



Semi-Annual Evaluation Update

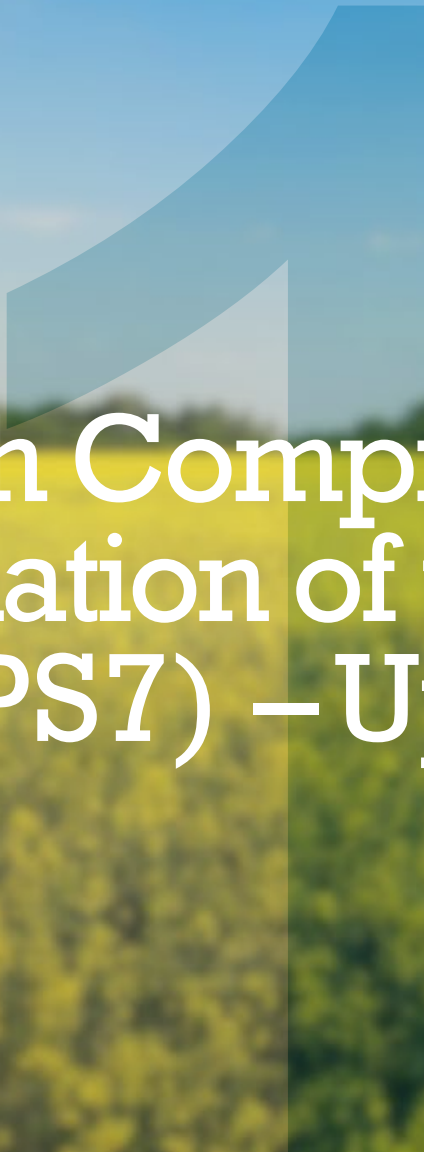
GEF Council meeting 60

June 2021



Presentation outline

- 1 Seventh Comprehensive Evaluation of the GEF (OPS7) – Update
- 2 Third Joint GEF-UNDP Evaluation of the Small Grants Programme (SGP)
- 3 Evaluation of the Country Support Program (CSP)
- 4 Formative Evaluation of the GEF Integrated Approach to Address the Drivers of Environmental Degradation
- 5 Evaluation of GEF Engagement with Micro, Small, and Medium Enterprises (MSME)
- 6 GEF Support to Innovation
- 7 Evaluation of Institutional Policies and Engagement at the GEF
- 8 Results Based Management System: Evaluations of the Agency Self-Evaluation Systems and the GEF Portal



Seventh Comprehensive Evaluation of the GEF (OPS7) – Update

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

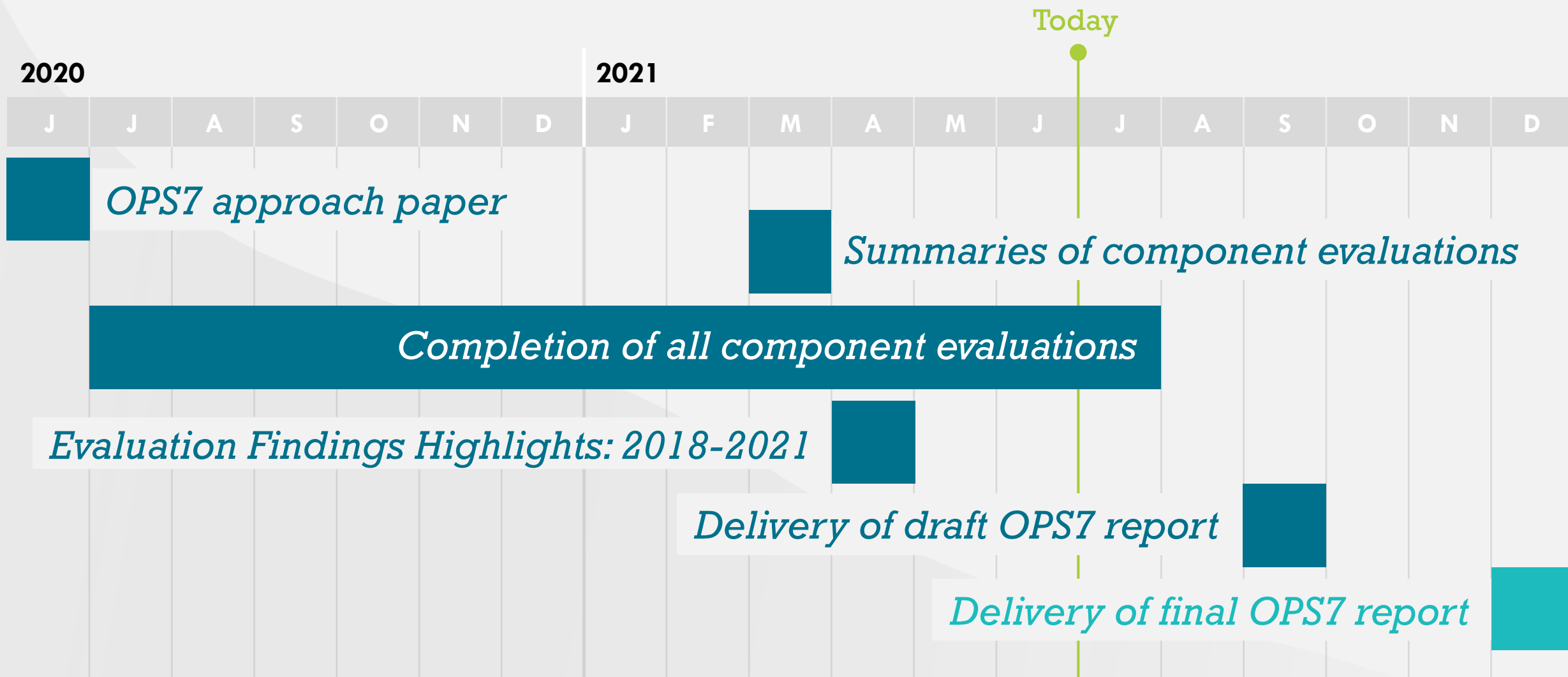
Identify potential
areas for
improvement

D

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

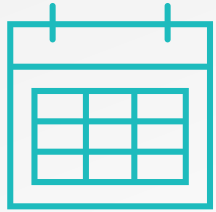
OPS7 - Update

On Schedule



Third Joint GEF-UNDP
Evaluation of the Small
Grants Programme (SGP)

Evaluation of the Small Grants Programme Portfolio



Evaluation scope:
from **July 2014** to
February 2020



SGP country coverage:
110 countries are in the
SGP global programme
and **16 are upgraded**
countries

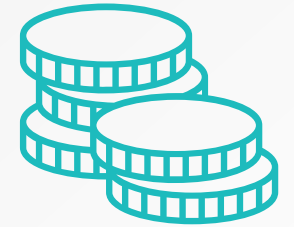
6,005 small grants

\$190.92 million

COFINANCING

\$78.95 million in cash,

\$110.61 million in kind



38% in **biodiversity**

27.5% in **climate change**

16.3% in **land degradation**

Key Findings: Effectiveness



Consistent in delivering environmental results and generating economic and social benefits.



Ineffective way in which the SGP repackages its programming framework



Promotes **new ways of working with civil society** organizations that are flexible.

Key Findings: Efficiency



The **governance structure** is complex



Efficiency improvements at the global level **have been weakened**



Significant improvements to the M&E framework

Conclusions

- 1** **High levels of coherence** with the GEF programmatic framework and UNDP mandate
- 2** **Different stakeholders visions** has an impact on its overall governance, policies, and future directions
- 3** The SGP continues to be **highly relevant** to the evolving environmental priorities
- 4** Innovativeness lies in the way it works **with local partners**
- 5** **Disadvantages and risks** of the upgrading process outweigh its short-term financial advantages

Evaluation of the Small Grants Programme

Recommendations

To the GEF

- Provide an **analysis** of the impacts of shrinking funding
- Apply the same **accounting standards** as to the rest of the portfolio



Evaluation of the Small Grants Programme

Recommendations

To the GEF and UNDP

- Consult on the update to the **long-term vision**
- Reconsider whether SGP needs an **upgrading policy**
- Review **governance** at the global and national levels



Evaluation of the Small Grants Programme

Recommendations

To UNDP and CPMT

- Simplify **packaging** of SGP interventions
- Test new ways to track **intangible results**
- Improve approach and measure of **sustainability**
- Improve and incentivize **innovation** and business-oriented approaches





Evaluation of the Country Support Program

Objectives of the CSP

To provide **flexible support** to countries to build capacity to work with the GEF Agencies and Secretariat to set priorities and to program GEF resources

To enhance **inclusive dialogue** and improve coordination between ministries and stakeholders at the national level and to facilitate input from key non-governmental stakeholders.

Objectives of this evaluation

Assess the *relevance, coherence, effectiveness and efficiency* of the CSP

To provide *insights and lessons* regarding the CSP and its services as GEF moves into the next *replenishment*

EVALUATION OF THE COUNTRY SUPPORT PROGRAMME

320 activities

Sample of 10 countries

Constituency
Meeting

156

Expanded Constituency
Workshop

90

National Portfolio
Formulation Exercise

75

National
Dialogue

56

Introduction
Seminar

7

Argentina
Armenia
Cameroon (LDC)
Chile
Congo DR (LDC)

Liberia
Malaysia
Philippines
St. Lucia (SIDS)
Turkey

Data collection



Document
review



E-Survey

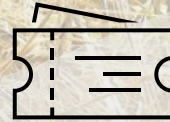


47 interviews
(English, French
and Spanish)

Overall relevance and responsiveness to stakeholders



The **CSP has evolved** based on recommendations

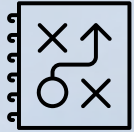


Helps countries with **greater access** to GEF resources



Made efforts to **coordinate and build synergies** with other funds

Effectiveness in ensuring engagement of all stakeholders



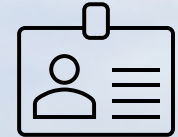
**No theory of
change, strategy
or plan**



**A limited variety
of stakeholders** is
involved in the
planning



**Inclusiveness and
diversity** in events
have increased

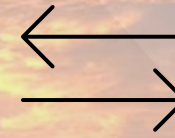


**Inclusiveness
does not extend
beyond CSP events**

Fostering effective dialogue and knowledge sharing



Effectively **shares knowledge** on the GEF with stakeholders



Retention of information, reach within countries, and South-South exchange remains sub-optimal

Effectiveness to increase capacity of the countries to apply for GEF funding

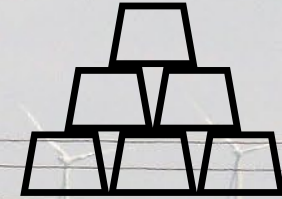


Contributed to increasing the capacity of the countries to apply for GEF funding

Effectiveness in enhancing country ownership



Contributed to **increasing country involvement** in the GEF process, but some still depend on GEF Agencies



Could play a greater role in **fostering cofinancing and leveraging of resources**

Overall Efficiency



**Monitoring and
Reporting information is
incomplete**



**Quality of CSP support
is satisfactory and
communications are timely**

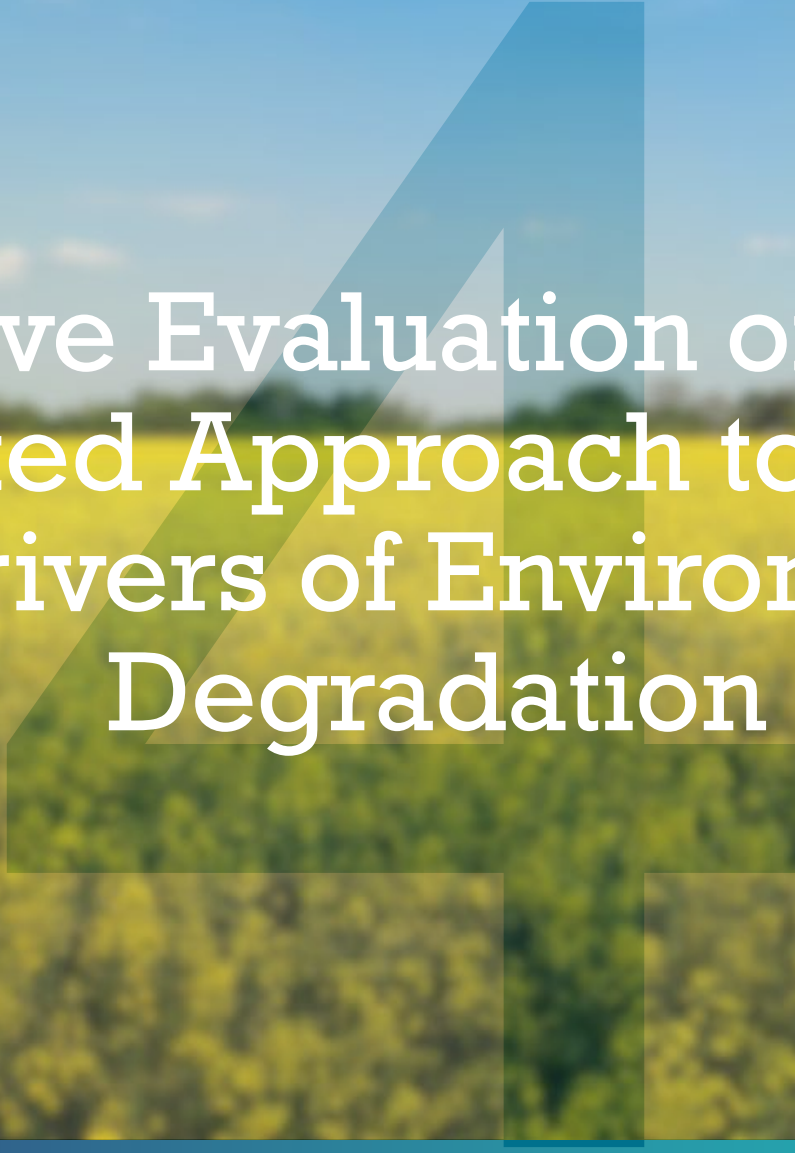


**Timing of the National
Dialogues is not optimal**

Country Support Programme

Recommendations

- 1** Build on current efforts to collaborate with other global environmental funds.
- 2** Develop a clear strategy and plan with appropriate budget and resources
- 3** Strengthen technical expertise and monitoring and reporting systems
- 4** Revisit the reach and timing of National Dialogues to align with country needs
- 5** Turn inclusiveness at events into improved collaboration on the ground.
- 6** Apply a customized approach to capacity building.



Formative Evaluation of the GEF Integrated Approach to Address the Drivers of Environmental Degradation

Integrated Approach (IAPs & IPs)

Formative
evaluation

Portfolio

<i>IAP, Impact Program</i>	<i>Lead Agency</i>	<i>Agencies</i>	<i>Child projects</i>	<i>Countries</i>	<i>Financing (M\$)</i>	<i>Cofinancing (M\$)</i>
GEF-6 Integrated Approach Pilot						
Resilient Food Systems	IFAD	7	13	12	116	786
Commodities	UNDP	5	5	4	44	263
Sustainable Cities	World Bank	8	12	11	150	2,419
GEF-7 Impact Program						
FOLUR	World Bank	8	28	27	346	2,794
Sustainable Cities	UNEP	4	10	9	160	1,689
Amazon Sustainable Landscapes	World Bank	8	8	7	96	509
Congo Basin Sustainable Landscapes	UNEP	4	7	6	62	387
Drylands Sustainable Landscapes	FAO	4	12	11	104	809

Integrated Approach (IAPs & IPs)

Formative
evaluation

Integrated programming by country category

LDC MIC Other (global, regional)

IAP Programming

\$68

\$183

\$58

\$ millions

Impact program Programming

\$153

\$540

\$76

Integrated Approach (IAPs & IPs)

Formative
evaluation

Findings: design

IPs address **multiple conventions**, and align with countries and other donor's priorities

IP child projects largely target **relevant countries and drivers**, with a few exceptions

IPs' design including M&E design improved from IAPs, with **areas for further improvement**

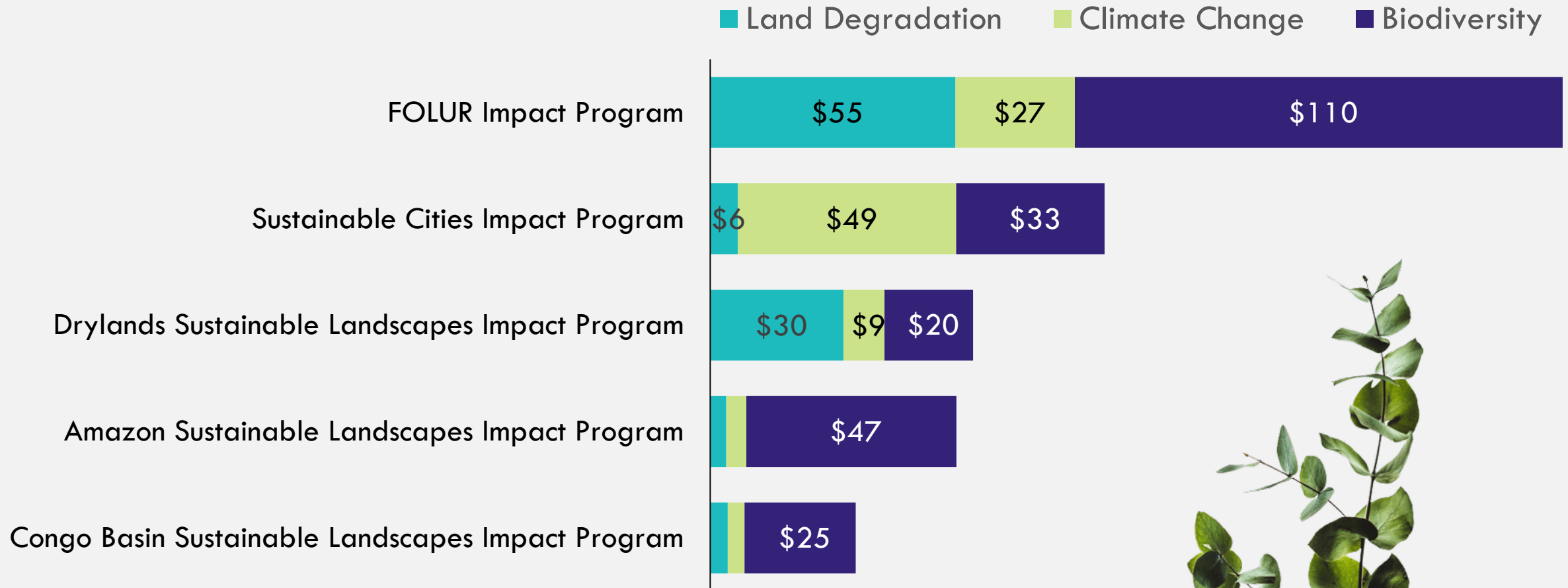
IPs widely seen as **a strategic innovation** that draws on the GEF's comparative advantages

Better sequencing of program and hub project design

Integrated Approach (IAPs & IPs)

Formative
evaluation

Impact Program funding by convention \$ millions



Integrated Approach (IAPs & IPs)

Formative
evaluation

Findings: process

Clearer selection criteria with EOIs for **country participation**

Expanded IPs' Lead Agency role for better **program coordination and integration**

The process for **selecting the SC-IP Lead Agency** played out differently



Impact program roll-out has followed a **similar timeline to the IAPs**

Timelines for IAPs' implementation start and first disbursement are **consistent with the overall GEF-6 portfolio**

Integrated Approach (IAPs & IPs)

Formative
evaluation

Findings: Results

1

Positive progress towards results at midterm **despite COVID-19**

2

Program-level reporting shows some progress towards global benefits

3

Few **socioeconomic and household resilience** outcomes reported thus far

4

About 2/3 of **child projects** show progress toward policy or legal results

5

Uneven **country programs** progress towards results

6

All IAPs support **national policy/regulatory** outcomes and institutional structures

Integrated Approach (IAPs & IPs)

Formative
evaluation

Findings: IAP-specific results

RFS 2020 Annual Report indicates:

- Nearly **151,000 ha** of previously degraded land restored
- **19 national and 51 sub-national** multi-stakeholder platforms established

GGP 2020 Highlights Report indicates:

- **744,077 million** tCO₂eq avoided
- **43,000 ha** of high conservation value land protected
- **18 commodity platforms** established, enabled, and/or supported

Results are uneven among the Sustainable Cities IAP child projects and Agencies

Integrated Approach (IAPs & IPs)

Formative
evaluation

Perceptions on Knowledge Platforms

➤ 75%

**KM platforms
have shared best
practices**

➤ 60%

learning from KM
platforms has **fed
back to country
policymakers**

Provided access to
the **right type of
information for
country need**

**Limited influence
through Ineffective
sequencing**

Only **42%**

**Sufficient
allocation of funds
in the child
project(s) to enable
participation**

Integrated Approach (IAPs & IPs)

Formative
evaluation

Stakeholder Perceptions on Cross Cutting Issues

88%

gender elements
in design help
**achieve broader
environmental
impact**

➤ **80%**

**resilience is
included in child
projects**

➤ **70%**

**private sector
entities** have
played an
important role in
child project
implementation

Integrated Approach (IAPs & IPs)

Formative
evaluation

Recommendations

- 1 The GEF Secretariat must **clarify** program-level reporting requirements for Lead Agencies
- 2 The GEF Secretariat and Lead Agencies should **demonstrate the added value** of a programmatic approach to integration

- 3 The GEF should ensure a **greater diversification** in the countries included in integrated programs