



Independent  
Evaluation Office  
GLOBAL ENVIRONMENT FACILITY

# PRESENTATION TO THE GEF 57<sup>th</sup> COUNCIL MEETING

December 2019

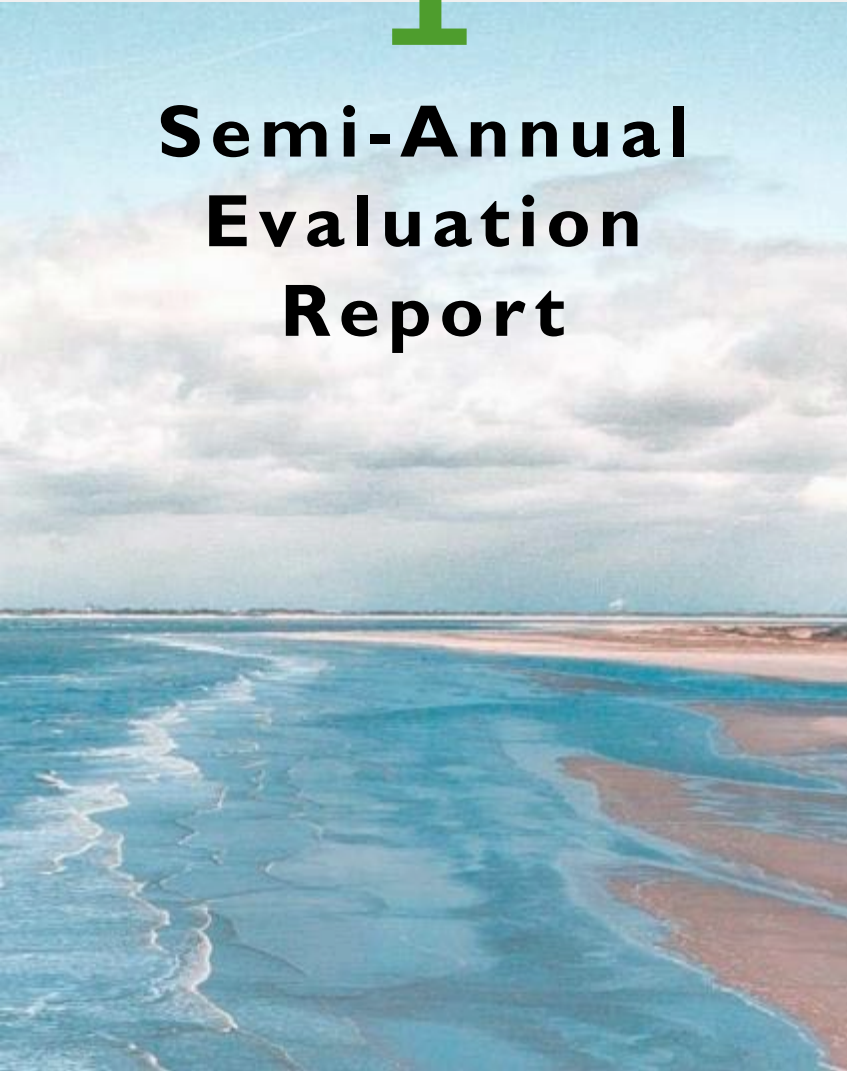


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*Today*

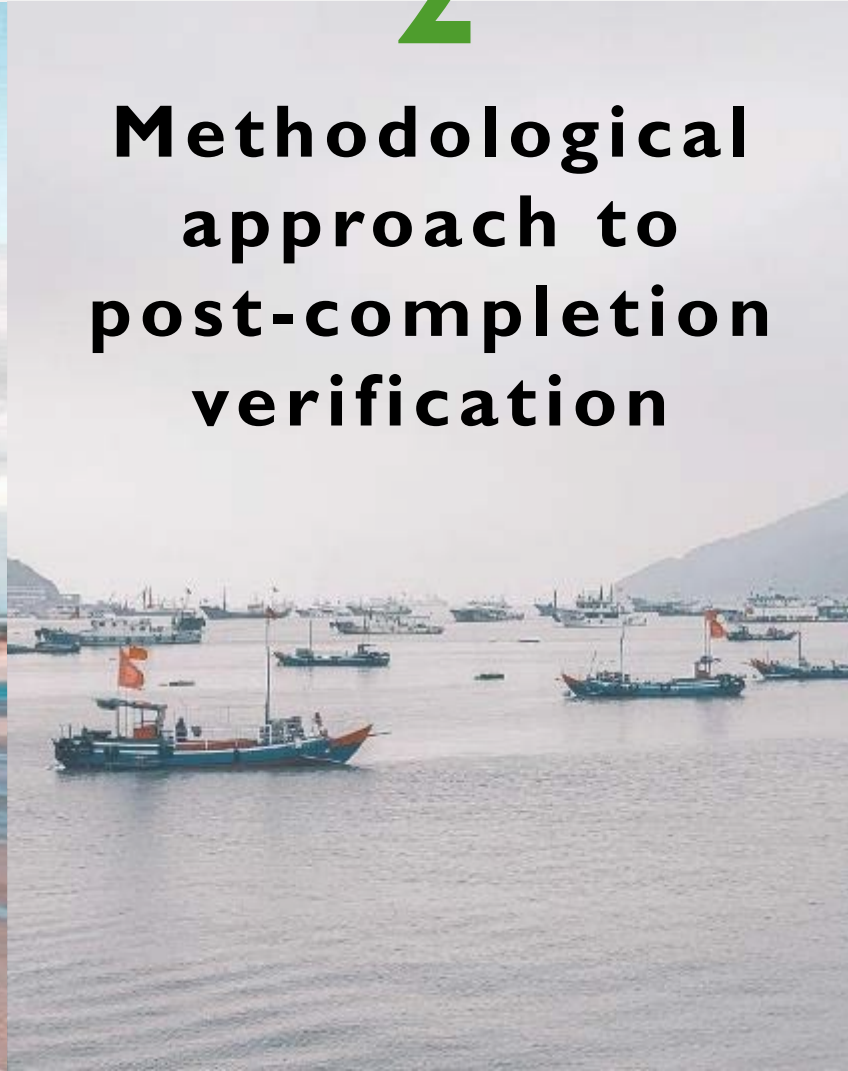
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**Semi-Annual  
Evaluation  
Report**



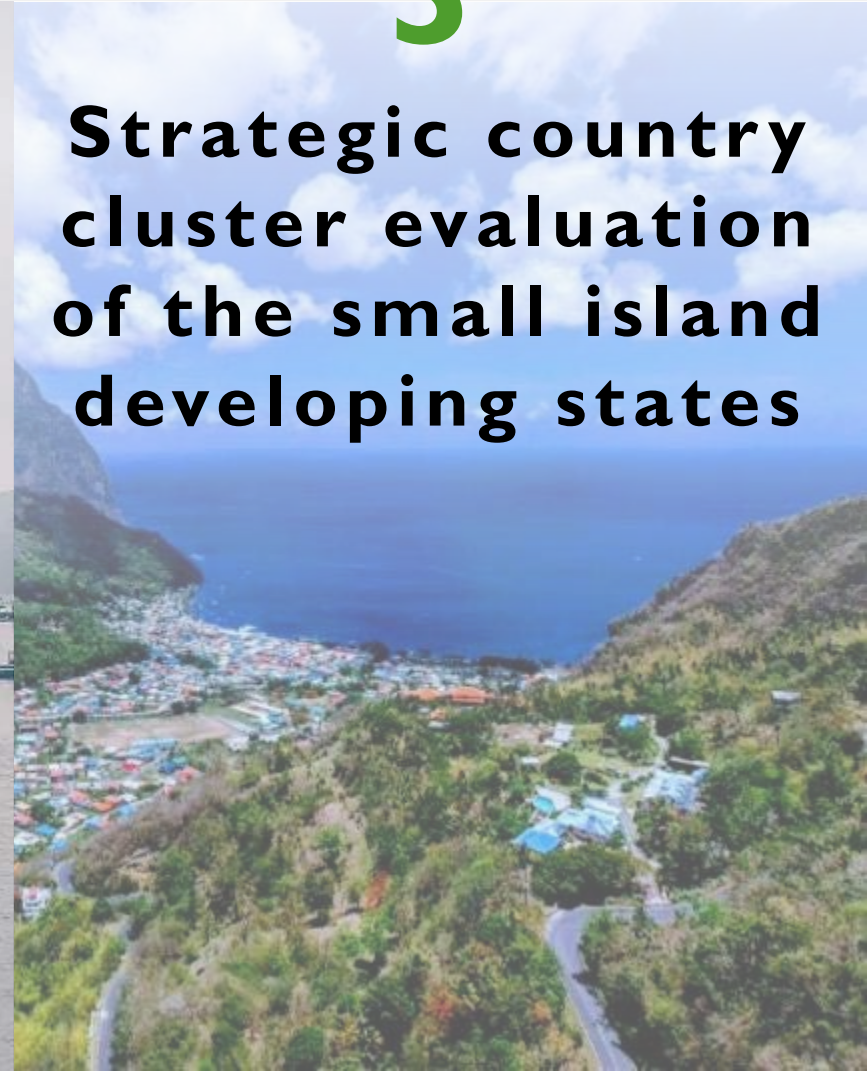
2

**Methodological  
approach to  
post-completion  
verification**



3

**Strategic country  
cluster evaluation  
of the small island  
developing states**





1

# Semi-Annual Evaluation Report

**GEF IEO**

December 2019

## SAER: OUTLINE

### I.1 Peer Review of the Independent Evaluation Function

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### I.2 Evaluation work in progress

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### I.3 Knowledge Management

*Peer review of the  
independent evaluation function*

## ***Purpose***

**To enhance the evaluation function in the GEF**

### ***Thematic focus***

Relevance, evaluation policy,  
stakeholder engagement  
Work program  
Office structure and budget

### ***Core assessment criteria***

Independence  
Credibility  
Utility

*Evaluation work in progress*

## JUNE 2020

- Strategic country cluster evaluation: African biomes
- Strategic country cluster evaluation: least developed countries
- Evaluation of GEF engagement in fragile and conflict-affected situations
- Annual Performance Report 2020
- The LDCF (Least Developed Countries Fund) program evaluation
- Approach paper for OPS7

## DECEMBER 2020

- Innovation and risk management in the GEF: evaluative findings and lessons
- Evaluation of GEF support to the sustainable forest management and REDD+ projects
- Evaluation of GEF medium-sized projects and enabling activities
- Evaluation of GEF Small Grants Program

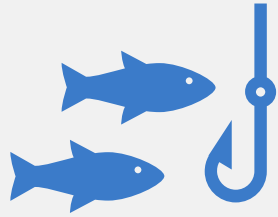
# OPS7: preliminary timeline

*(assuming timeline for GEF-8 replenishment negotiations is similar to GEF-7)*

- June 2020 – approach paper for OPS7
  - Spring 2021 – early findings and briefs for the first replenishment meeting
    - Fall 2021 – full draft report for replenishment
      - December 2021 – final report to the GEF Council

# *Knowledge Management*

# *Knowledge products (June 2020)*



Sustainable  
fisheries



GEF freshwater  
portfolio review



Country and  
constituency  
evaluation notes



Health co-benefits  
of chemical and  
waste projects



*IEO stakeholder engagement  
and knowledge needs  
assessment*

**survey results**

# *2015 – first GEF IEO stakeholder survey and needs assessment*

## *What has IEO done in response to the 2015 survey?*



Prepared focal area studies and meso-level evaluations



Introduced learning briefs



Developed tailored communications for constituency meetings and ECWs



Revamped IEO website

# *Why survey stakeholders in 2019?*

To obtain **feedback** on the quality and use of IEO evaluations and knowledge products

To **inform** the IEO knowledge and learning work

To **improve** the quality of IEO work towards OPS7

To **provide information** for the Peer Review of the GEF's Independent Evaluation Function

# Stakeholder survey — *1114 responses*

Sept. 25 to Oct. 9, 2019  
3 languages

## 704 GEF Partnership (25% response rate)

- 244 GEF Agencies, executing agencies, projects
- 202 GEF CSO Network
- 182 GEF OFP/PFP and their staff
- 19 GEF Secretariat
- 11 STAP
- 46 Convention secretariats

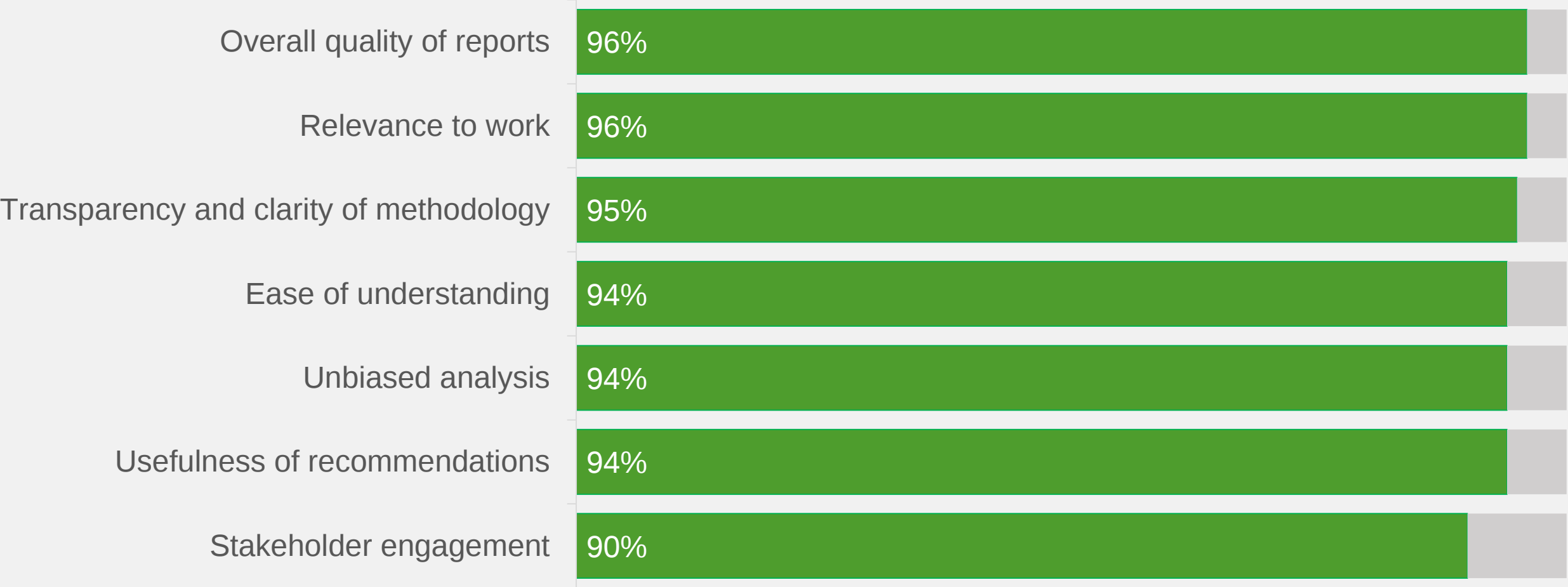
## 37 GEF Council (33% response rate)

## 373 External stakeholders (3% response rate)

- 181 National and local government
- 106 Civil society organizations
- 86 Other (multilateral/bilateral, private, academia, media, independent consultants)

Stakeholder survey —

*Satisfaction with IEO evaluations*



## Stakeholder survey — *Use of IEO evaluations*

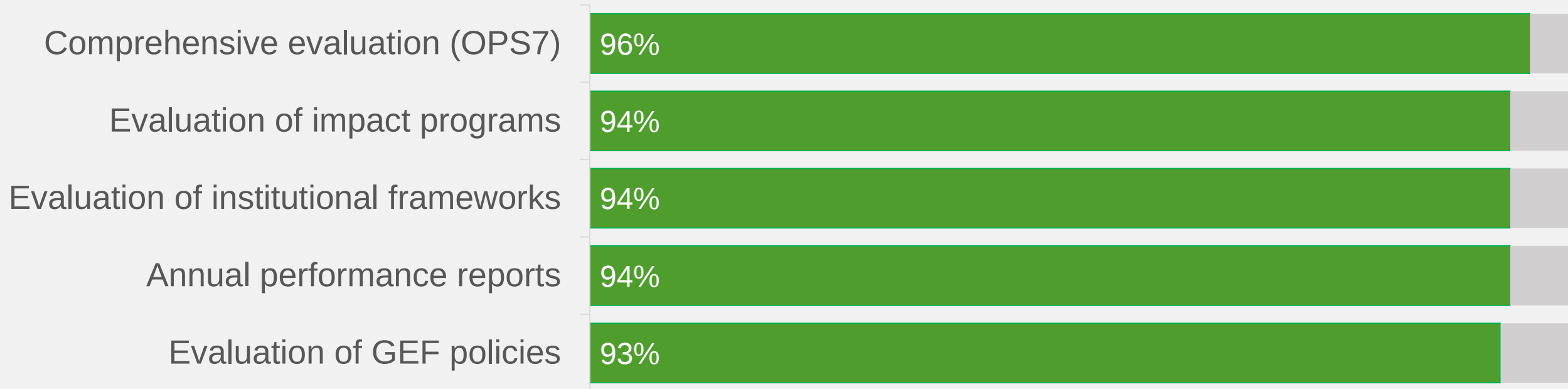
**80%**

*Of respondents reported using  
IEO evaluations*

*Designing programs ———*  
*———— Assessing performance*  
*Providing advice ——— Reference*  
*———— Designing policies ———*  
*Course of action ——— Sharing*

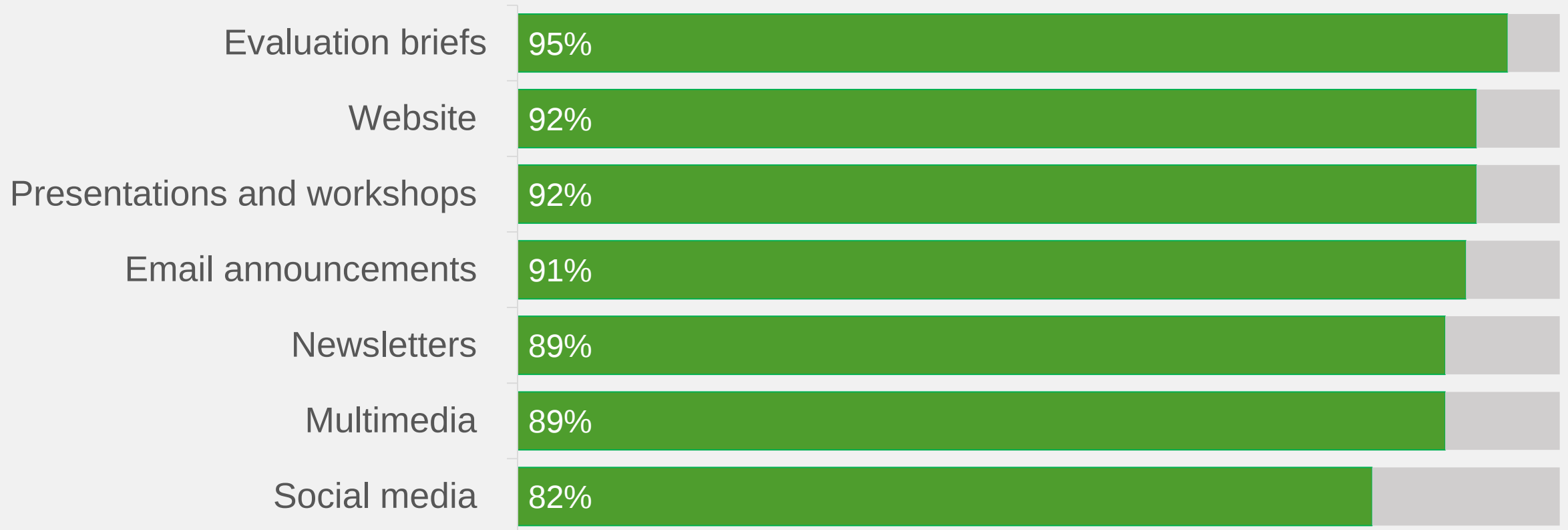
## Stakeholder survey —

# *Relevance of GEF-7 evaluations*



# Stakeholder survey — *Dissemination channels*

## Effectiveness during GEF-6



## Stakeholder survey — *Suggestions*

### **For dissemination**

- F2F and online events
- Evaluation summaries



### **For learning products**

Lessons on

- design and implementation
- stakeholder engagement

Synthesis notes by

- focal area and theme



### **For the website**

- Strengthen the search function
- Increased use of visuals, photos, videos
- A more visible MAR



# Third International Conference on Evaluating Environment and Development

*Integrating environmental  
sustainability in evaluating  
transformational change*

*Increasing evaluation  
utility  
and influence*

*Evaluating at the  
nexus of **natural**  
and **human systems***

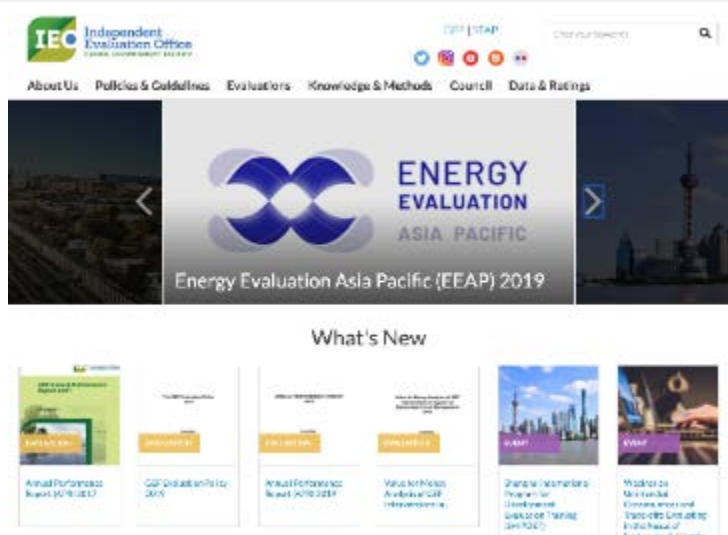
*Real-time and  
formative evaluations*

*Managing for  
**longer-term**  
sustainability*



# Knowledge management and dissemination contd.

## IEO website



## Events



*ECG, UNEG, UNCCD COP14,  
National Evaluation Capacities  
Conference*

## Sharing evaluation methods



*SHIPDET (Shanghai International  
Program for Development  
Evaluation Training)*



# **Semi-Annual Evaluation Report**

**GEF IEO**

December 2019

# 2

## **Methodological approach to post-completion verification**

**GEF IEO**

December 2019



# *Why do post-completion?*

GEF-supported interventions typically aim to achieve impacts that often require time beyond the period of GEF funding

# *What do we want to find out?*

1

The extent to which  
outcomes achieved  
**continue to progress**  
beyond project  
completion

2

The extent to which  
**the conditions** allowing  
longer-term outcomes  
to be achieved are  
present and contribute  
to progress

# *What do we measure?*

## Outcomes



Environmental impacts



Social impacts

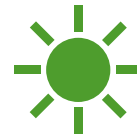


Synergies and trade-offs



Broader adoption and transformational change

## Influencing factors



Enabling conditions



Catalytic conditions



Barriers



Risks



GEF's additionality

*For which  
interventions?*

## SELECTION CRITERIA



Minimum of 4-5 years past project closure



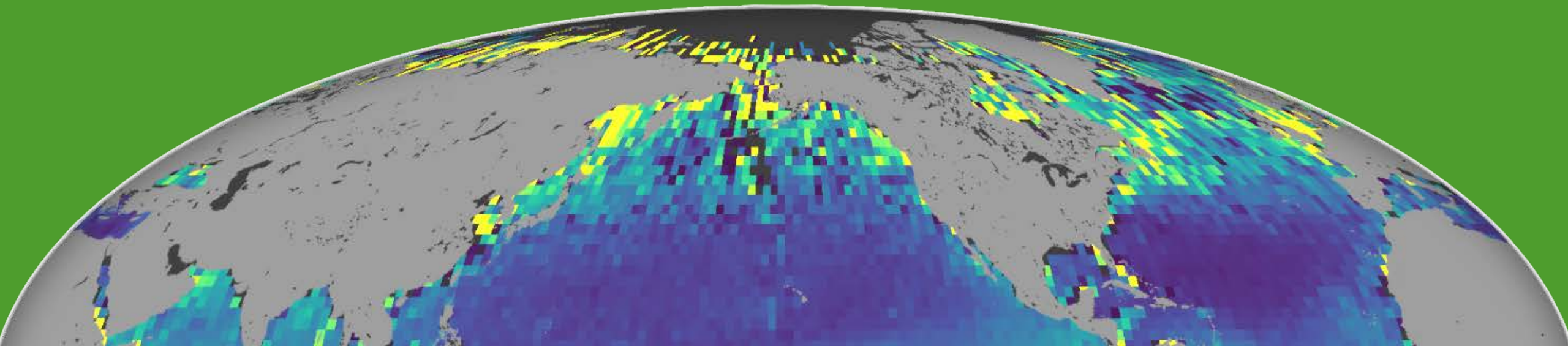
Applicability of lessons to be learned for future interventions



Potential for contribution to larger thematic evaluations

Use of  
**geospatial analysis**  
\_\_\_\_\_ in post-completion evaluations

**GEF'S YELLOW SEA PORTFOLIO**



# *Use of geospatial analysis*

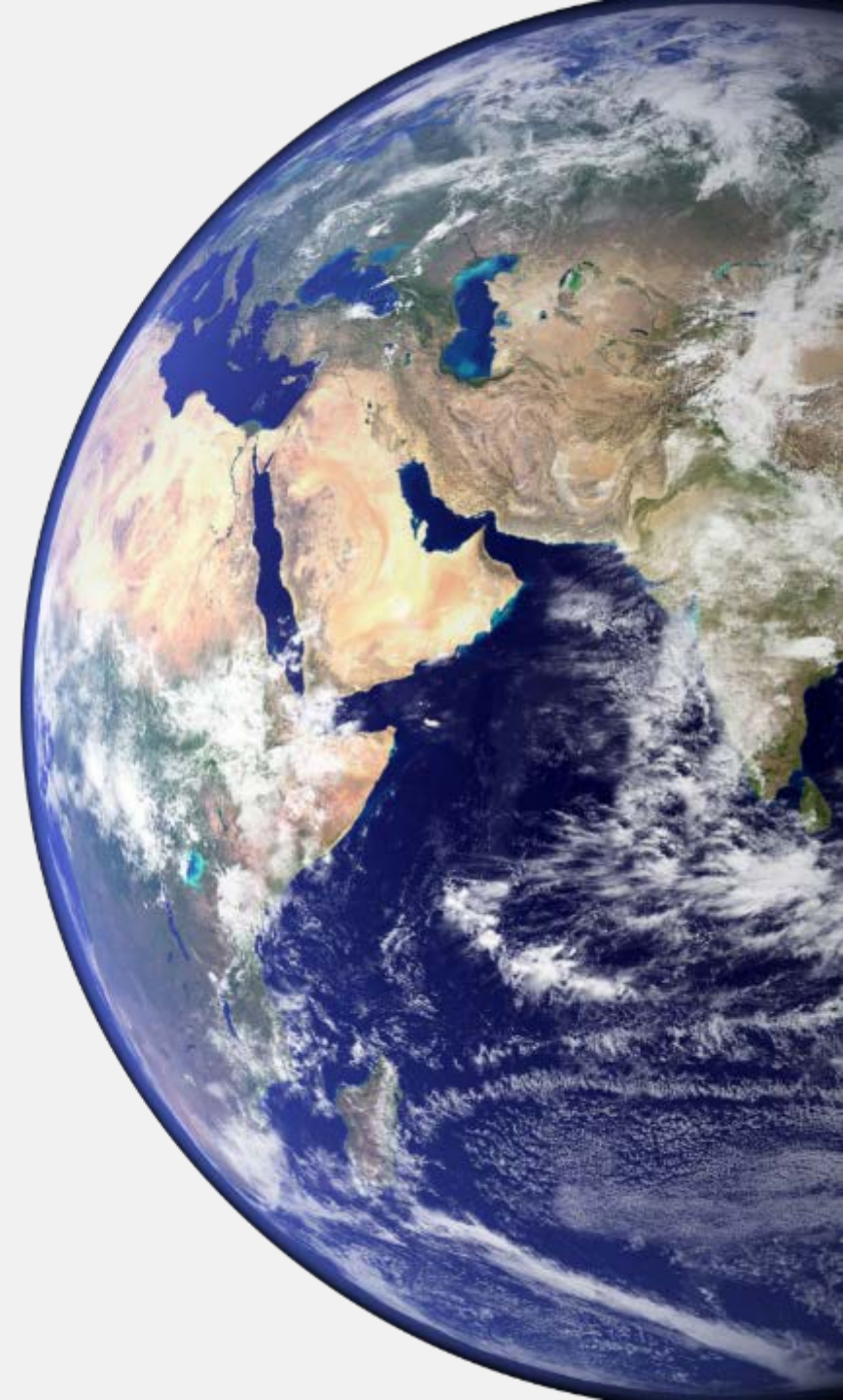
*in post-completion evaluations*

Geospatial analysis of remote sensing images —  
useful for **measuring change over time**

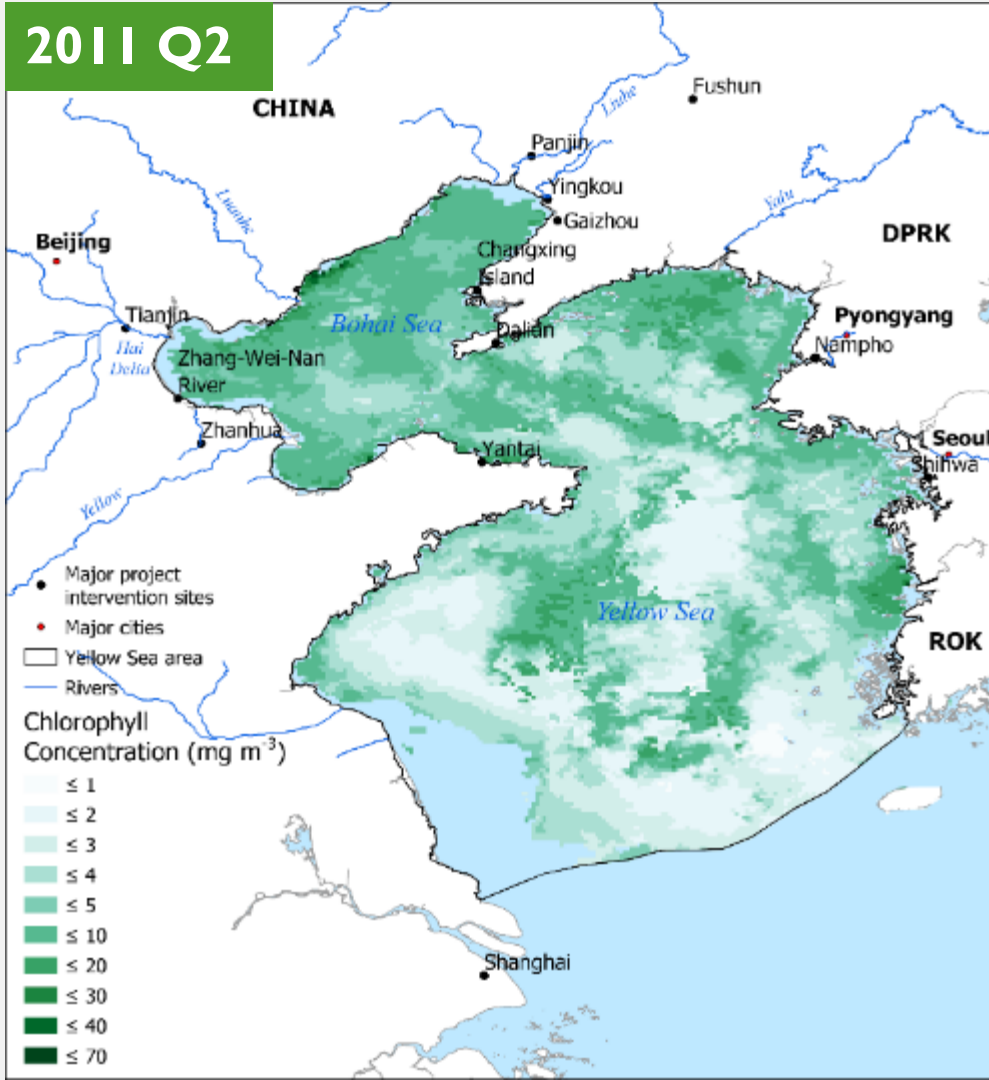
Change on Earth's surface can correlate with  
**environmental indicators** of GEF projects

Repeated images in same area show  
**environmental indicators before, during and after**  
project implementation

Guide to selection of projects for field verification



# Evaluation of GEF portfolio — *Yellow Sea Large Marine Ecosystem*



8 projects between mid-1990s and 2015 (others ongoing)

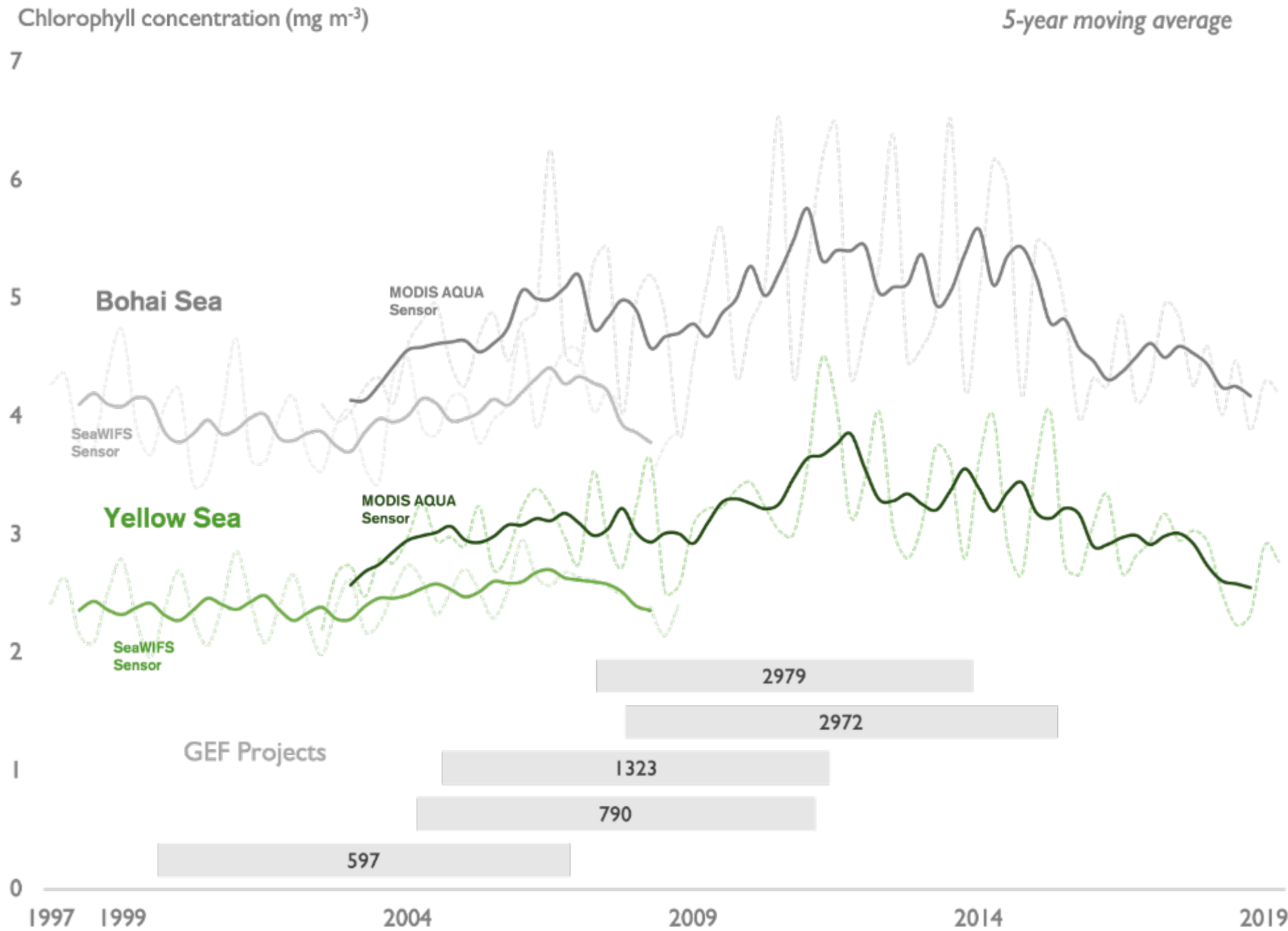
Common goal of reducing marine pollution

Satellite images can show chlorophyll concentration in large water bodies

Chlorophyll is an indicator of water quality — higher concentrations = more nutrient pollution

# Evaluation of GEF's portfolio — Yellow Sea Large Marine Ecosystem

Interviews with  
project and other  
stakeholders helped  
understand the  
trends



## Conclusions —

# Geospatial analysis

*for post-completion evaluations*

### PROS

Geospatial analysis is unbiased, quantitative, low-cost and provides data for multiple points in time

### CONS

Limited to detectable indicators and quality of sensors, difficult to attribute trends specifically to projects or other causes

### USE IN COMBINATION

With other methods

### Template for Post-Completion Data

This template is to be used to organize all information collected from various sources into a standardized format. This format allows information to be pulled out for further analysis, as well as comparison across a set of post-completion evaluations. It uses the **intervention** as a unit of analysis so that multiple GEF-supported projects & programs that promote the **same technologies/approaches with explicitly linked objectives**, can be analyzed together as a coherent package through which the GEF aims **to achieve a specific impact in a specific sector within a specific geographical area**, such as a city, country, or ecosystem (*e.g. sustainable forest management in the southern dryland regions of Ethiopia, DDT elimination in small-scale farms in Gansu province*). The post-completion evaluation uses the implementation end date of the most recent project as the starting point for assessing post-completion outcomes.

The template is meant to capture information comprehensively such that it can be used as a reference document for various analyses for both current and future evaluation objectives, without duplicating the data collection effort from many of the documents. Context-specific interview questions will need to be developed for each post-completion evaluation to allow the template to be filled in accurately and reliably. The format of the report will also depend on the relative importance of findings to be communicated following the analysis of this [template](#), but would generally follow the outline in [Annex 3](#).

#### 1. Intervention information

|        |                                                                                |  |
|--------|--------------------------------------------------------------------------------|--|
| 1.1.a. | What is the GEF-supported intervention that is being assessed post-completion? |  |
| 1.1.b. | Which geographical area/s did it aim to cover?                                 |  |

| 1.2. | PROJECT INFORMATION         | GEF ID _____ | Add or delete columns according to number of projects included in analysis |
|------|-----------------------------|--------------|----------------------------------------------------------------------------|
|      | Project Title               |              |                                                                            |
|      | Country/ Countries          |              |                                                                            |
|      | GEF Agency                  |              |                                                                            |
|      | GEF grant amount (actual)   |              |                                                                            |
|      | Co-financing total (actual) |              |                                                                            |



# Methodological approach to post-completion verification

**GEF IEO**

December 2019





# **3 Strategic country cluster evaluation of the Small Island Developing States**

**GEF IEO**

December 2019



*SIDS: common  
context but  
heterogeneous  
challenges*



**ENVIRONMENTAL  
CHALLENGES**



Sea level rise



Coastal and coral reef degradation



Deforestation



Land degradation



Threats to marine resources and  
biodiversity



Waste management and water quality



Harmful mining methods

# *SIDS: common context but heterogeneous challenges*

## **SOCIO-ECONOMIC CHALLENGES**



High cost of living



Vulnerability to natural disasters



Difficulty mobilizing financial resources



Indebtedness



Governance issues



Limited institutional capacity

Evaluation —  
*Objectives and  
key questions*

Objectives

**1.** Relevance and Performance  
of the GEF from the countries’  
perspective

**2.** Deeper  
understanding of the  
determinants of outcome  
sustainability

Key questions

**1.** Relevance and  
performance of  
the GEF support

**2.** Environmental  
and socio-  
economic context

**3.** Drivers of  
Sustainability

Cross  
Cutting  
Issues

**1.** *Gender and gender equality*

**2.** *Resilience and risk management*

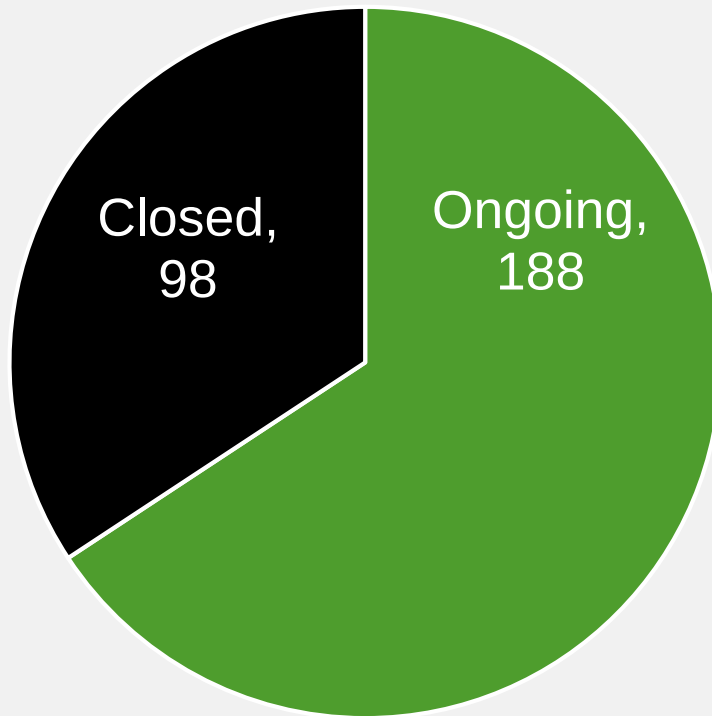
**3.** *Private sector engagement*

## Evaluation —

# Methods, data sources, and quality assurance

### MIXED-METHODS APPROACH

**286 projects**



Field visits to  
**10 countries** (out of 39)  
covering **64 projects**

Sustainability analysis based  
on **45 closed projects**

### QUALITY ASSURANCE

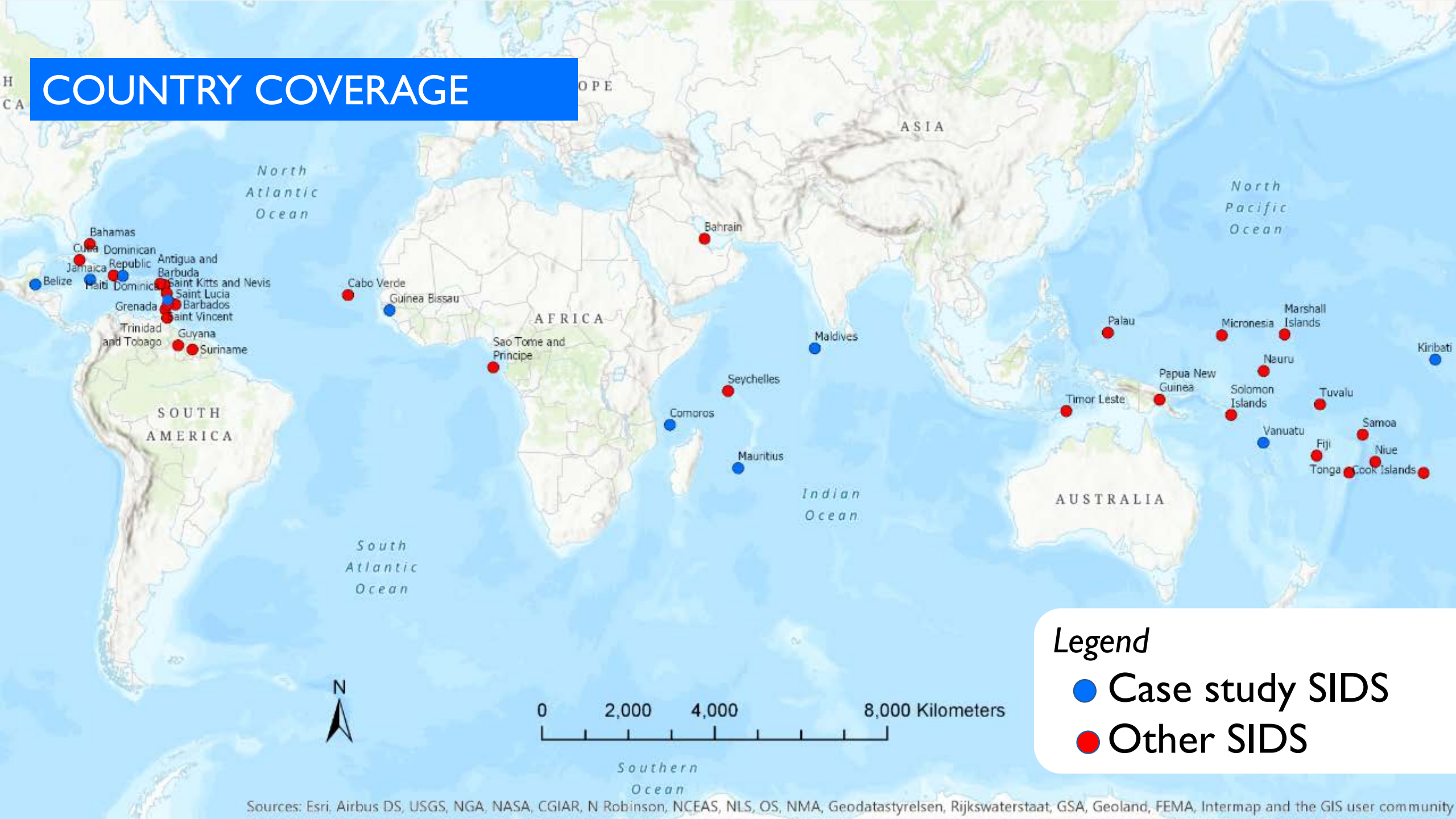


**Reference Group**  
GEF Secretariat, GEF Agencies, STAP



**2 Peer Reviewers**  
GEF IEO and World Bank IEG

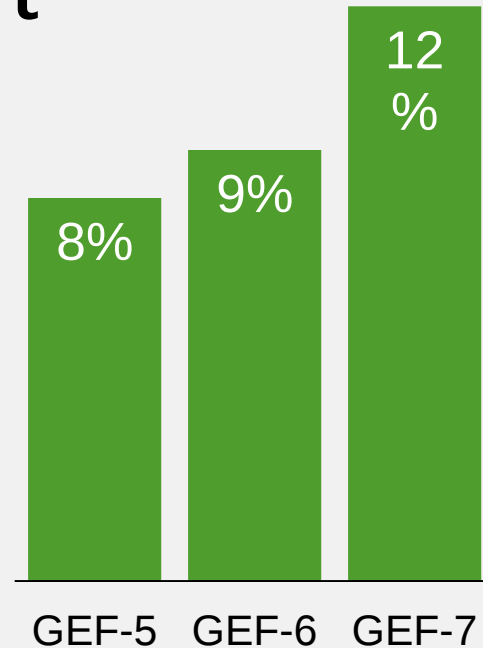
# COUNTRY COVERAGE



# PORTFOLIO ANALYSIS: GEF Support to Small Island Developing States

## Share of support

**39  
SIDS**



GEF-7: \$233 million

Before GEF-7  
\$1,365 million

## Project modality

**49** enabling activities

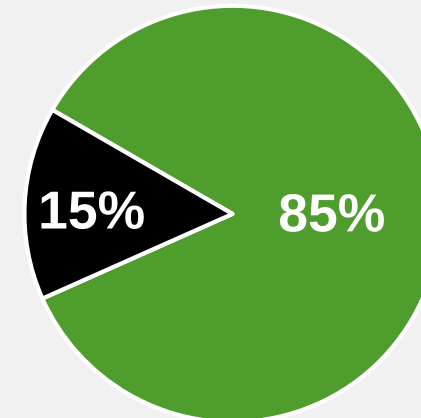
**84** medium-sized projects

**153** full-sized projects and programs

Small-Grants Programme (SGP)

## GEF Agencies

UNIDO  
FAO  
IDB  
ADB  
AfDB  
IFAD  
WWF-US



UNDP  
UNEP  
World Bank

## GEF support to SIDS — *Types of interventions*



Land use  
management



Invasive alien  
species



Renewable energy  
and energy  
efficiency



Integrated  
approaches



Protected  
areas



Chemicals  
and waste



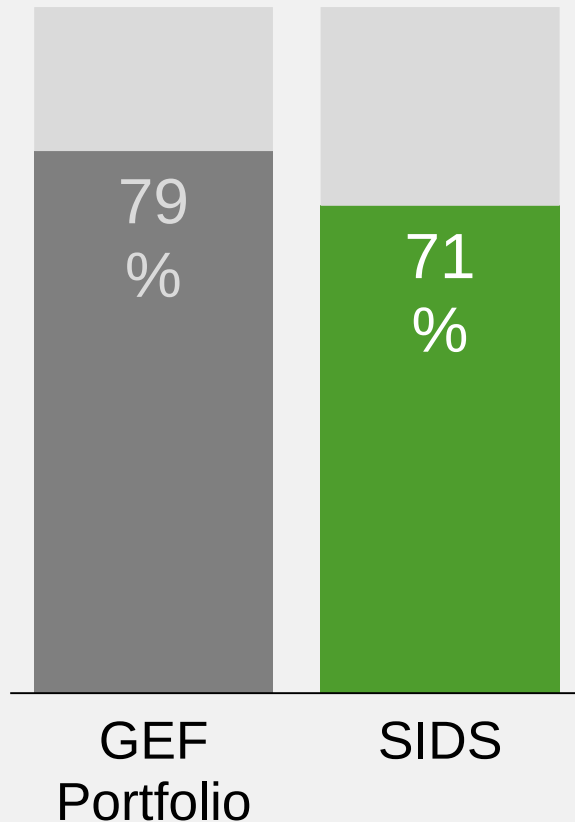
Resilience



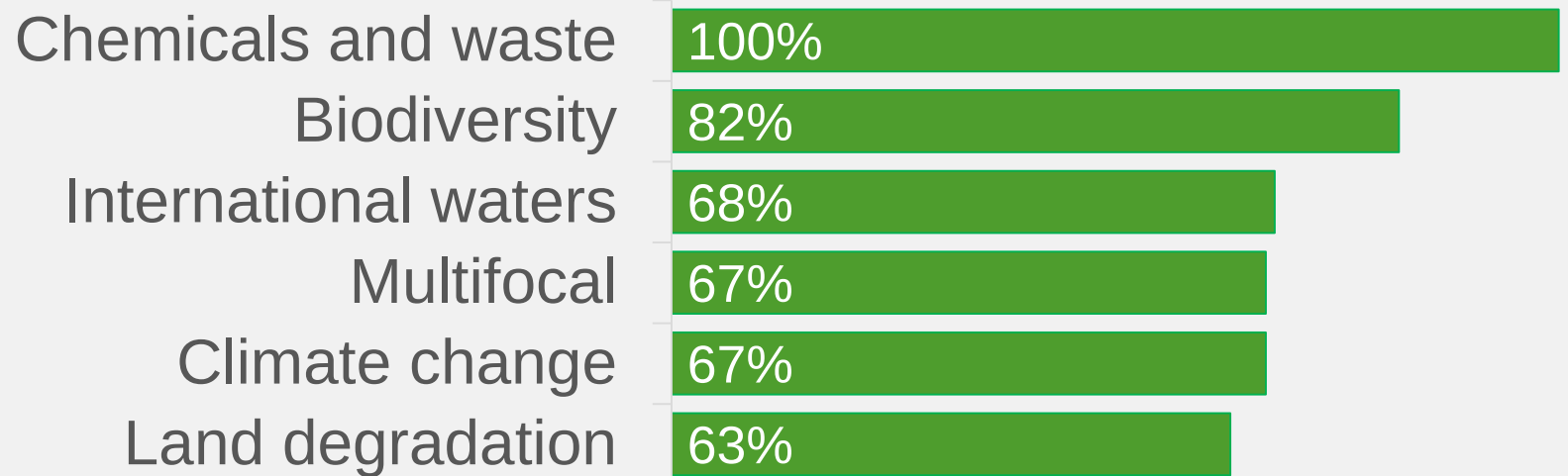
Governance and  
stakeholder  
involvement

## GEF support to SIDS — *Project performance*

### Satisfactory outcomes

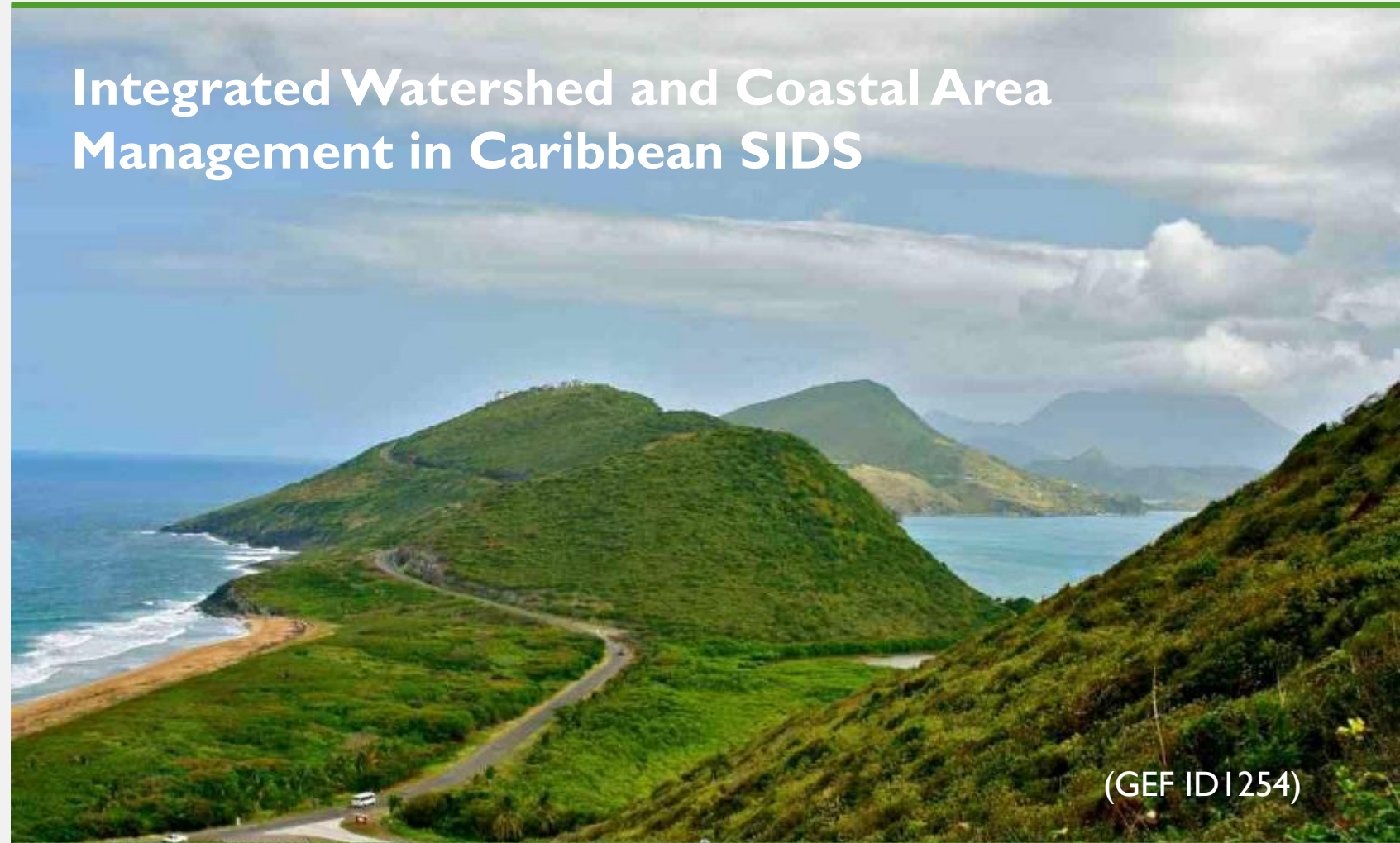
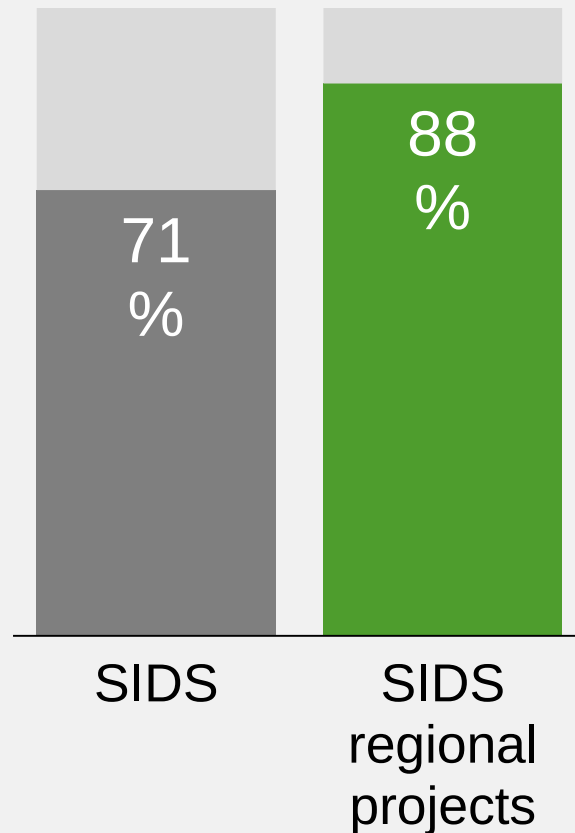


### % of projects with satisfactory outcomes, by focal area



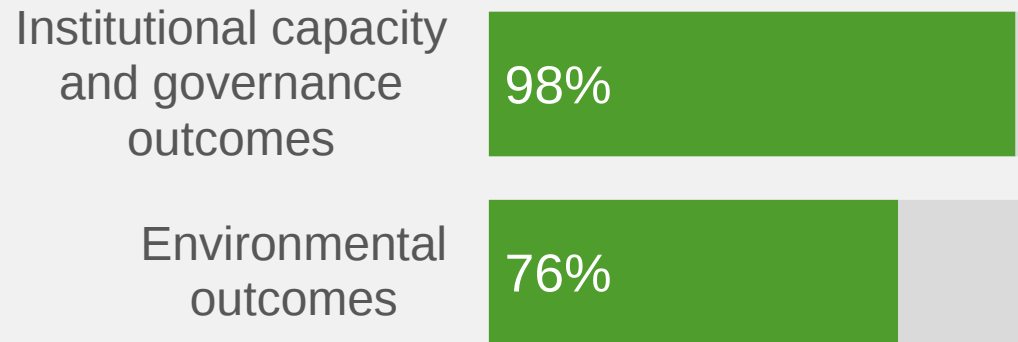
# GEF support to SIDS — *Regional project performance*

## Satisfactory outcomes

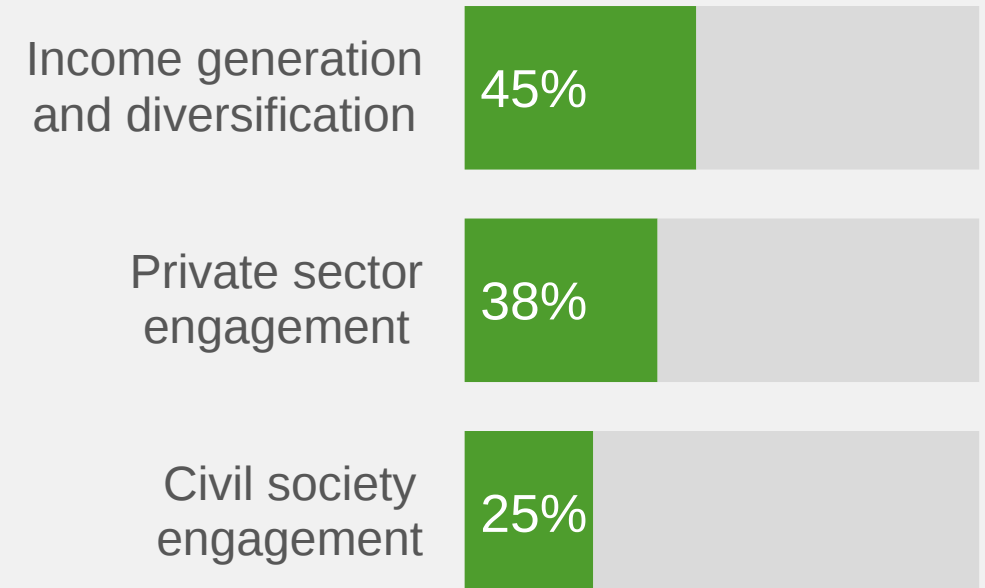


# GEF support to SIDS — *Project outcomes*

## Institutional and environmental outcomes



## Socio-economic outcomes and processes

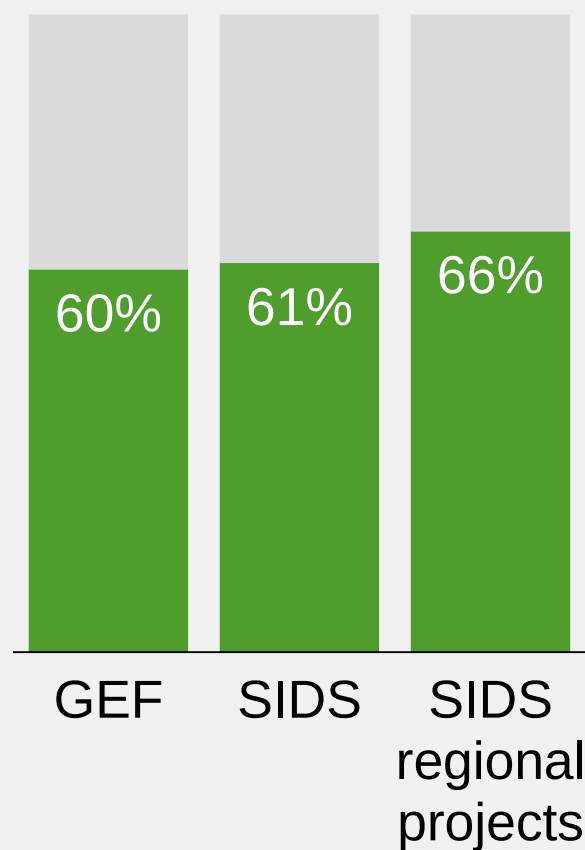


# *St. Lucia case study*

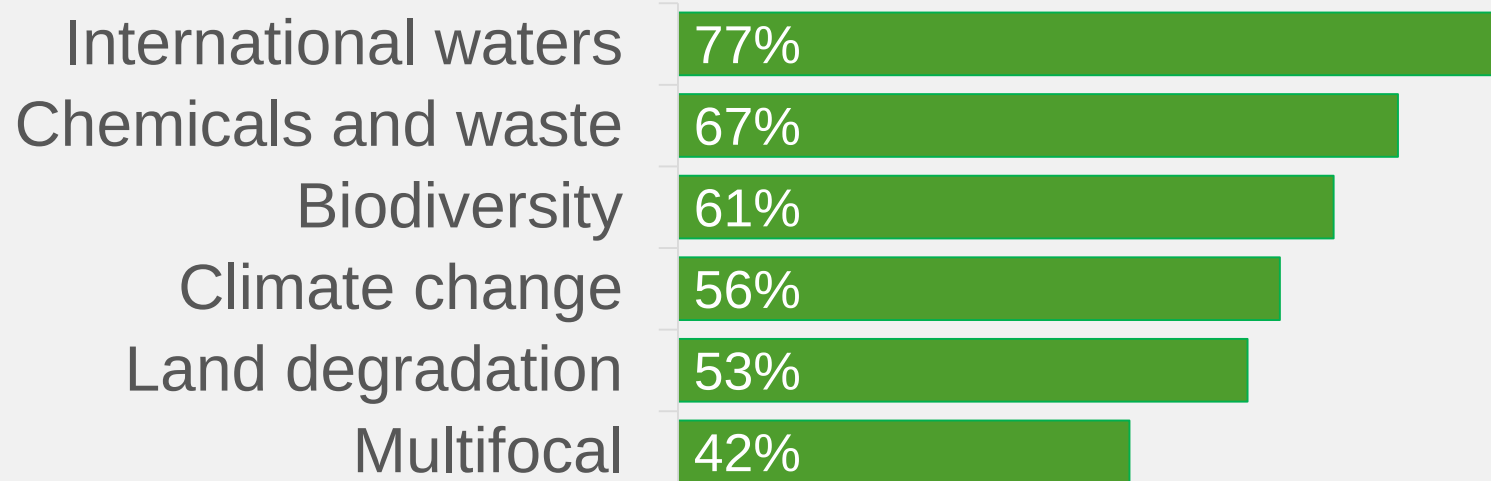


## GEF support to SIDS — *Sustainability*

**‘Likely sustainable’ outcomes**



**% of projects rated as 'likely sustainable',  
by focal area**



## Sustainability — *Post-Completion* (field verification)

Sustainability is achieved over time, and  
seldom achieved within one GEF phase

67%

**‘Likely sustainable’  
at completion**  
(during terminal  
evaluation stage)

81%

**Post completion  
sustainability**  
(during evaluation  
field visits)

(projects in Belize,  
Comoros, Dominican  
Republic, Guinea-Bissau,  
Jamaica, Kiribati, Maldives,  
Mauritius, St. Lucia,  
Vanuatu)

# Sustainability —

## *Contextual factors*



### Contributing

- Legal and institutional framework supportive for environment and protected areas
- National ownership  
(*stakeholder participation, government support, budget allocation*)
- Strategic partnerships
- Sustainable financing mechanisms  
(*national environmental funds*)
- Strong institutional capacity



### Hindering

- Low institutional capacity
- Low levels of environmental awareness
- Pressures from agriculture and tourism

# Sustainability — *Project-related factors*



## Contributing

- Training and institutional capacity building
- Adaptive project management
- Strong project teams and engaged steering committees
- Strong institutional partnerships
- Replication and scaling-up, including small-scale



## Hindering

- Little consideration of impact and sustainability in project design
- Limited capacity building
- Lack of exit strategy and future financing

# *Conclusions*



Relevance



Performance



Institutional  
issues



Additionality



Cross-cutting  
issues



## Conclusion — *Relevance*

GEF financing **continues to be highly relevant** in most SIDS

GEF projects in SIDS **are strongly aligned** with the government's priorities

GEF **increased commitment** to SIDS over replenishment periods

GEF interventions **are relevant to national environmental challenges** and aligned with GEF focal areas

GEF is **promoting ridge to reef approaches** to sustainably manage natural resources, while considering productive sectors



## Conclusion — *Performance*

Performance of SIDS projects was lower than the overall GEF portfolio

Regional projects have significantly **higher ratings on outcomes and sustainability**

Positive environmental, socioeconomic, and institutional outcomes in at least **75% of projects**

**Three agencies** have implemented more than 85% of GEF SIDS portfolio

GEF supported the long-term sustainability in SIDS through multiple modalities

Post completion ratings of several projects **have improved since project completion**



## Conclusion — *Additionality*

GEF's main areas of  
additionality are  
strengthening institutions  
and assistance with  
legal and regulatory  
frameworks



## Conclusion — *Cross-cutting*

GEF has been given  
increasing attention  
to cross-cutting issues  
including gender and  
private sector  
participation

# Recommendations



**Increase** the number of integrated interventions



**Derive** greater benefits from the expanded GEF partnership



In the context of climate change mitigation, **build on** GEF's comparative advantage – waste management and renewable energy



**Promote** innovation, scaling up, and knowledge exchange



**Continue to strengthen** institutional capacity



# **Strategic country cluster evaluation of the small island developing states**

**GEF IEO**

December 2019

# Recommended Council decisions

1. *The Council, having reviewed the “Semi-Annual Evaluation Report of the GEF Independent Evaluation Office: November 2019,” acknowledges the progress made by the Independent Evaluation Office in the reporting period.*
2. *The Council, having reviewed the “A methodological approach for post-completion verification: November 2019”, endorses the approach and supports the application of the post-completion verification methodology.*
3. *The Council, having reviewed the “Strategic Country Cluster Evaluation of the Small Island Developing States” endorses the recommendations of the evaluation.*