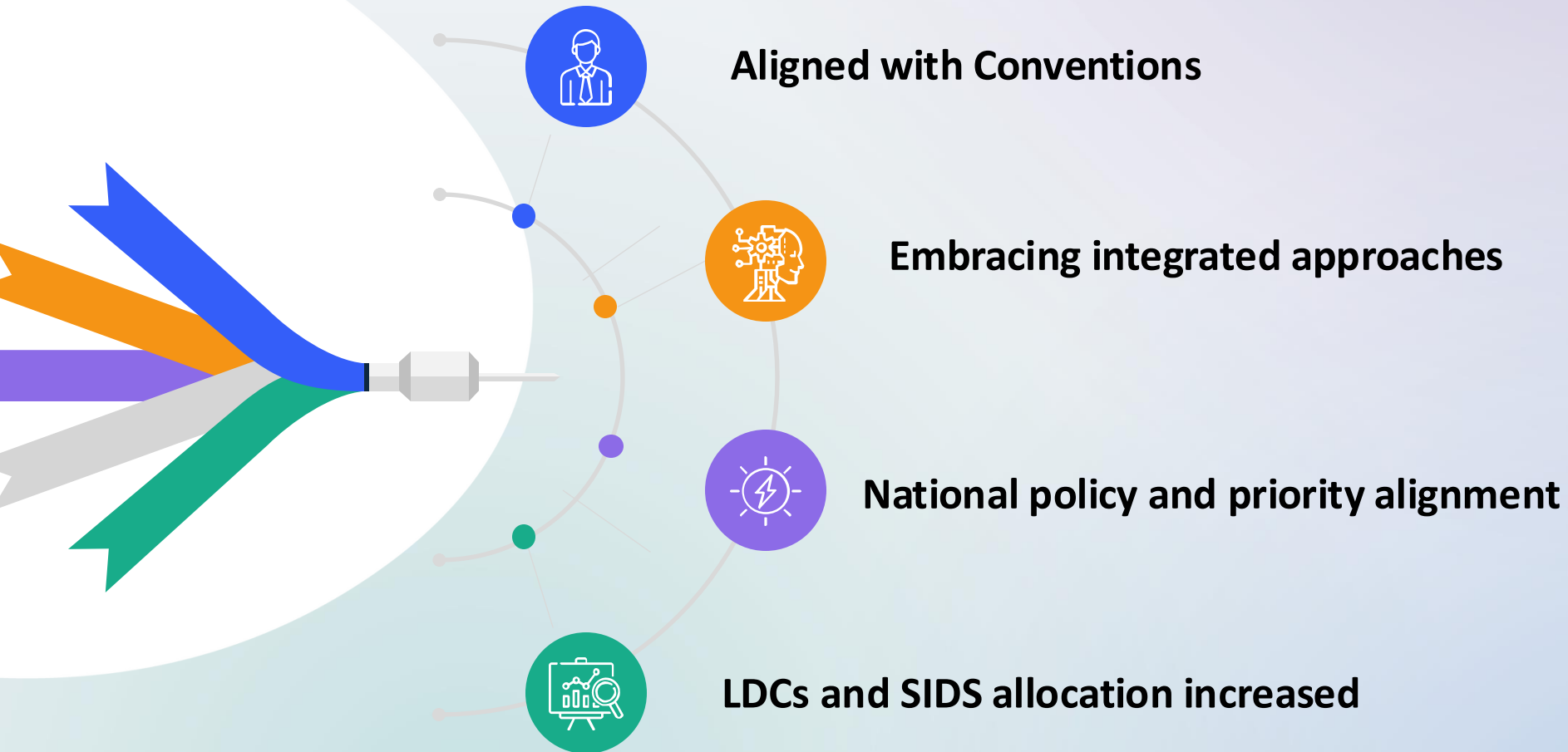
# Conclusions





**The GEF stands out as a uniquely relevant financing mechanism for global environmental action.**

# GEF Relevance: Strong

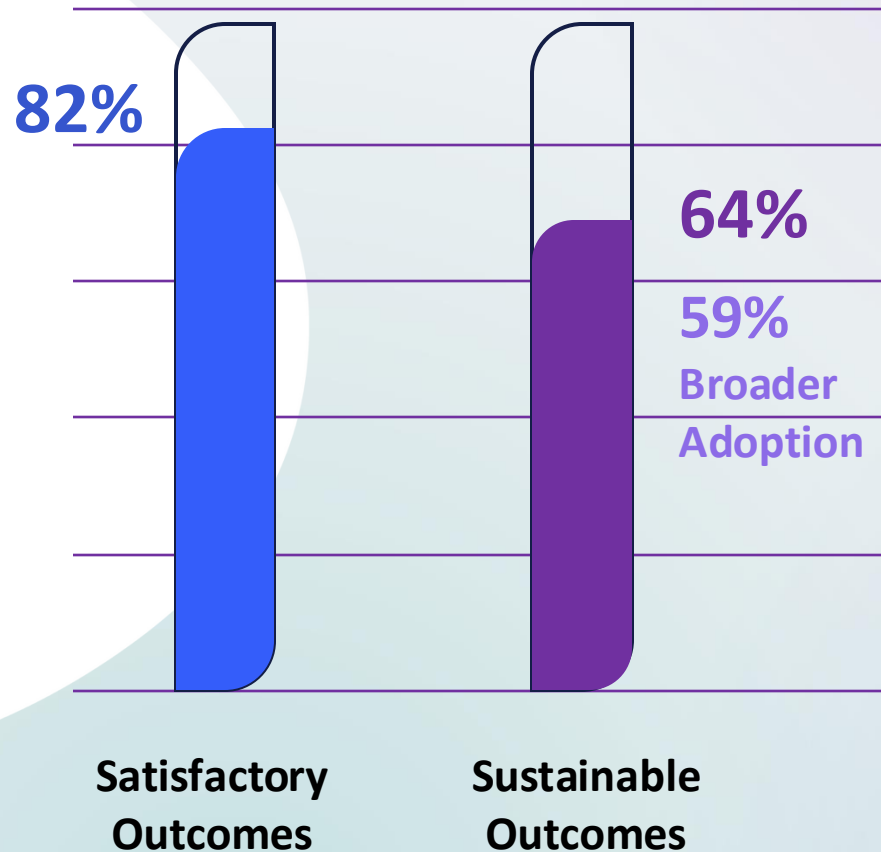




**The GEF delivers consistently strong results across global and country level interventions.**



# Overall Strong Outcome Performance with Variability, Sustainability Challenges



## Better Performance



Land Degradation



Asia



International  
Waters



ECA

## Below Average Performance



LAC



FCV



Africa



SIDS



**Behavior Change is Key to Sustainability**



# Scaling up GEF Projects by GCF



**17**

GCF  
projects  
scaled GEF



**\$1.4 B**

in GCF investments at

**\$33 M**

per project



NbS livelihood

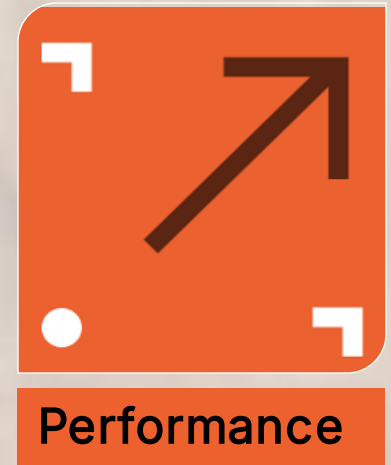


Before (2016)



After (2024)

A NbS GEF project scaled up by GCF in India



**The GEF's focal areas deliver  
significant environmental  
outcomes.**



**Regional Impacts**

**Landscape approaches**



**Improved land restoration**



**Water management**



**Coral reef recovery**

**Chemicals & Waste**

**Reduced release of harmful pollutants, improved chemical management**

**Climate Adaptation**

**Increased resilience in SIDS & LDCs**

**Climate Mitigation**

**Energy Efficiency, low carbon transport**

**International Waters**

**Strengthened transboundary governance**

**Land Degradation**

**Restored landscapes, reduced deforestation, ecological restoration and food security**

**Biodiversity**

**Expanded protected areas, strengthened community-based conservation**



Performance

**GEF delivers benefits beyond  
environmental outcomes.**



# Socioeconomic co-benefits



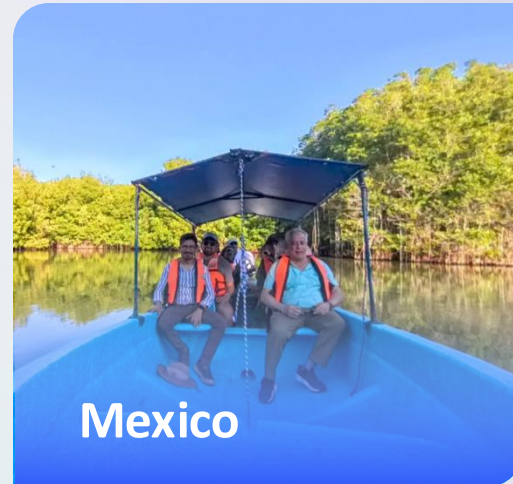
**Human & Social Capital:**  
Skills and knowledge, local governance, partnerships



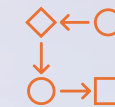
**Livelihoods and Income:**  
Higher agricultural productivity, alternative livelihoods resources



**Well-integrated**  
strategies and local partnerships improve effectiveness and innovation



## Areas for focus



**Design:** Improve links between environmental actions and socioeconomic outcomes



**Address** sustainability, scaling, monitoring

**Integrated Programs have  
delivered important benefits,  
but should address challenges.**



**Enablers of  
Transformational  
Change**



# IPs: Pathways to Transformational Change



## System-based framing

Linking global drivers with local solutions



## Institutional & policy reform

Peru on land; Gabon ivory traceability lab; Senegal & Malaysia integrated urban plans



## Whole of a society approach with inclusive engagement

Peru Amazon, ILP



## Innovation pilots with scaling planned

Kenya, China, Ethiopia

# Common Areas to Address



- 01 Institutional Transformation and Capacity
- 02 Moderate Risk-taking & Innovation
- 03 Limited Private Sector Engagement
- 04 Measure and demonstrate Additionality
- 05 Improve timing/effectiveness of global platforms



**Inclusion has advanced  
supported by stronger policies,  
clearer operational guidance  
and growing engagement with  
civil society.**



**Enablers of  
Transformational  
Change**

# Safeguards, Gender & Inclusion



**Robust  
safeguards** and  
inclusion  
frameworks



**Inclusion  
strengthened:**  
SEC gender focus,  
vulnerable groups, SGP  
bolstering project  
ownership



**Gender equality & IP  
participation**  
embedded in project



Citarum Watershed  
Management Project  
Indonesia

## Areas for focus



**Consistent inclusion**  
beyond gender  
(e.g., youth, IPLCs  
need more voice)



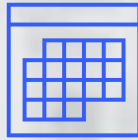
**Deeper local  
empowerment**



# Evaluating the Transition to SGP 2.0



OP7 targets  
exceeded



Stronger  
sustainability



Innovation



Greater inclusion  
of communities

## SGP 2.0

- Expanded implementation: **UNDP, FAO, CI**
- **Equal-share core allocations for 140 countries** + optional **STAR top-ups**
- **New Initiatives still to begin**
  - **CSO Challenge Program**
  - **Global Microfinance Initiative for Locally Led Action**
- Strengthened admin processes & guidance **but added some complexity**





**Private sector engagement has expanded and demonstrated catalytic results, but remains below its full potential.**



Enablers of  
Transformational  
Change



# Private Sector Engagement & Blended Finance

2

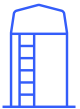
**Two-pronged approach**  
--blended finance, market transformation



**Innovations**



**Multiple private sector actors**



**Partnerships in sustainable agriculture, clean energy, and conservation finance**



**GEF Competitive Advantage**  
Convening Power, standards, producer responsibility systems



**Catalytic Role** Blended Finance/De-risked private investments

China



India



Lemur Bond



## Areas for Focus



**Processes and incentives**



**GEF capacity**



**Regulatory issues**

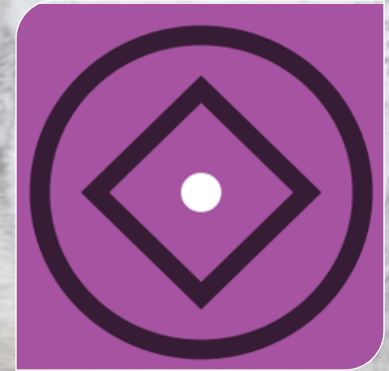


**Agency complementarities**



**Lifting \$15M on NGL**

**More explicit management of risk and innovation have gained greater visibility in the GEF portfolio, yet both are constrained by structural and operational limitations.**



**Enablers of  
Transformational  
Change**



# Risk Appetite



**Risk Appetite Framework (2024) :** higher-risk, high-reward investments



**Most projects:** low/mod risk with satisfactory results



**High-risk projects:** variable outcomes, FCV contexts, potential for transformative impact (Rhino Bond)



**Address:** Limited risk appetite by countries and Agencies

## Example: Rhino Bond



A high-risk, high-reward initiative leveraging capital markets for conservation

# Technological Innovation in GEF Projects

## Innovation Examples (China)



Control Room

**The Municipal Solid Waste Management Project**

GEF ID 4617



POPs Disposal

**The POPs Management and Disposal Project**

GEF ID 2926



**Innovation is growing**



**Focus on broader technologies:**  
remote sensing, digital platforms,  
nature-based solutions



**Limited disruptive tech**  
e.g. AI blockchain, nanotech



**Capacity gaps**



**Rigid processes**



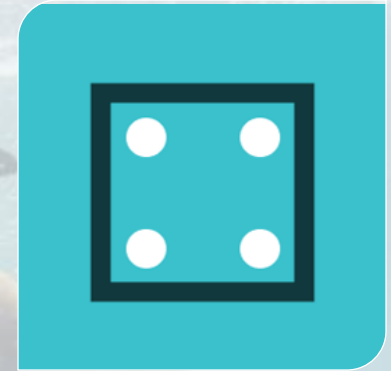
**Limited risk-taking**



**Insufficient early-stage funding**



**The GEF Partnership is a core strength that can be further leveraged by addressing complexity and strengthening engagement.**



GEF Institutional  
Framework

# Benefits vs Costs

## of Agency share caps at 25%, 20% & 15%



**Concentration is reduced** with application of lower caps

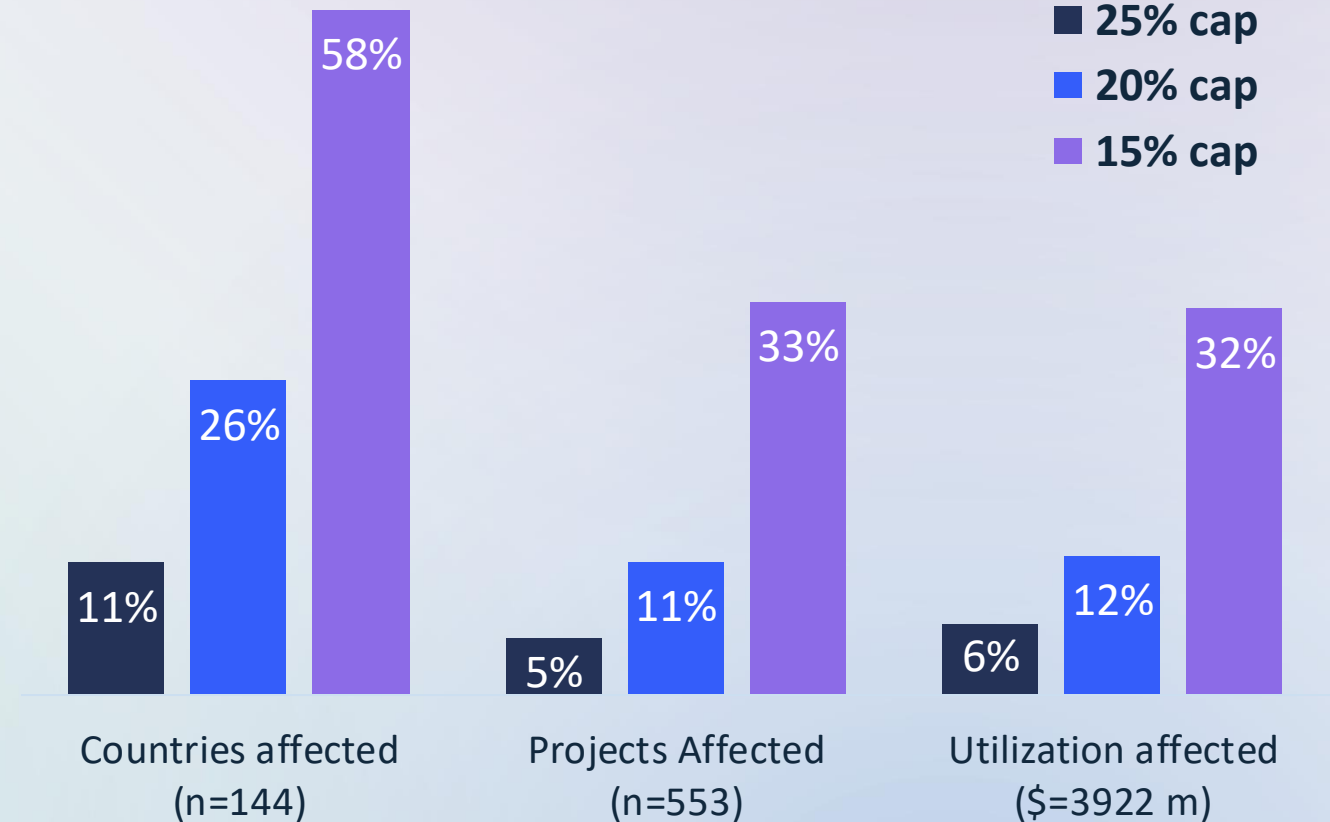


**Costs escalate** with lower thresholds



**Lower thresholds** require **earlier** country-level adjustments

### Costs of Agency Share Caps





# Country Engagement Strategy



**CES launched in 2022:**  
improved alignment  
between GEF programming  
and national priorities



**Combines** upstream  
dialogues, knowledge-  
sharing, and stakeholder  
engagement



**Supported project**  
prioritization and inter-  
ministerial collaboration



## Focus Areas



**Timing of National  
dialogues to influence  
programming**



**Focal point capacity  
constraints**



**Engagement with non-  
government  
stakeholders**

# Administrative and Operational Efficiency

## Administrative

- GEF, an efficient vertical fund:  
3.7% admin cost ratio

## Operational

- PIF-to-endorsement median timeline:  
now 18 months
- Medium-size projects meeting target timeframes: 50%

**Address: Requirements of different funding windows**





**The GEF's financial foundation  
remains a core strength.**



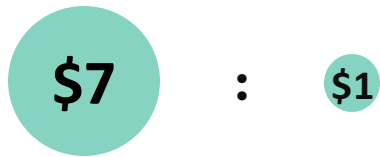
**GEF Institutional  
Framework**



# Financial Foundations



Cofinancing Target.



OVERALL

Ratio At CEO endorsement  
GEF-8.



OVERALL

STAR: a predictable source of  
funding.

## Challenge

- A declining trend:  
53% (GEF-6) to 46% (GEF-8)
- Underutilized resources for  
private sector engagement

**55%**

of projects fully meet or  
surpass the amount  
committed at project  
approval/ endorsement

**18%**

of projects achieve  
less than half of the  
expected amount

**12%**

of cofinancing  
from private  
sector

## Areas for Focus

- A resource mobilization  
strategy for the GEF
- Reviewing cofinancing  
Policies and Guidance





**The GEF's Systems for Results,  
Knowledge and Learning have  
shown meaningful improvements.**



**GEF Institutional  
Framework**

# RBM



Expanded tracking tools

Harmonized indicators  
across Agencies and IPs

RBM Framework should  
capture TC and co-benefits

# KM & Learning



KM&L Strategy (2023)  
People, process, systems  
**1,700+** Lessons captured



Advanced through knowledge  
platforms under IPs



**Focus on learning from failure & challenges**



# **OPS8**

# **Recommendations**

# Focus on Strategic Selectivity and Consolidation





# Embed sustainability and financing arrangements at design







**Pursue higher risk-  
higher reward  
innovation**





# Unlock private sector potential & expand NCI





# **Streamline processes across the GEF family of funds**





**Create an inclusive and  
transparent country  
engagement process**





# **Improve national planning processes with Agencies and Countries sharing priorities**





**Strengthen financial  
sustainability through  
diversified funding  
base and improved  
cofinancing**





**Integrate knowledge,  
results and learning  
systems into a coherent  
platform**





# What's Next

**June 2026**

**Sustainable Cities**

**Inclusion of Marginalized Groups with  
Attention to Fragile & Conflict-Affected  
Situations**

**Policy Coherence**

**Lessons from GEF Engagement in  
Uzbekistan**

**LDCF/SCCF**

**GBFF Process Evaluation**

**4 Year Work Program and Budget (GEF,  
LDCF, GBFF)**



# Thank You

[www.gefio.org](http://www.gefio.org)

