



# Semiannual Evaluation Update

## GEF Council 59

December 2020



# *Presentation outline*

- 1 Seventh Comprehensive Evaluation of the GEF (OPS7) – Progress to date
- 2 Managing evaluations during COVID-19
- 3 Recently completed evaluations and knowledge products
- 4 Agenda Item 9 – Fragile and Conflict-Affected Situations
- 5 Agenda Item 10 – Artisanal and Small-Scale Gold Mining Sector
- 6 Agenda Item 11 – Medium-Sized Projects
- 7 Agenda Item 12 – Knowledge Management



# ***Seventh Comprehensive Evaluation of the GEF (OPS7) – Progress to date***

Independent Evaluation office  
Global Environment Facility

# OPS7: Purpose

A

Provide  
**evidence**  
for GEF-8  
replenishment

B

Assess to what  
extent the GEF  
is achieving its  
objectives of  
enhancing **global  
environmental  
benefits**

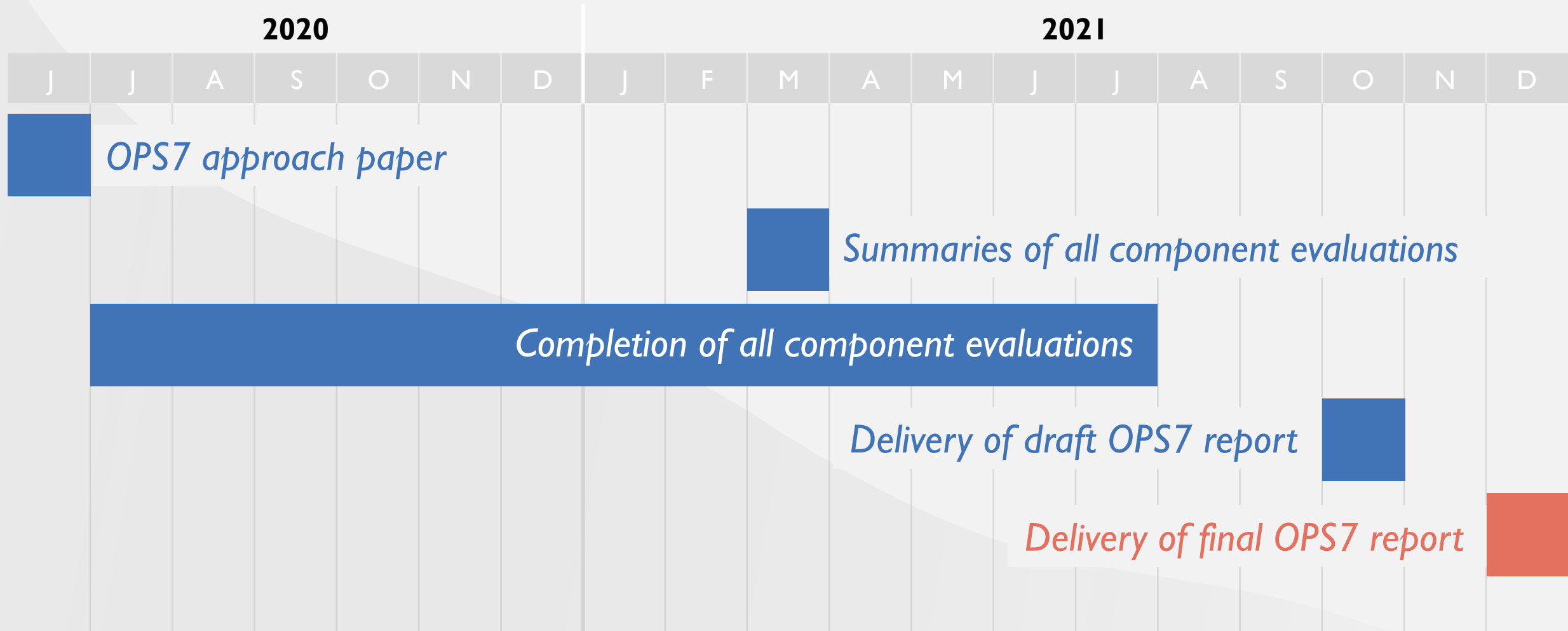
C

Identify potential  
areas for  
**improvement**

D

Assess the GEF's  
**progress** in  
implementation  
and achievement  
of the GEF 2020  
Strategy

# Schedule



# Ongoing work

| 2020                                                                                                                                                                                                                                                                                                                                      | 2021 |   |   |   |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|---|---|---|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| D                                                                                                                                                                                                                                                                                                                                         | J    | F | M | A | M | J                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>• <i>Fragile and conflict-affected situations</i></li> <li>• <i>Evaluation of medium sized projects</i></li> <li>• <i>Terminal evaluation</i></li> <li>• <i>GEF interventions in artisanal and gold mining</i></li> <li>• <i>LDCF evaluation</i></li> <li>• <i>Knowledge management</i></li> </ul> |      |   |   |   |   | <ul style="list-style-type: none"> <li>• <i>Institutional policies and stakeholder engagement</i></li> <li>• <i>Results-based management and portal</i></li> <li>• <i>Innovation in the GEF</i></li> <li>• <i>Agency self-evaluation systems</i></li> <li>• <i>Third joint GEF-UNDP SGP evaluation</i></li> <li>• <i>Evaluation of GEF country support program (CSP)</i></li> <li>• <i>GEF support to SFM and REDD+ projects</i></li> <li>• <i>GEF engagement with micro-, small-, medium-size enterprises</i></li> <li>• <i>Formative review of the GEF integrated approach</i></li> <li>• <i>Climate change resilience mainstreaming</i></li> <li>• <i>Annual Performance Report 2021</i></li> <li>• <i>LDCF/SCCF AER</i></li> <li>• <i>SCCF evaluation</i></li> <li>• <i>Enabling activities</i></li> <li>• <i>Governance</i></li> </ul> |



# *Managing IEO evaluations during COVID-19*

Independent Evaluation office  
Global Environment Facility

# *Adapting evaluation process during COVID-19*

Mixed methods approach

Using socio-economic data, such as World Bank's household surveys (LSMS)

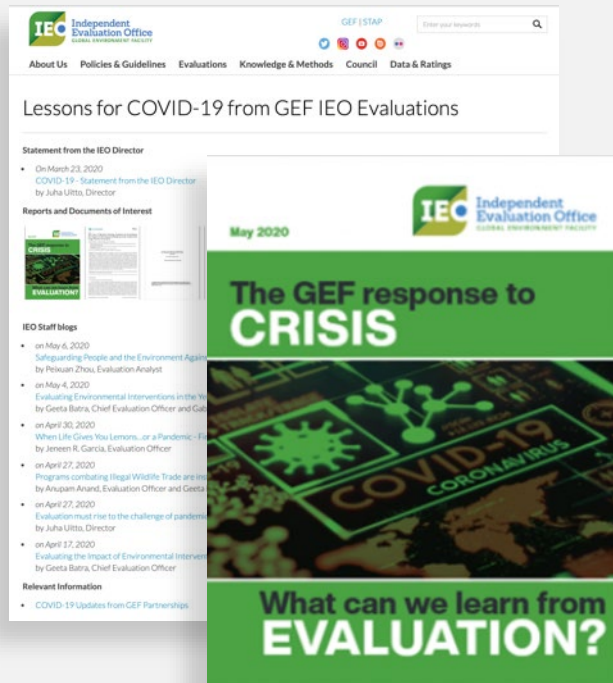
Conducting remote interviews and surveys

Applying geospatial data to measure relevance, effectiveness, efficiency

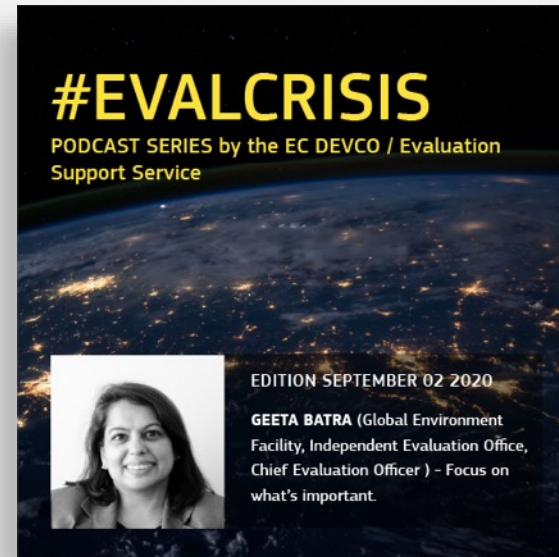
Hiring local consultants for field verification (Costa Rica, Mozambique, Philippines...)

Mining IEO case studies

# Evaluation lessons for COVID-19



The screenshot shows the IEO website with the title "Lessons for COVID-19 from GEF IEO Evaluations". It includes a "Statement from the IEO Director" dated March 23, 2020, and a list of "Reports and Documents of Interest". A "May 2020" newsletter cover is also visible, titled "The GEF response to CRISIS" and "What can we learn from EVALUATION?".



**#EVALCRISIS**  
PODCAST SERIES by the EC DEVCO / Evaluation Support Service

EDITION SEPTEMBER 02 2020

**GEETA BATRA** (Global Environment Facility, Independent Evaluation Office, Chief Evaluation Officer) - Focus on what's important.



Remote Approaches to Evaluations in Times of COVID-19

**SALEHA WASEEM**  
EVALUATION KNOWLEDGE MANAGEMENT  
INDEPENDENT EVALUATION, ADB

**FABRIZIO FELLONI**  
DEPUTY DIRECTOR, IDE/ DDC  
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT

**JUHA UITTO**  
DIRECTOR, EVALUATION OFFICE  
GLOBAL ENVIRONMENT FACILITY



# ***Recently completed evaluations and knowledge products***

Independent Evaluation office  
Global Environment Facility



## *Recently completed evaluations and knowledge products*

Independent Evaluation office  
Global Environment Facility

## **Terminal evaluations**

## Terminal evaluations

# Findings



The establishment of minimum evaluation requirements have led to improvements in evaluation quality standards



Aligned with good practices criteria



92% evaluations rated in satisfactory range for quality (2017-2020)



Variations in the evidence presents challenges for consistency in evaluative judgments

## Terminal evaluations

# Findings



Credible evidence and  
few data gaps



6% disconnect between  
the GEF-IEO validations  
and TEs submitted



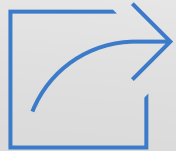
UNIDO, FAO, and IFAD are well  
positioned to graduate and not require  
100 percent TE validation by IEO

## Terminal evaluations

# Final remarks



IEO should perform fewer validations for Agencies that meet quality standards



IEO should share more information on the validation process and guidelines with the Agencies



IEO should provide targeted guidance and capacity building to newer Agencies



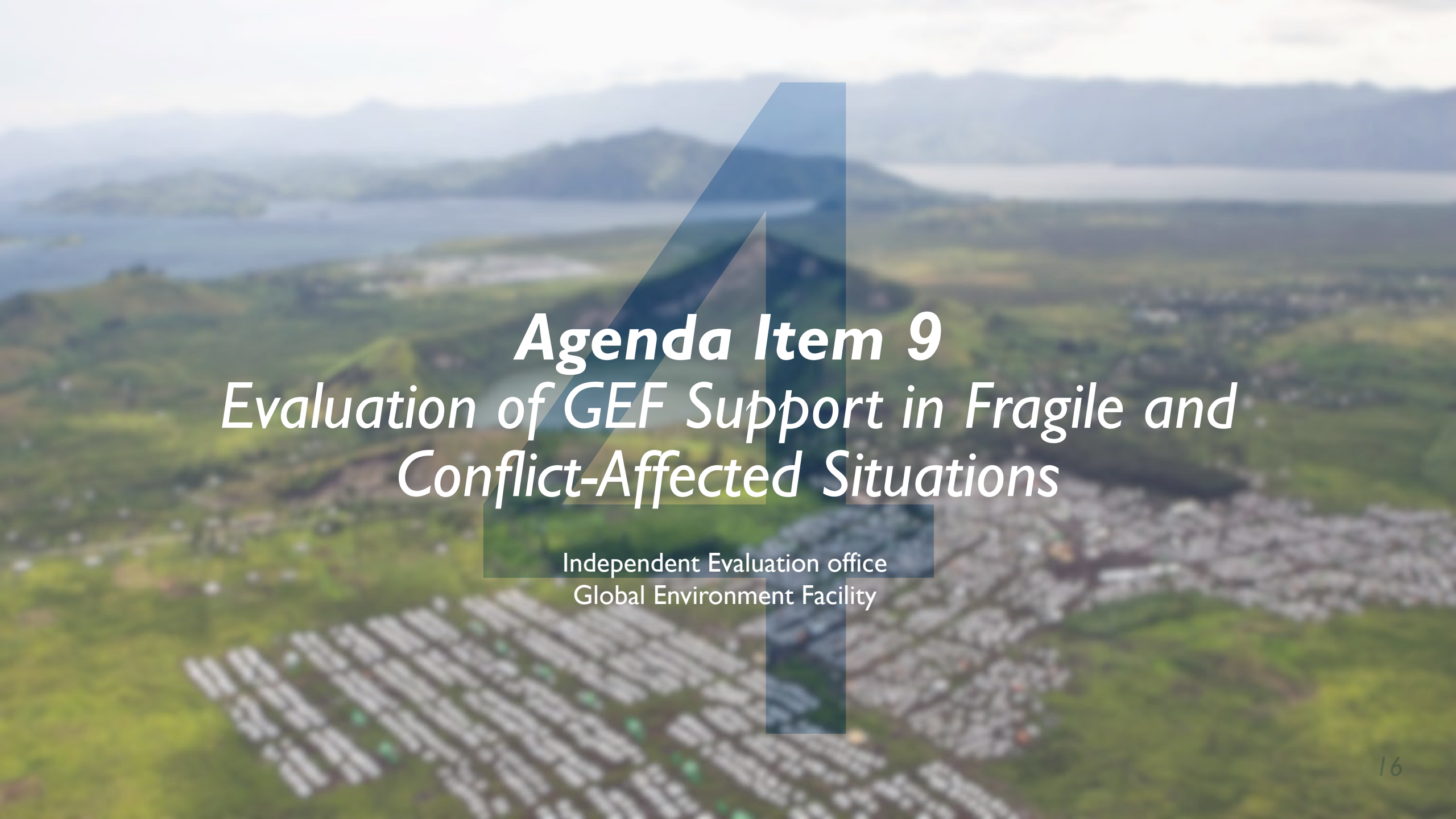
IEO could develop a searchable qualitative database (on findings, recommendations, lessons learned)



IEO should continue to validate TEs as part of other evaluations (country, thematic, strategic country clusters)

# IEO Knowledge Products



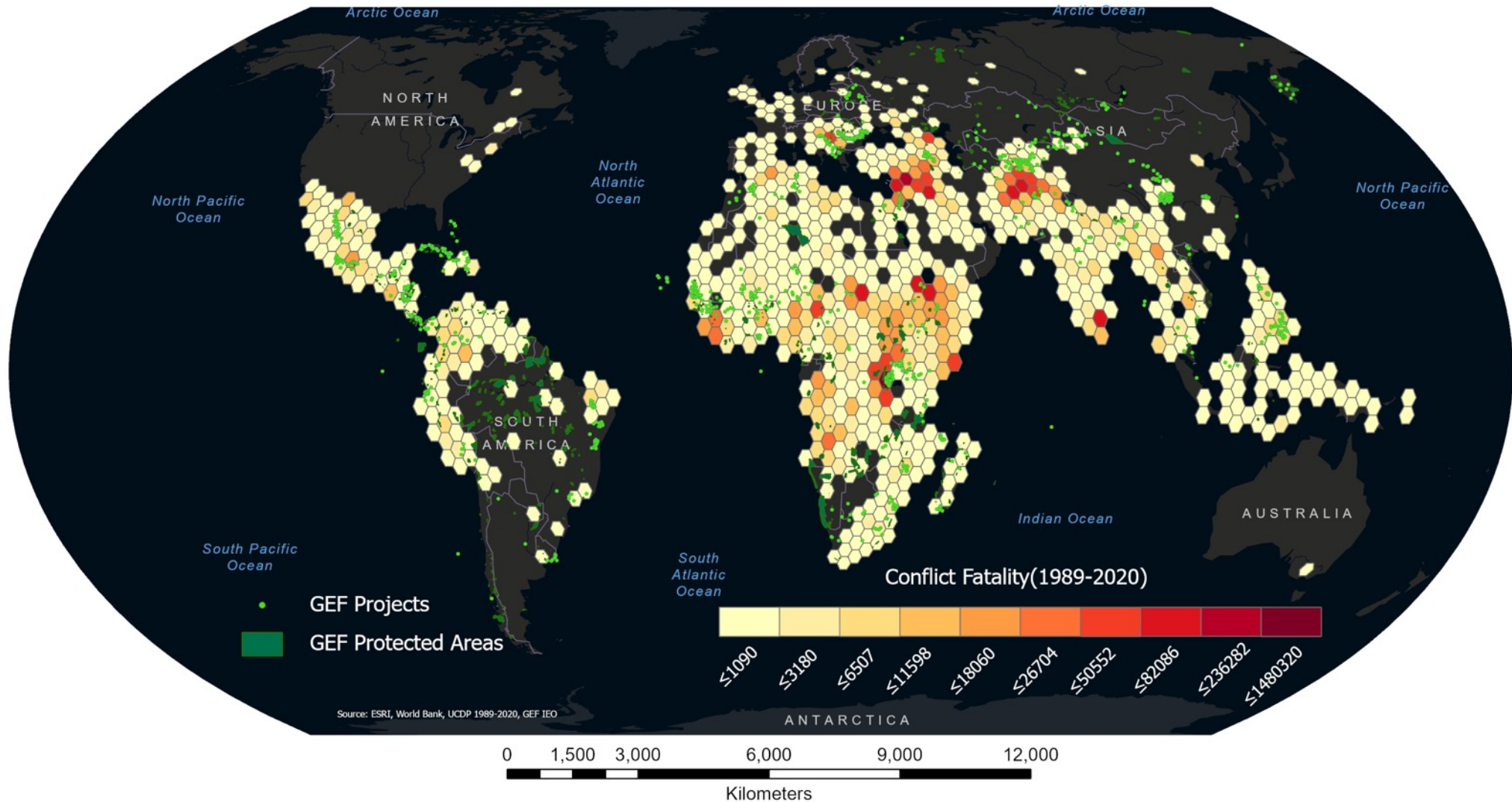
An aerial photograph of a coastal town with a large blue number 1 overlay. The town is built on a green hillside overlooking a body of water, with mountains in the background. The text is centered over the image.

# ***Agenda Item 9***

## ***Evaluation of GEF Support in Fragile and Conflict-Affected Situations***

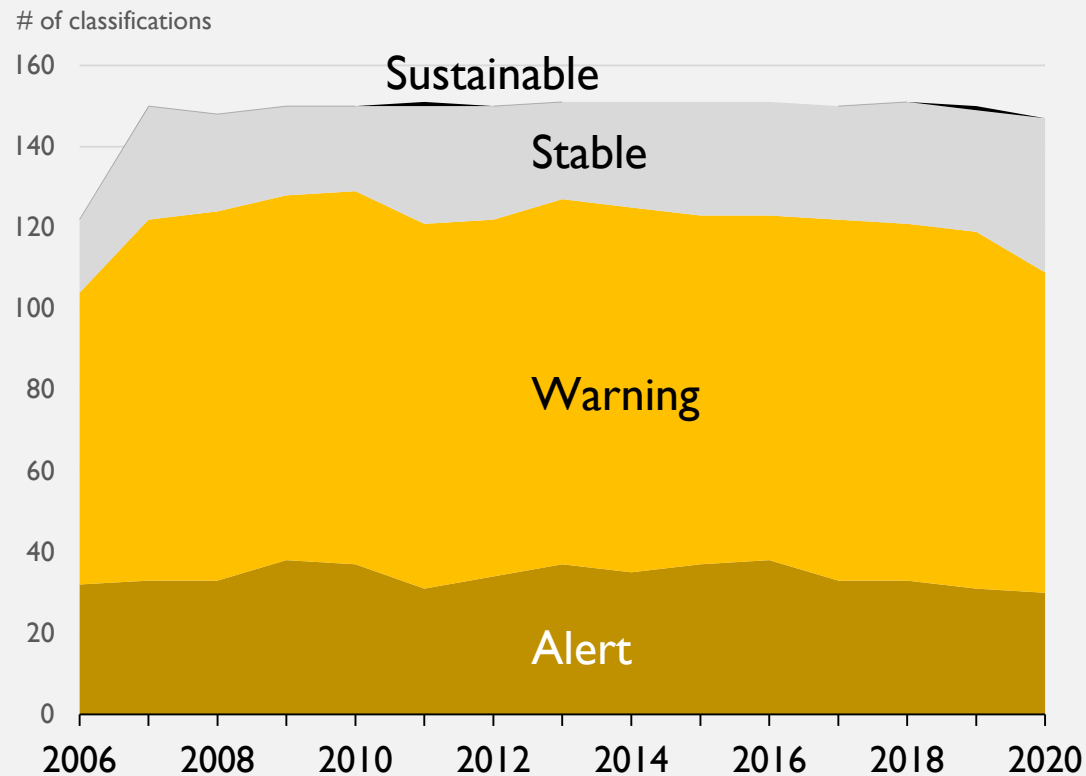
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Global Environment Facility

# Conflict hotspots and location of GEF interventions

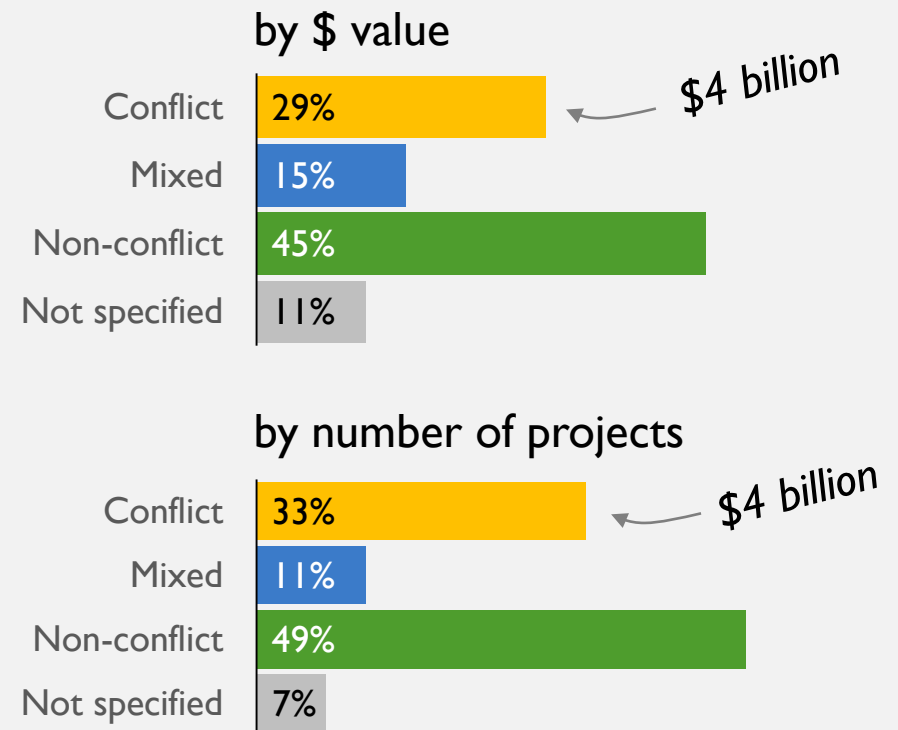


# Majority of GEF projects are in fragile and conflict-affected situations

*Fragility of countries and territories receiving GEF funding*



*Share of GEF projects in countries affected by major armed conflict*



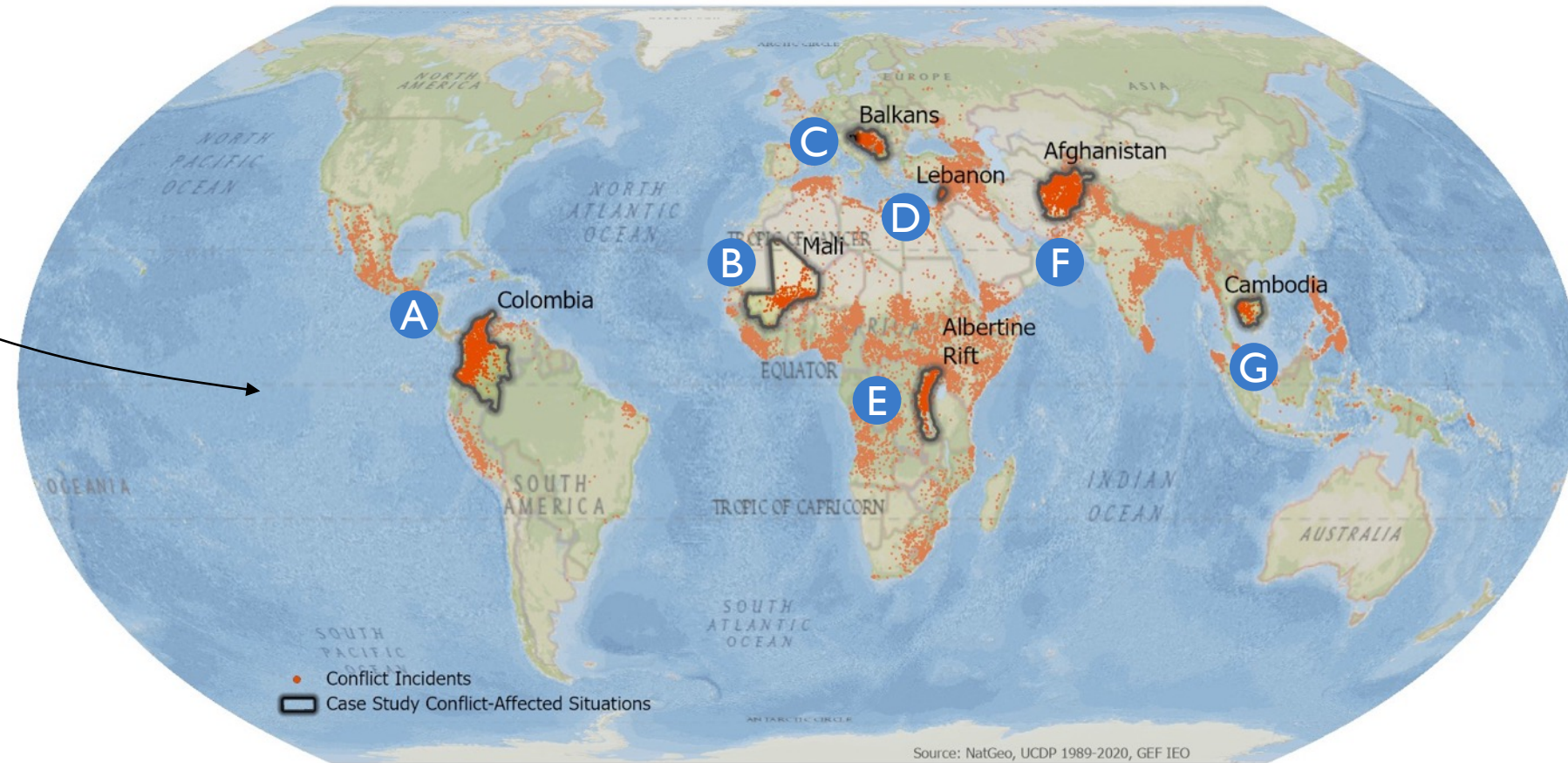
# Portfolio

**4,136 GEF projects**

Case studies across seven  
conflict and fragile  
situations

**Evaluation methods**  
document analysis  
statistical analysis  
remote sensing  
interviews

## GEF Case Study Situations and Conflict (1989-2020)



# *Fragility* *Findings*

## Key pathways by which conflict and fragility affect GEF projects



Physical  
insecurity



Social conflict  
and mistrust



Economic  
drivers



Political fragility  
and weak  
governance



Coping  
strategies

## *Fragility* *Main Findings*



Inconsistent identification  
of  
conflict-related risks

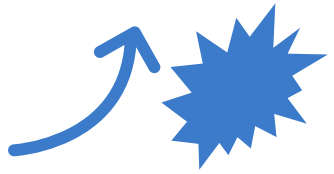


The GEF has so far not  
developed conflict-sensitive  
safeguards, policies, and  
guidance necessary to  
systematically manage these  
risks

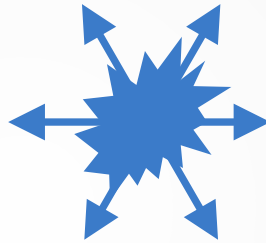


Half of the GEF  
Agencies have  
developed policies,  
strategies, and toolkits

# *Fragility* *Impacts*



The shift in priorities associated with conflict can negatively affect the relevance of projects



Conflict impacts human rights, indigenous peoples, gender and GEF's ability to engage with the private sector



Increased likelihood that a project will be cancelled and dropped



Increases the duration of a project's delays

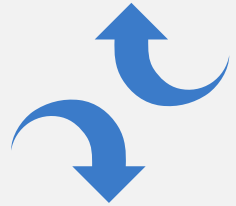


Negatively affects outcomes, sustainability, implementation, execution, monitoring

## **Risk management strategies**



Acknowledgement



Avoidance



Mitigation



Peacebuilding

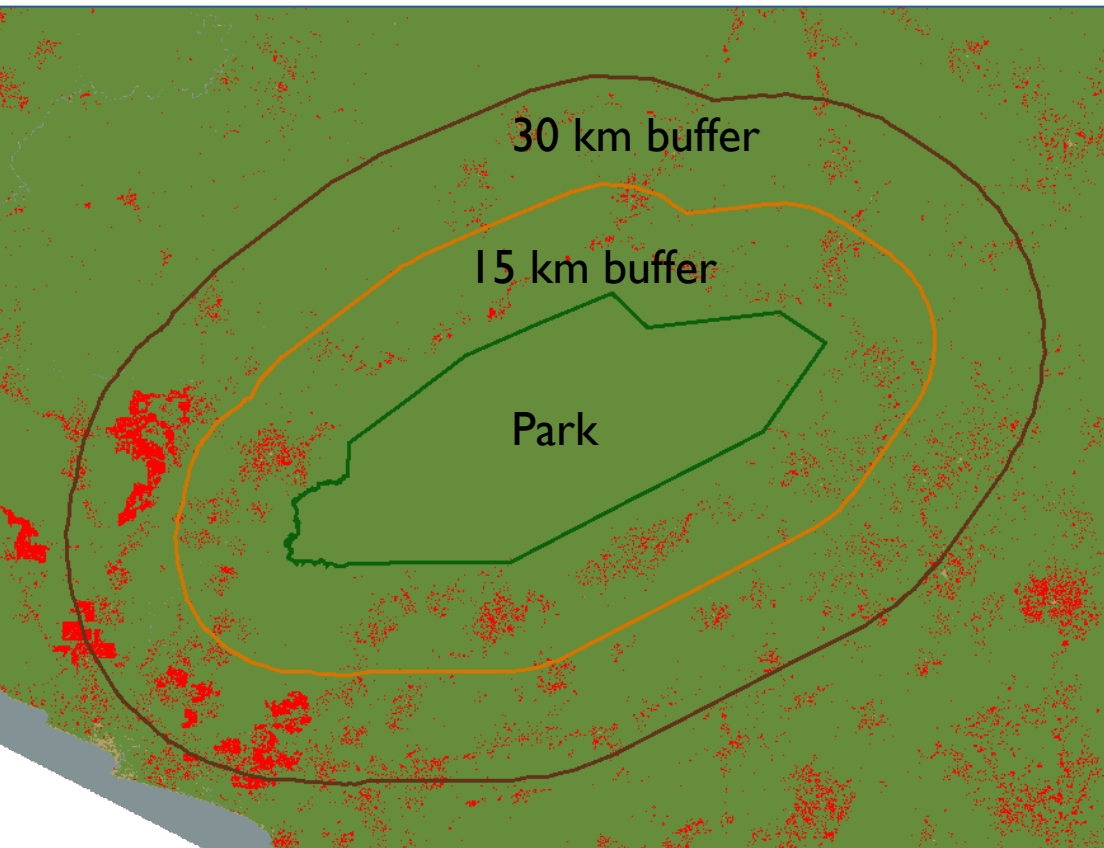


Learning

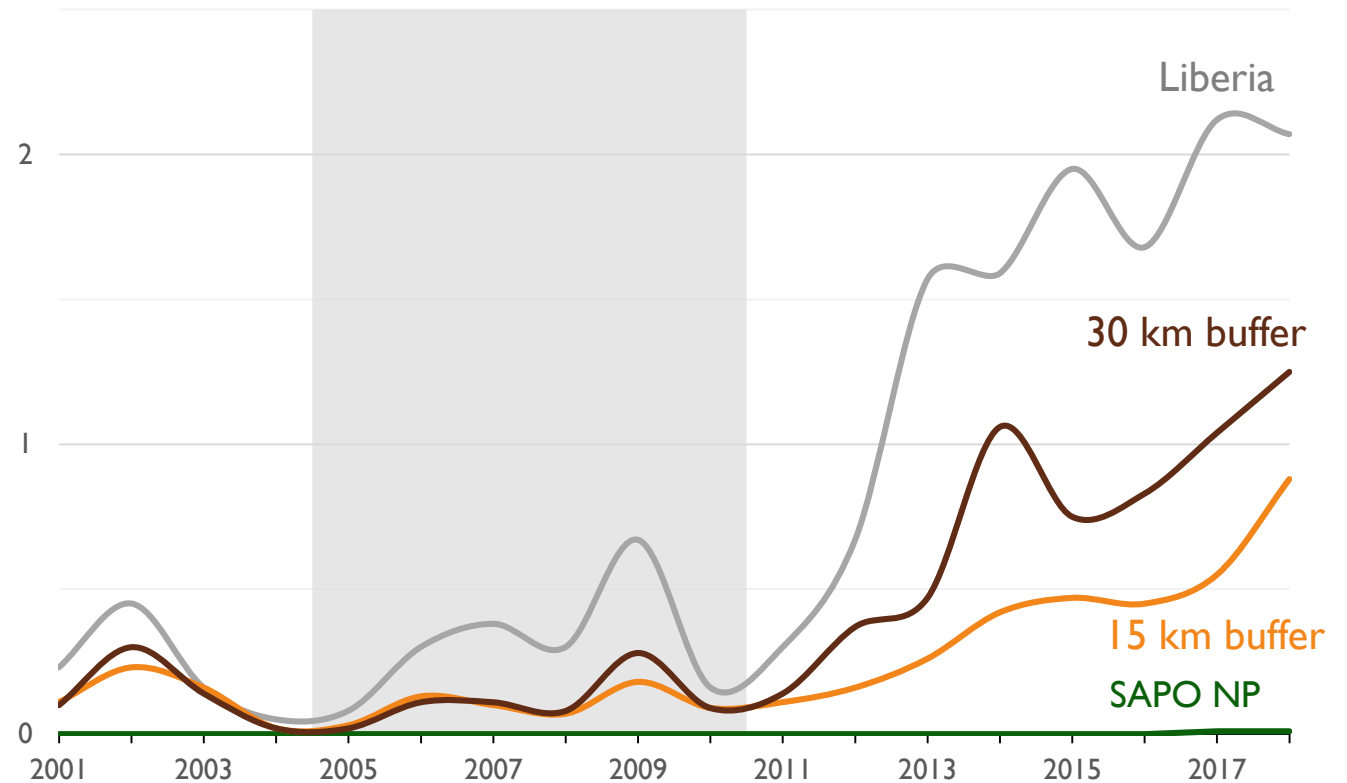
Fragility

## Case: Liberia

### Liberia: SAPO National Park



### Percentage of forest loss



## Recommendations



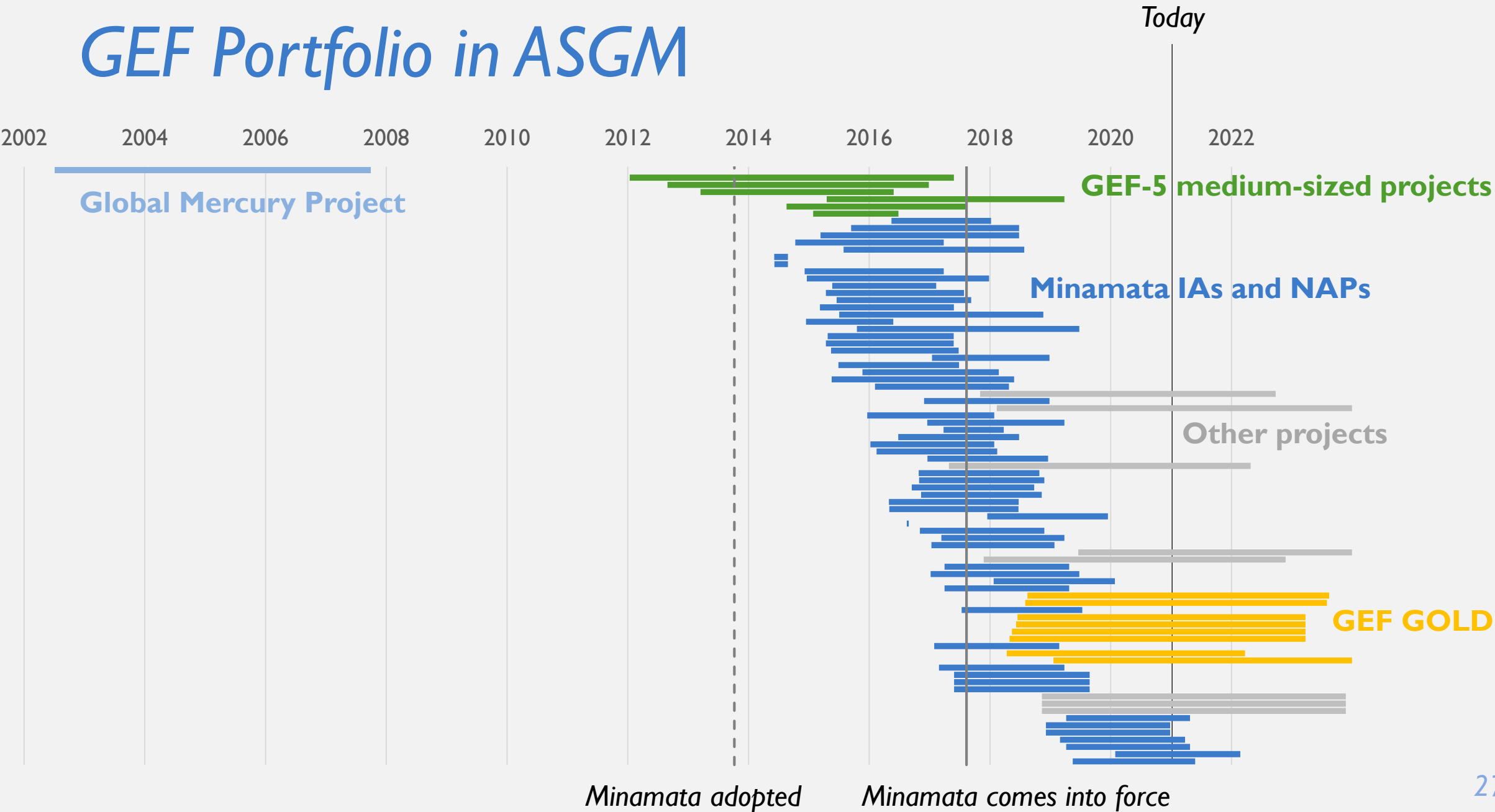
1. The GEF Secretariat should use the project review process to provide **feedback** to Agencies to identify conflict- and fragility-related risks to a proposed project and develop measures to mitigate those risks.
2. To improve conflict-sensitive programming while also providing flexibility to Agencies and projects, the GEF Secretariat could develop **guidance** for conflict-sensitive programming.
3. To improve conflict-sensitive design, implementation, monitoring, and evaluation of GEF projects, the GEF Secretariat together with the Agencies should **leverage existing platforms** for learning, exchange, and technical assistance.
4. The current GEF Environmental and Social Safeguards could be expanded to provide **more details** so that GEF projects address key conflict-sensitive considerations.
5. The GEF Secretariat could consider revising its **policies and procedures** so that GEF-supported projects can better adapt to rapid and substantial changes common in fragile and conflict-affected situations.



***Agenda Item 10***  
***IEO Evaluation of GEF***  
***Interventions in the Artisanal and***  
***Small-Scale Gold Mining Sector***

Independent Evaluation office  
Global Environment Facility

# GEF Portfolio in ASGM



*Artisan and small-scale gold mining*

## *Findings: post-completion evaluations*

GEF-5 pilot MSPs achieved sustained mercury use reductions in some cases



Formalization gained momentum after Project closure



*Artisan and small-  
scale gold mining*

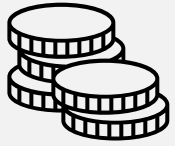
## *Example*

“Sin Mercurio”  
project in Ecuador  
and Peru



Material ready for cyanidation process  
in processing plant in Ecuador.

## Lessons learned from past projects



Miners need **access to finance** to transition to non-mercury technologies.

Access to finance is GOLD program's largest component.

**Formalize** miners through improved policy and streamlined bureaucratic process.



With formalization, miners will have **more access to financial products** and markets to invest in non-mercury technologies.



With access to finance, miners will **shift away from mercury** towards other, cleaner technologies.

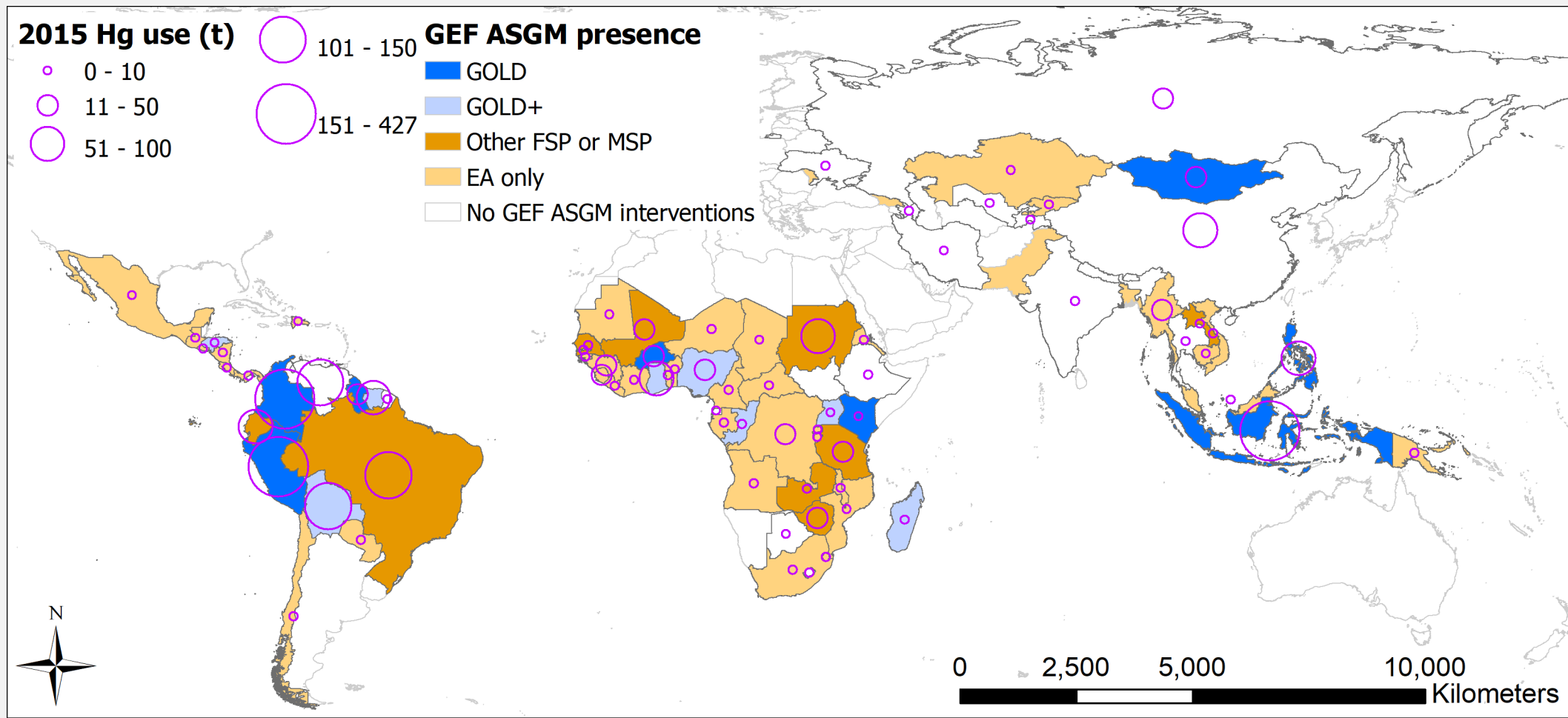


**Disseminate lessons learned to other areas** and miners not involved in GOLD to further reduce mercury use.

## Artisan and small-scale gold mining

# Findings: project design in ongoing projects

GOLD program aligned to Minamata Convention and covers many top mercury use countries



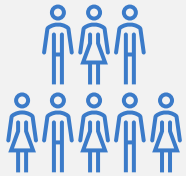
## *Findings: ongoing project design*



Targets for mercury reductions will be difficult to monitor and verify, partially due to a scarcity of high-quality baseline data



Addresses policies and safeguards through the planetGOLD Criteria and gender through project level gender analyses



Shift to working with downstream supply chain stakeholders, including private sector



Programs very focused on mercury reductions and few projects include interventions to address associated environmental issues



Global project promotes strong program collaboration and learning



Majority of mercury reductions expected through broader adoption and replication

Subtitle

# Recommendations



1. Encourage more large mercury users to become involved in *Minamata Convention*
2. Promote interventions that assist governments in implementing *ASGM policies*
3. Seek *opportunities* for multi-focal area ASGM co-benefits and interventions.
4. Further the use of the *planetGOLD website* to disseminate lessons learned from previous projects and communicate status of projects.



# ***Agenda Item 11***

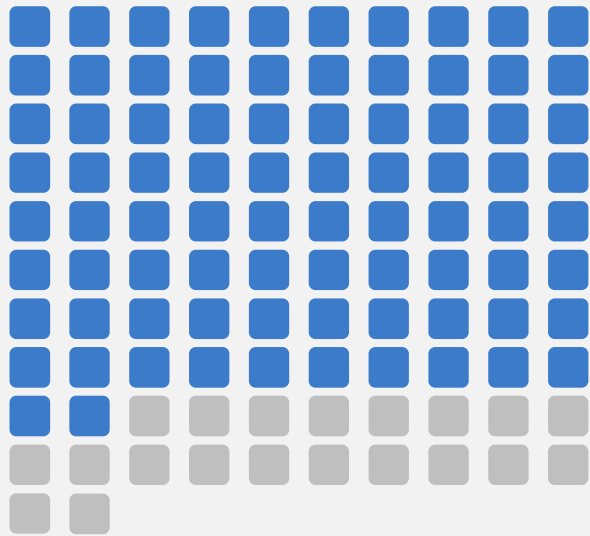
## ***Evaluation of the Role of Medium-Sized Projects (MSP) in the GEF Partnership***

Independent Evaluation office  
Global Environment Facility

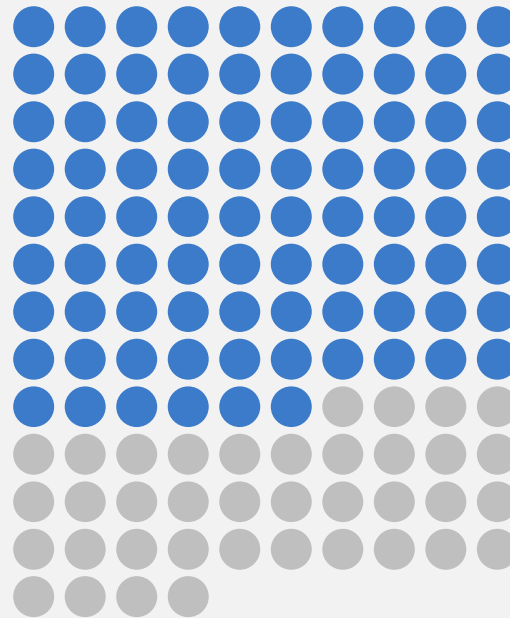
Medium-sized projects

## Evaluation scope: GEF-4 and onwards

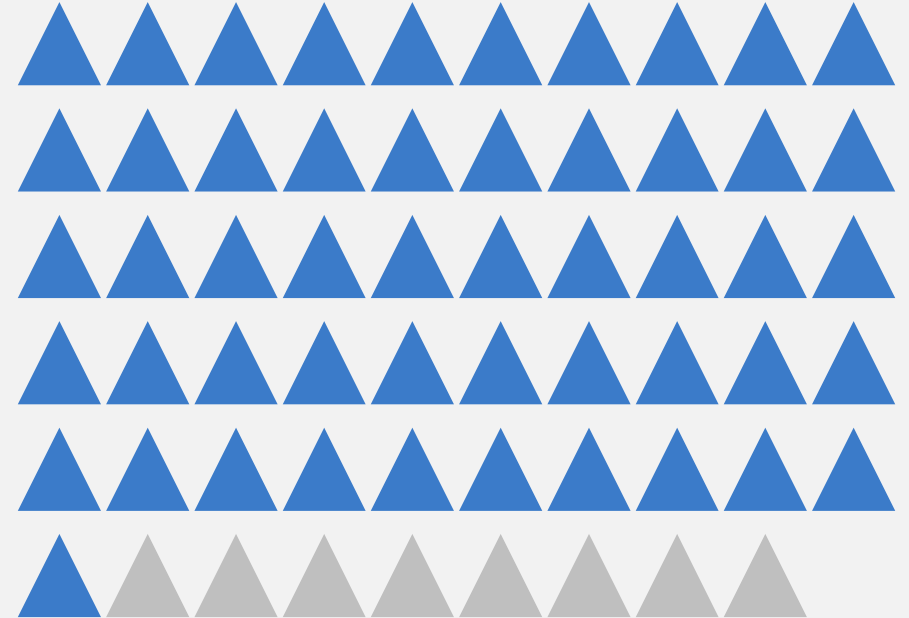
**819** (80%) of the  
1,024 MSPs



**\$958 million** (77%) of the  
\$1.24 billion in MSP grants

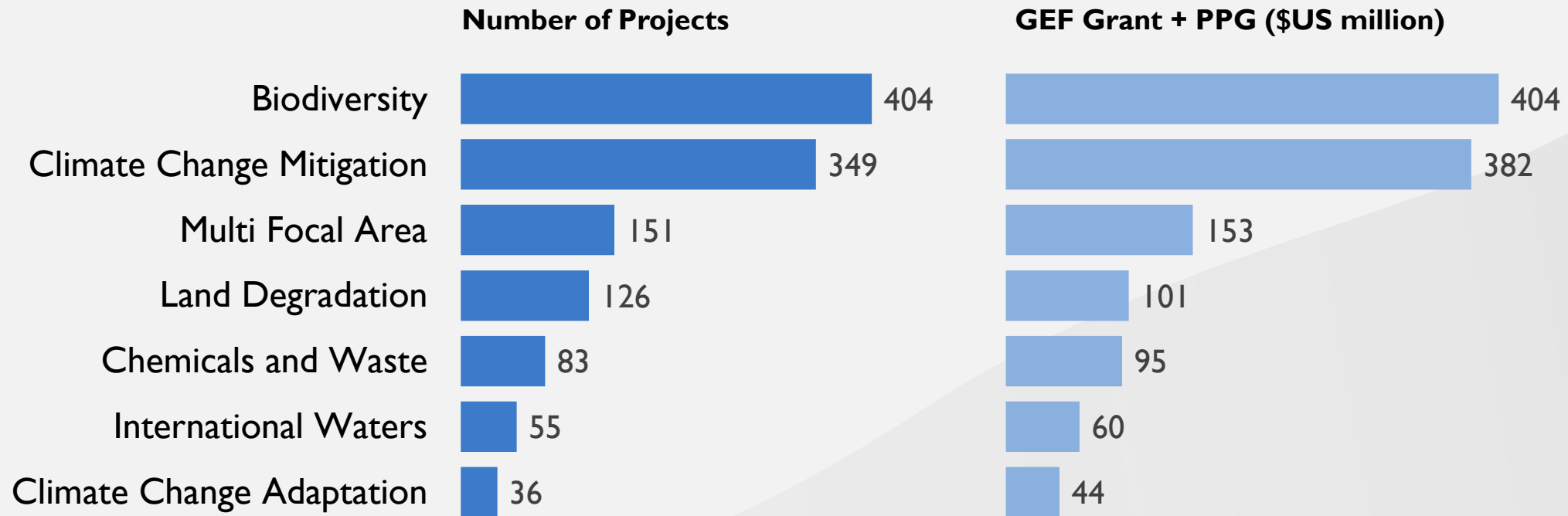


**\$5.1 billion** (86%) of the  
\$5.9 billion in MSP planned cofinancing



## Medium-sized projects

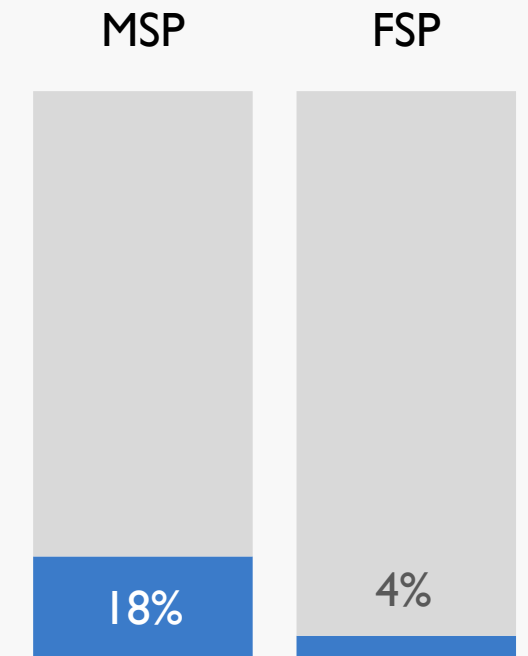
# Portfolio



## Medium-sized projects

# Findings

A broad representation of  
CSO executing agencies



MSPs remain  
**relevant** to the  
GEF partnership



An entry point  
into the GEF



Used for capacity  
building and developing  
knowledge products



Address  
funding gaps



Perform on par with  
or slightly higher  
than FSPs



A catalyst for  
financing innovation  
and scaling up



Approval process  
is efficient



The \$2 million limit  
seems appropriate  
for smaller agencies  
and countries



Use of modality affected  
by the STAR allocation  
system

Medium-sized project

## Example



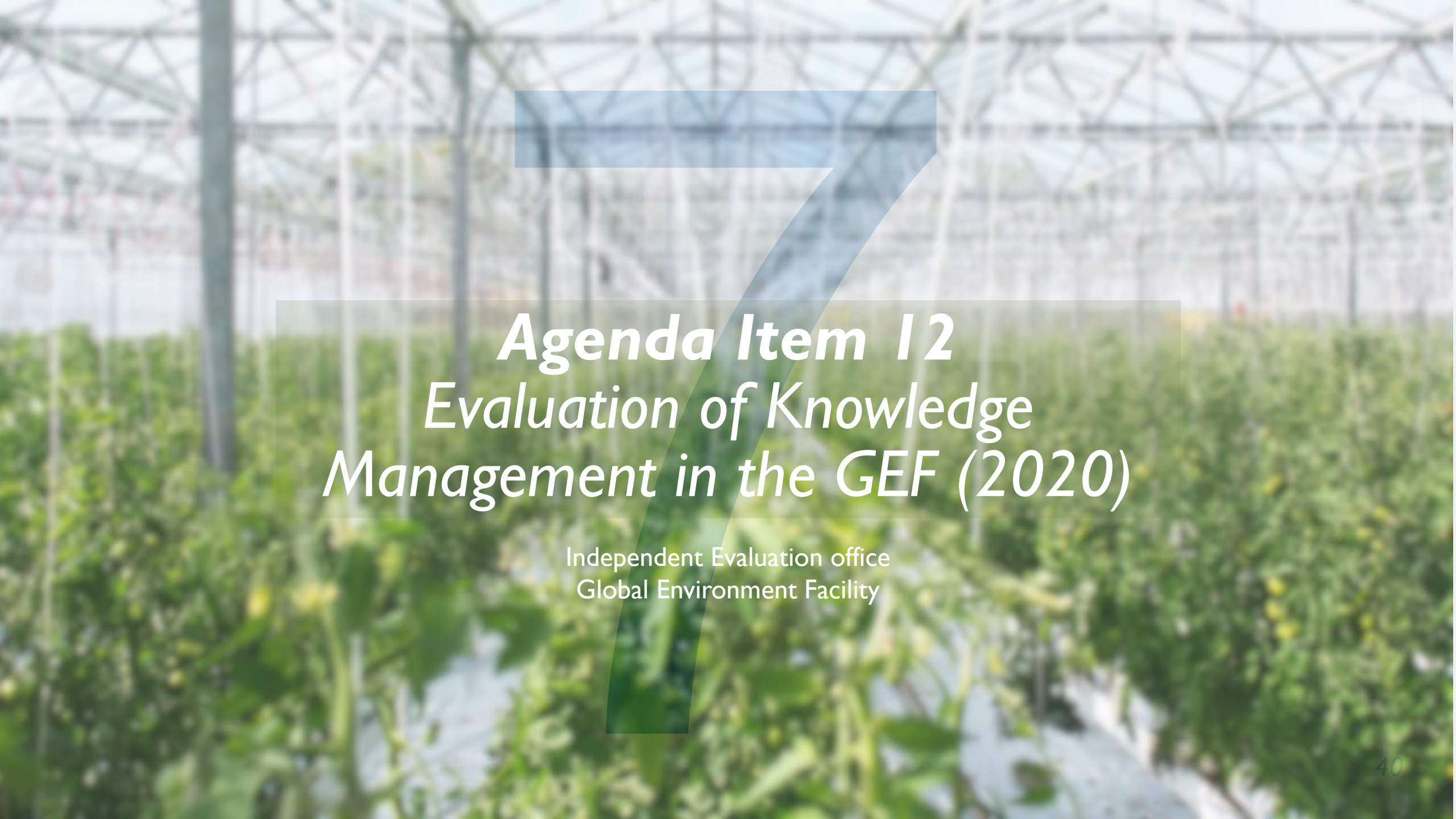
Payments for Environmental Services and Sustainable Financing Schemes in the Danube Basin

Medium-sized projects

## Recommendation



*The medium-sized projects should continue to be primarily used for **developing innovative projects**. Midterm and final evaluations should be conducted on MSPs designed as innovative or transformative, to **provide lessons** for scaling up or replication*



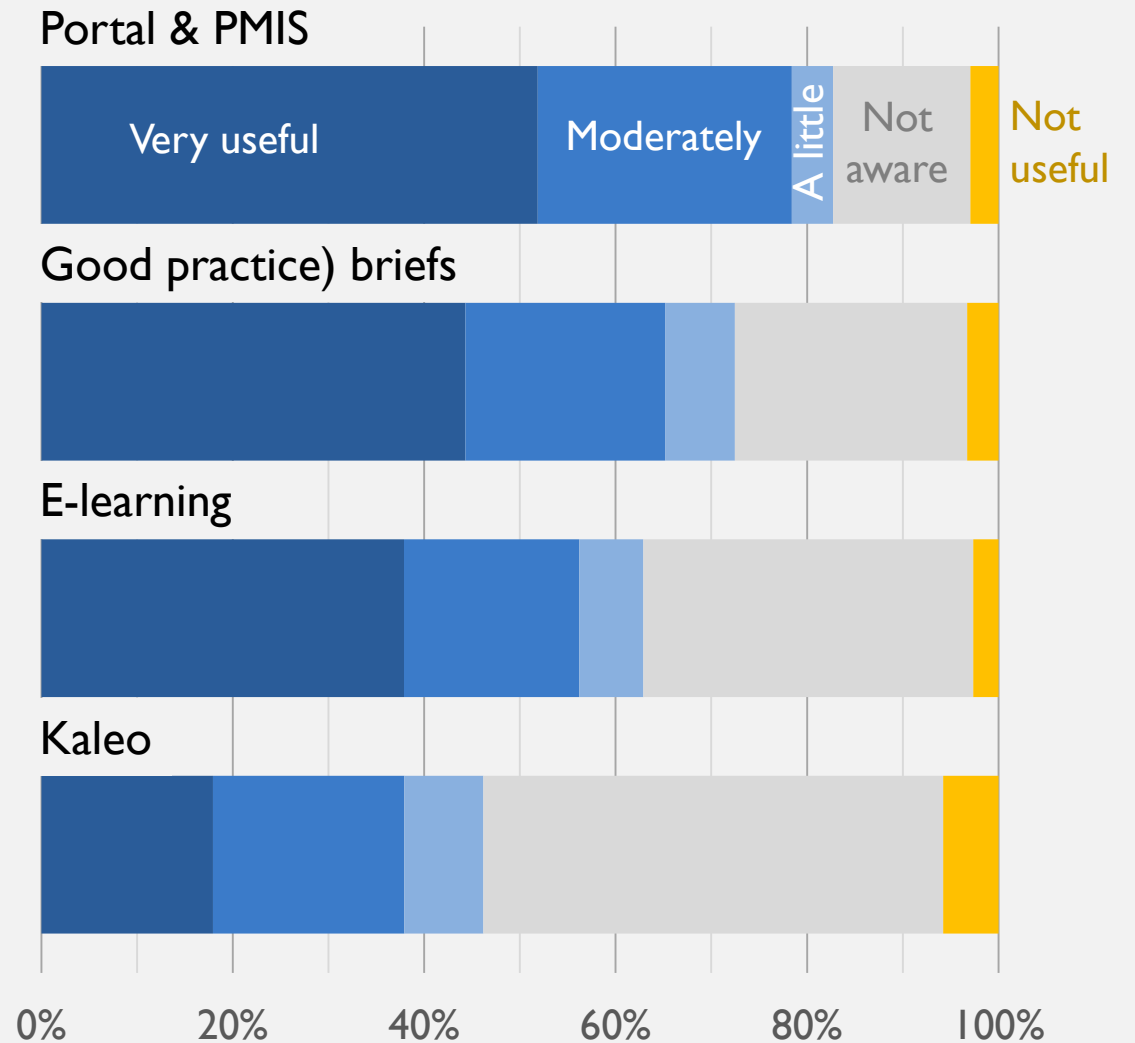
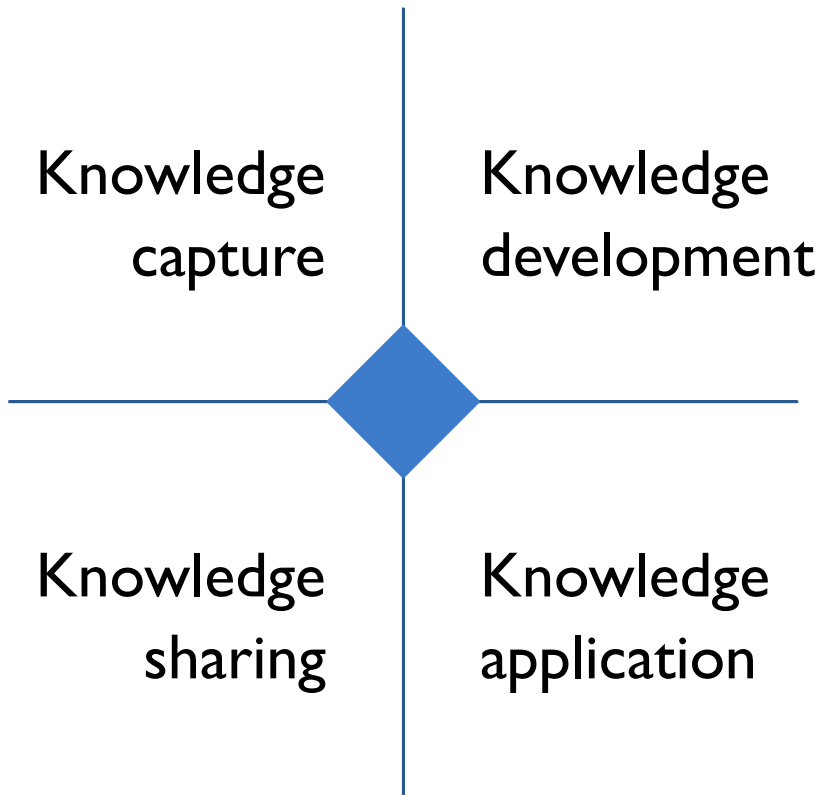
# ***Agenda Item 12***

## ***Evaluation of Knowledge Management in the GEF (2020)***

Independent Evaluation office  
Global Environment Facility

Knowledge management at the GEF

*Progress in each step, several new products*



## **Challenges remain**

### ***Capturing data and information from GEF projects and programs***

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Limited ability of GEF Portal to aggregate and extract lessons

Need for detailed KM project-level guidance and examples

### ***KM Strategy and partnership members' roles***

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Absence of KM strategy and clear role of KM Advisory Group and other members of partnership

Capacity to connect with GEF Agency systems and platforms

*Knowledge management at the GEF*

# *Programmatic approaches incorporate knowledge and learning*



Program-level approaches to KM facilitate knowledge sharing across projects, countries, and agencies



Systematic KM approaches and consistent set of KM indicators absent in some programs

## **GEF-6 and GEF-7 examples**

Integrated Approach Pilots

Impact Programs

GOLD Program

Coastal Fisheries Initiative

*Central knowledge and  
learning platforms are  
not limited to programs:*

### **Focal areas:**

IV:LEARN

### **Cross-cutting themes:**

GEF Gender Partnership

## Knowledge management at the GEF

# Recommendations



1. The GEF partnership should develop a clear *KM strategy*.
2. The GEF partnership should invest in a *technical solution* that strengthens the KM system.



# **Semiannual Evaluation Update**

## **GEF Council 59**

December 2020

