

IEO Evaluation Session

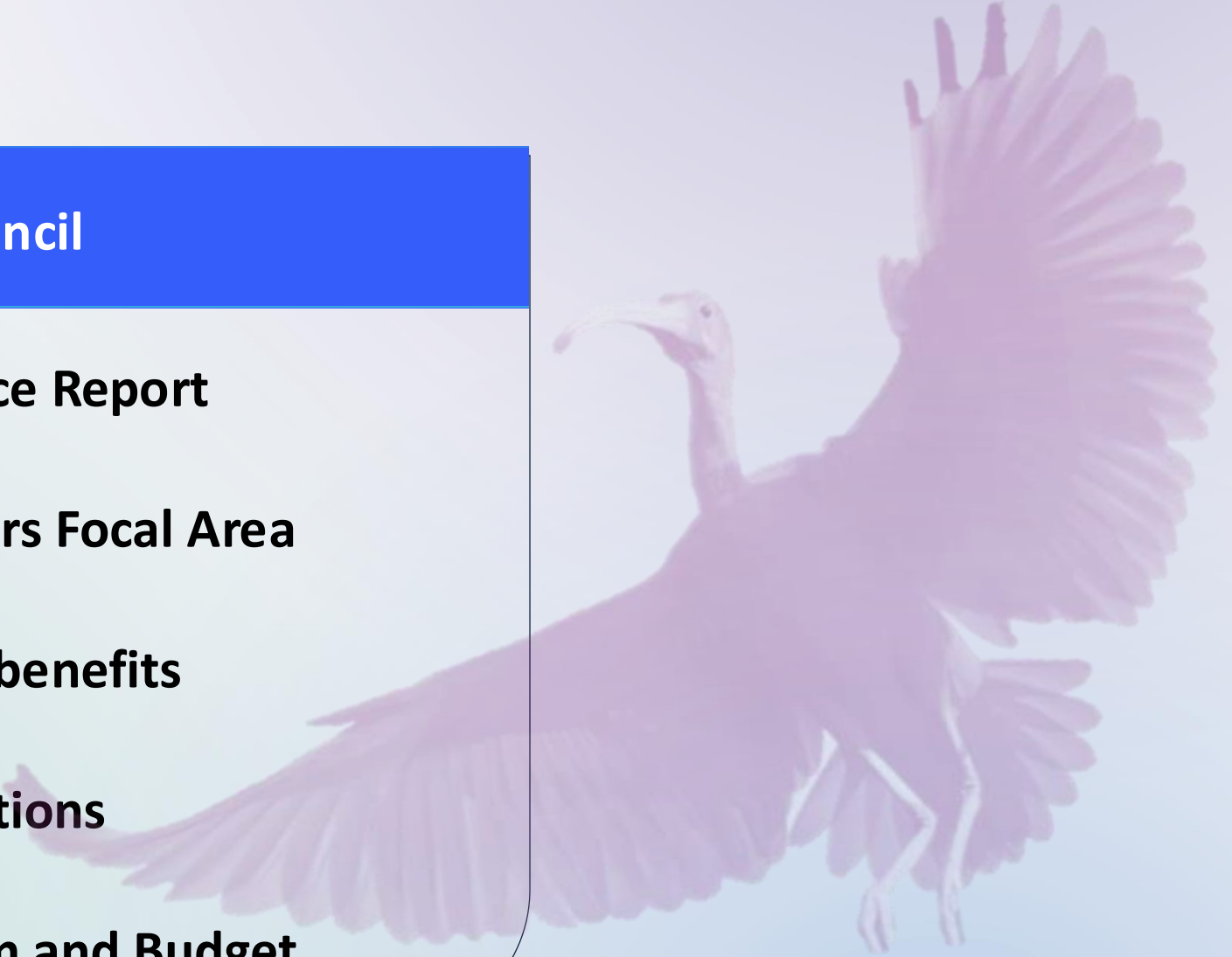
69th GEF Council
June 2025



Introduction

Presentations in this Council

- 1 Annual Performance Report**
- 2 International Waters Focal Area**
- 3 Socio Economic Cobenefits**
- 4 Nature-based Solutions**
- 5 FY25 Work Program and Budget**



OPS8: Preliminary Report



Annual Performance Report (APR) 2025

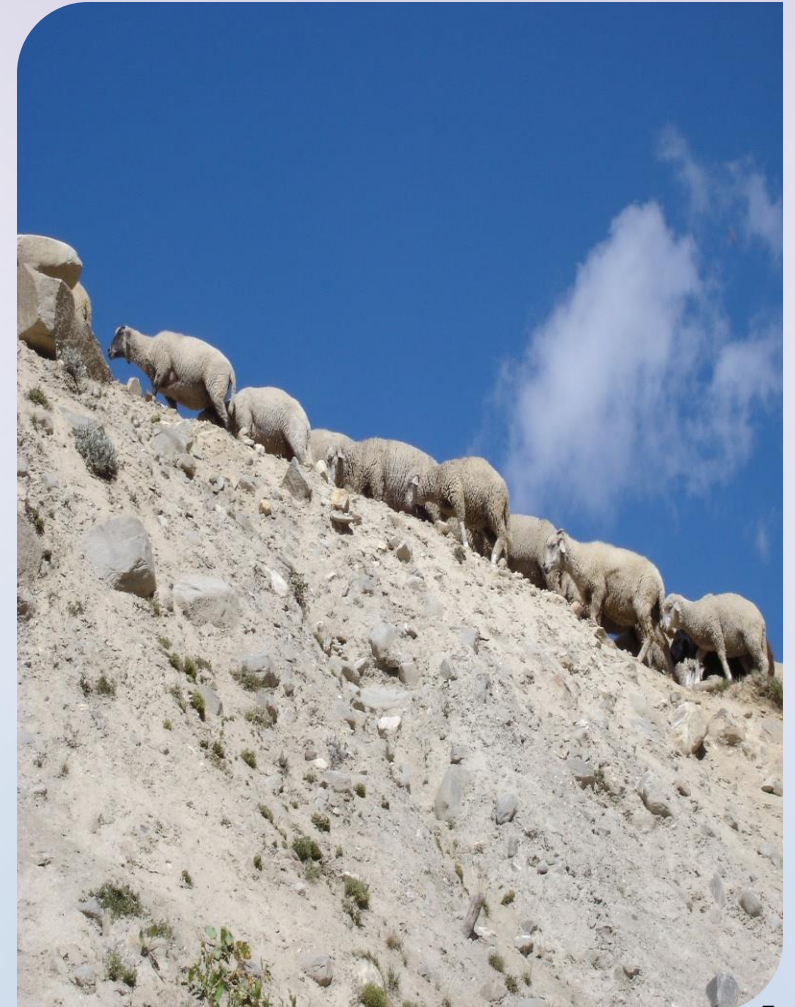
GEF Council 69



Introduction

Annual Performance Report 2025

- **Performance of Completed Projects**
 - Outcome and sustainability
 - Behavior change & broader adoption
 - Implementation and execution
 - M&E design and implementation
 - Realized Cofinancing
- **Project Cycle Efficiency**
- **Terminal Evaluation Submission**





Portfolio Description

Cumulative portfolio

2,384 projects, **\$10.7 B** in GEF funding, **\$69.4 B** in cofinancing mobilized

APR2025 cohort

250 projects, **\$1.2 B** in GEF funding, **\$9.6 B** in cofinancing mobilized

Terminal evaluations
submitted in the GEF
Portal **through June 2024**

Performance

Outcome

Solid track record and improving

81%

Satisfactory
range
(cumulative)

87%

Satisfactory
range
(GEF-4 onwards)



Outcome trend: percentage of projects rated in satisfactory range



Strong performance: IW, Chemicals & Waste, ECA, Asia, global projects



Weaker performance: Africa, LAC, SIDS, FCS



Comparable performance: Standalone and child-projects

Performance

Sustainability

Improving but challenges remain

64%

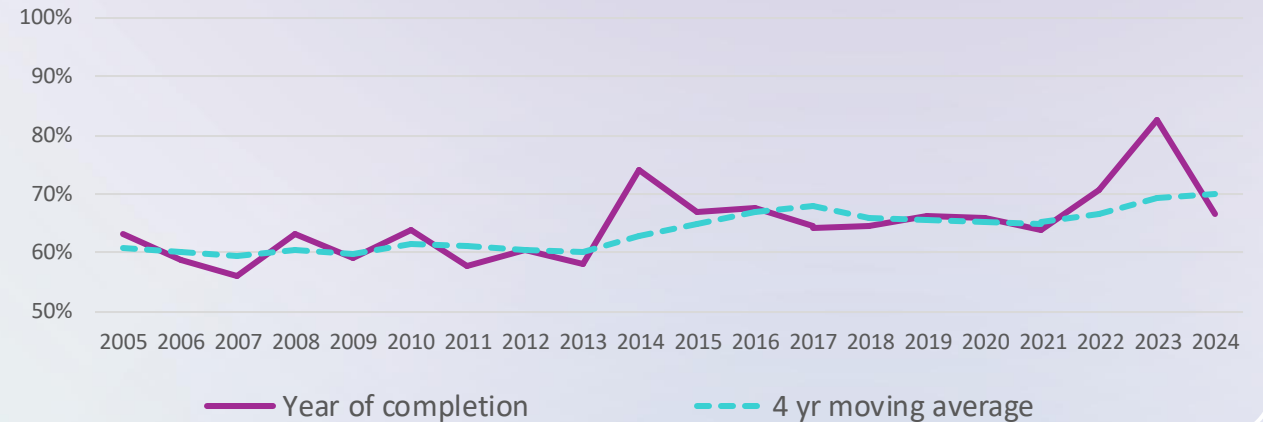
Likely
range
(cumulative)

68%

Likely
range
(GEF-4 onwards)



Sustainability trend – percentage rated in likely range



Strong performance: Chemicals & Waste, IW, Global, Asia



Weaker performance: Land Degradation, Africa, SIDS, LDCs, FCS



Comparable performance: Standalone and child-projects

Behavior Change: Key To Sustainability

<50%

of both completed and active projects had explicit behavior change indicators

MOST COMMON APPROACHES TO BEHAVIOR CHANGE

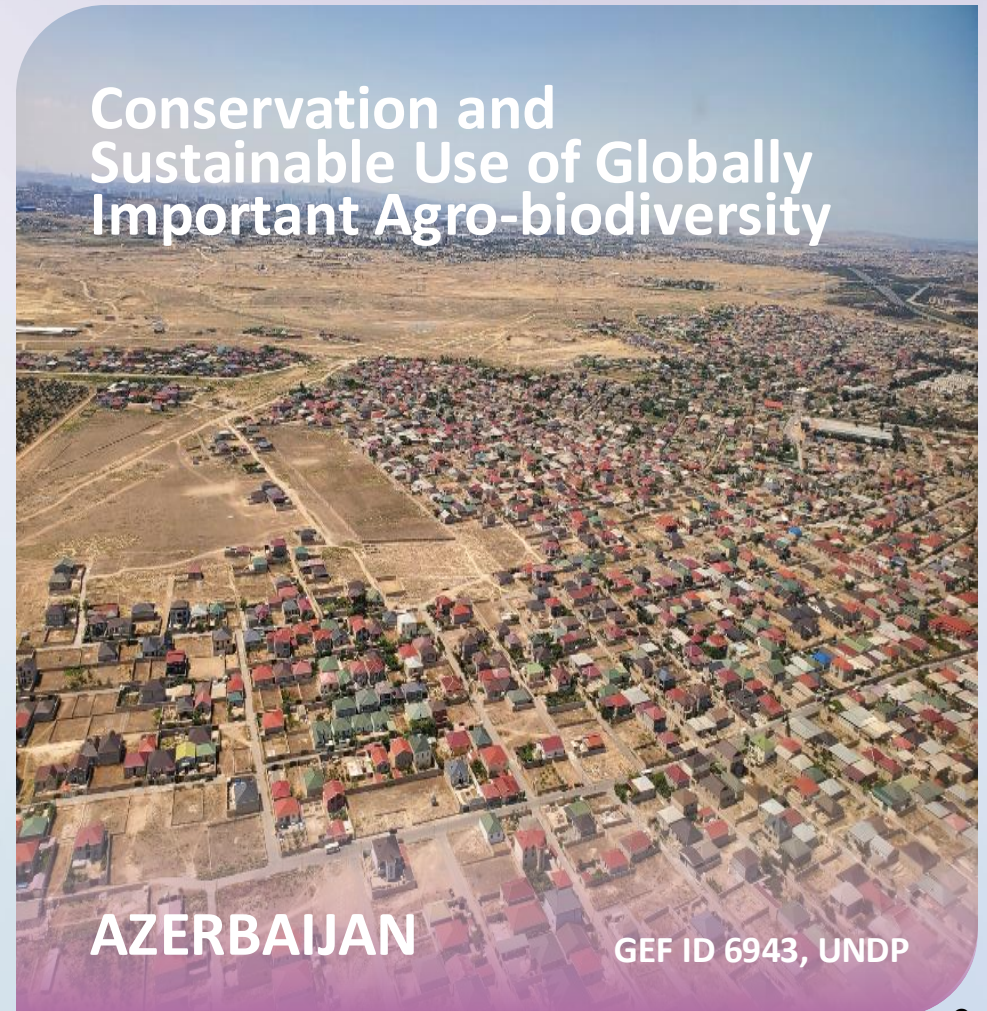


Skills-building (54%)



Policy & regulatory frameworks (49%)

GEF-8 projects more focused on stakeholder needs and institutional barriers



Behavior Change Post-Completion

Factors Influencing Sustained Behavior Change

1. Access to capital
2. Continued institutional support
3. Lower perceived costs of adoption beyond the pilot demonstration



Zambia Integrated Forest Landscape Project

GEF ID 9213, World Bank

Broader Adoption of GEF-Supported Interventions

62% of projects had interventions sustained, mainstreamed, replicated or scaled up by stakeholders at project end



Policy, legal, and institutional development (58%)



Capacity building (40%)



Interventions with direct environmental benefits (18%)

Mainstreaming was more often targeted (85%) and achieved (56%) than replication and scaling-up

17% of 253 GCF projects aim for broader adoption of GEF-funded interventions



Scaling-up is most common form

Broader Adoption Post-Completion

Philippines: Implementation of SLM Practices to Address Land Degradation and Mitigate Effects of Drought

1. Integration into land use planning guidelines and agricultural programs
2. Replication by local gvt
3. Longer term engagement



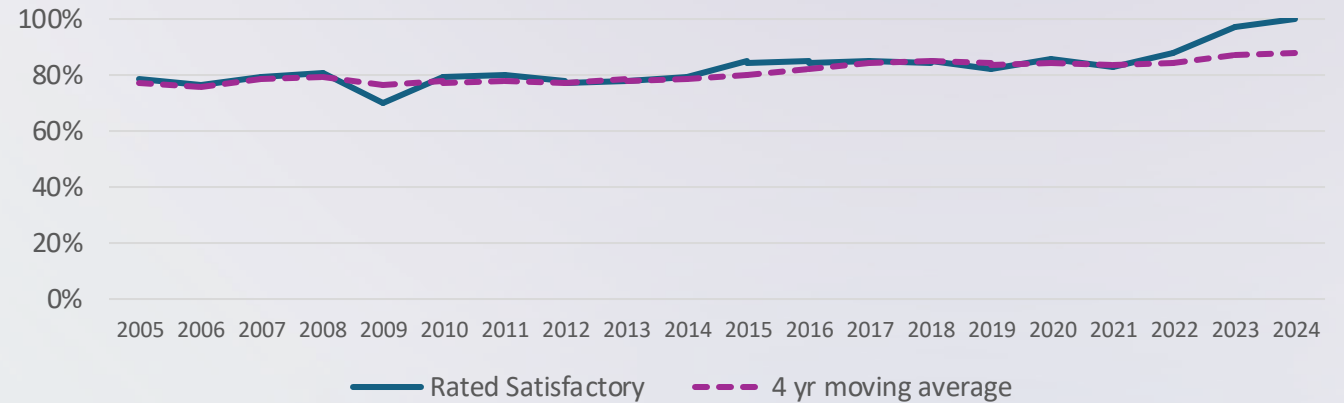
Performance

Implementation and Execution

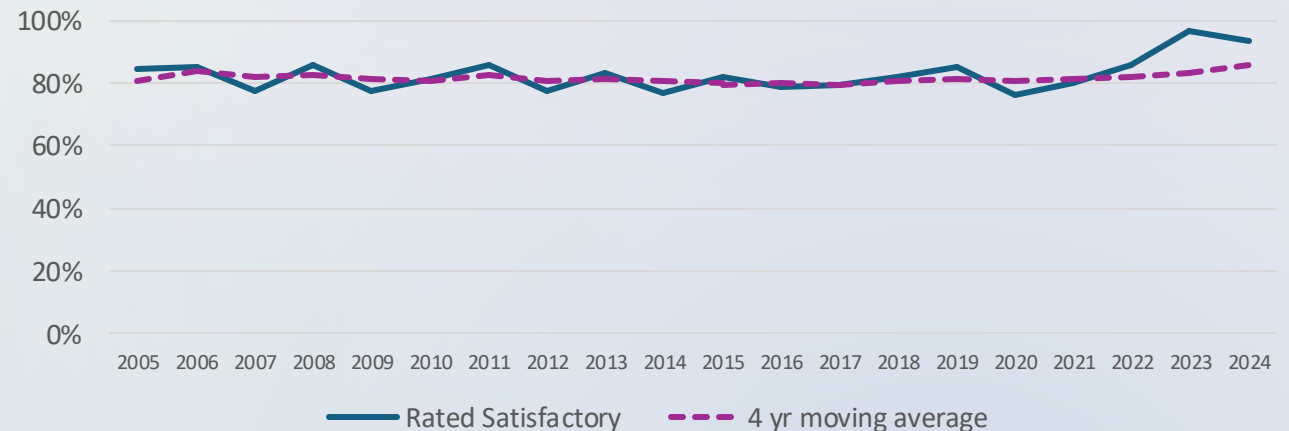
	Implementation	Execution
GEF-4 Onwards	86%	83%
Cumulative Portfolio	82%	82%

- Some **improvement** in quality of **implementation**, but **little change** in quality of **execution**.
- **Africa, FCS countries, and SIDS** face **execution challenges**.

Implementation



Execution



Performance

M&E

Substantial improvement in quality of M&E design; less so in M&E implementation

	M&E Design	M&E Implementation
GEF-4 Onwards	79%	70%
Cumulative Portfolio	70%	66%



Lower satisfactory share in FCS
 M&E design (**74%**)
 M&E implementation (**62%**)

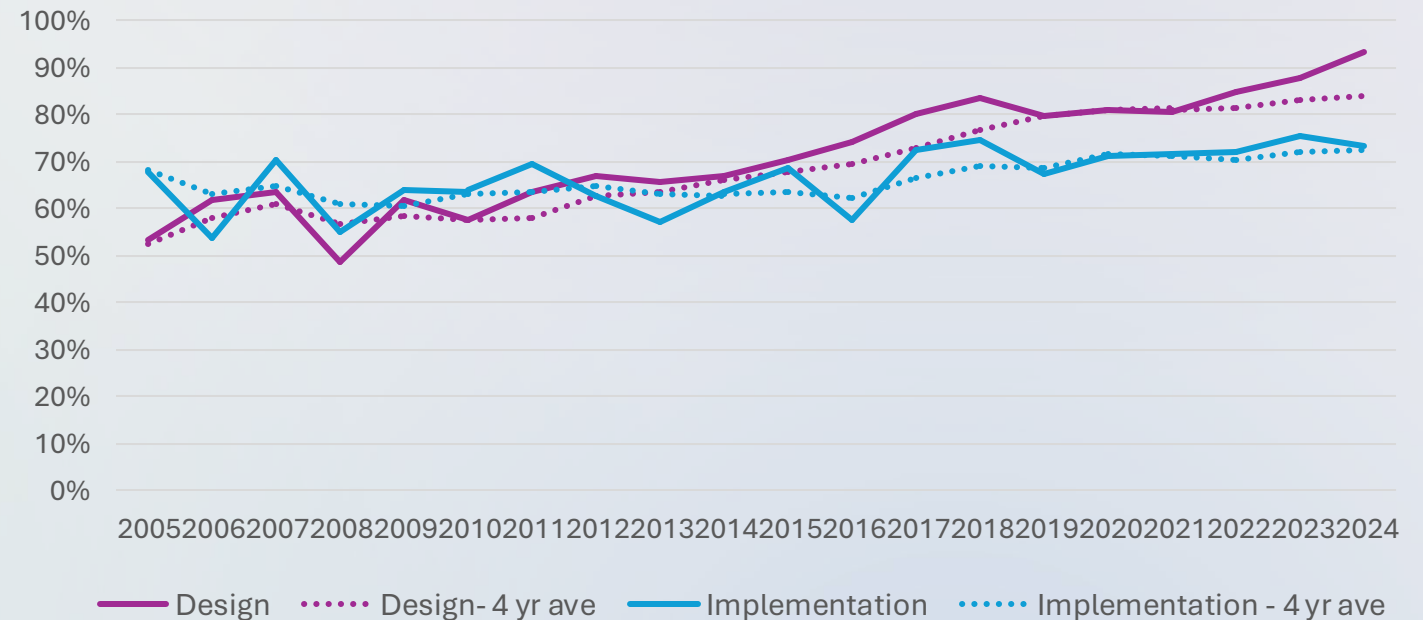


Chemicals & Waste shows most improvement



Land Degradation shows little change

M&E Design and Implementation



Performance

Cofinancing



Cofinancing Commitments

\$60.6 B

2,380 projects



Cofinancing Realization

\$69.4 B

2,042 projects

55%

fully met or exceeded the
cofinancing commitments

63%

of completed GEF-6 projects fully met or
exceeded cofinancing commitments



Project Cycle Efficiency

- Swift PIF approvals

2 months

- PIF approval to CEO

23-19 months

- Endorsement to first disbursement

9-17 months

- Implementation duration for MSPs

66-59 months

Child projects
vs. stand alone

Shorter preparation time



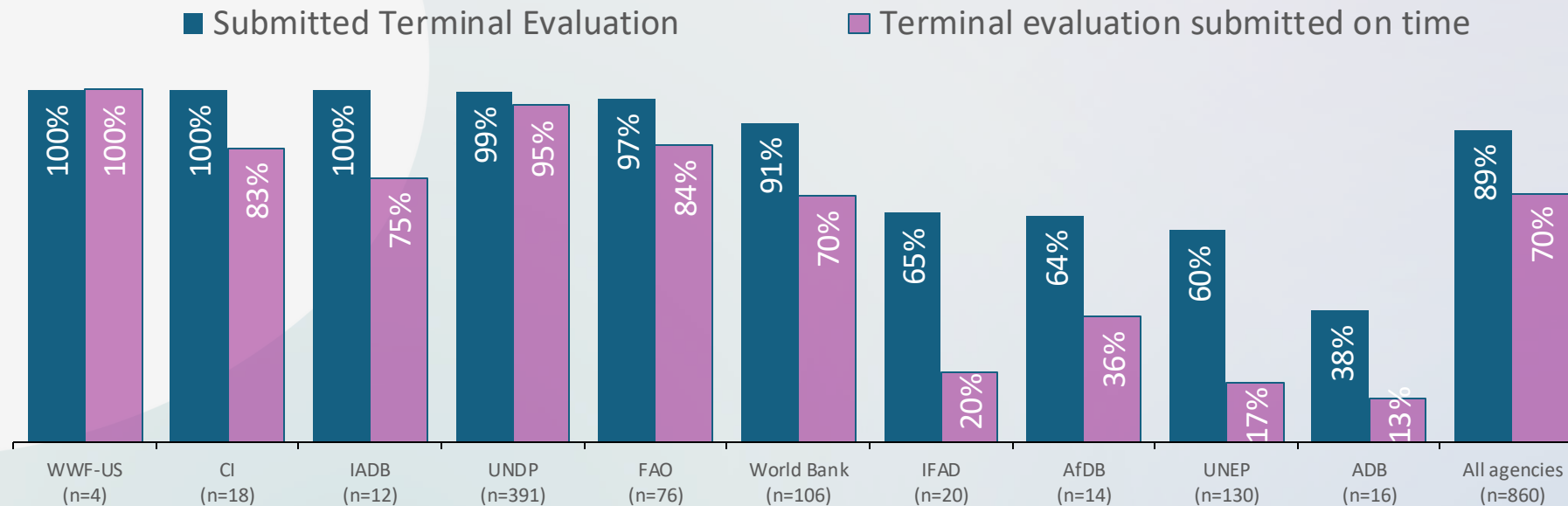
Similar implementation
duration



Submission of TEs

70% on-time submission

89% Terminal Evaluation availability from GEF-5 onwards



Variation among Agencies

Strong performance:
WWF-US, CI, IADB, UNDP, FAO, WBG

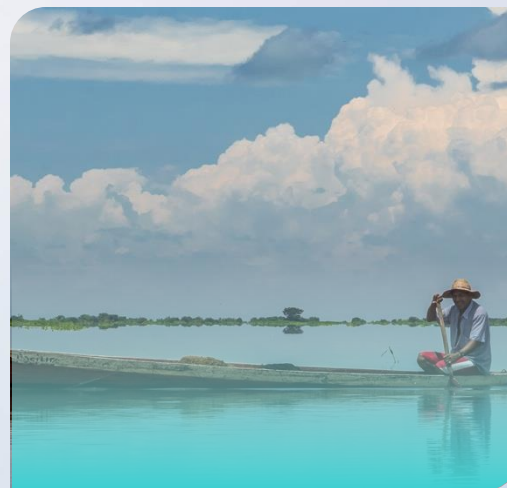
Needs Improvement:
IFAD, AfDB, UNEP, ADB

Recommendation



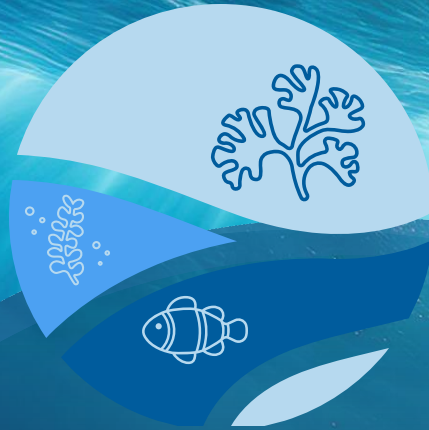
Timely submission of terminal evaluations

Thank You



JUNE 3, 2025

International Waters



BACKGROUND

Key Areas of Evaluation Questions

01/ Integration
and Resource
Allocation

02/ Sustainability
Planning

03/ Performance
and Impacts

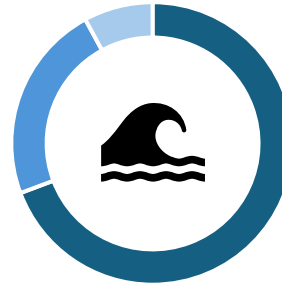


\$1.7
billion in grants

\$17
billion in expected
cofinancing

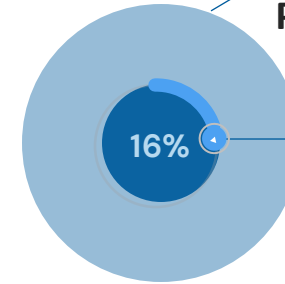
\$0.4 B
Other

\$0.1 B
Integrated Programs



\$1.2 B
IW Focal Area

277
Projects



44
Completed

Portfolio Overview

GEF-5

GEF-6

GEF-7

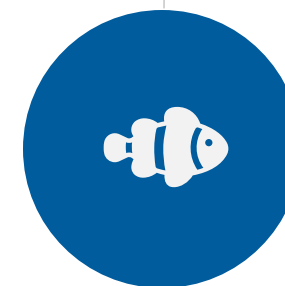
GEF-8



140+
Countries



Asia and Africa
largest share of
projects and grants



79%
implemented by
UNDP, UNEP, FAO,
and WB

BACKGROUND

Relevance



Positives

- **Balance between Marine and freshwater**



- **High Relevance to national, regional, and global priorities**



Opportunities
for
Improvement

- **Limited focus on groundwater**

- **Limited coverage of Transboundary water with the highest risks**

IW Interventions



**Pollution Reduction
and Sustainable
Fisheries**

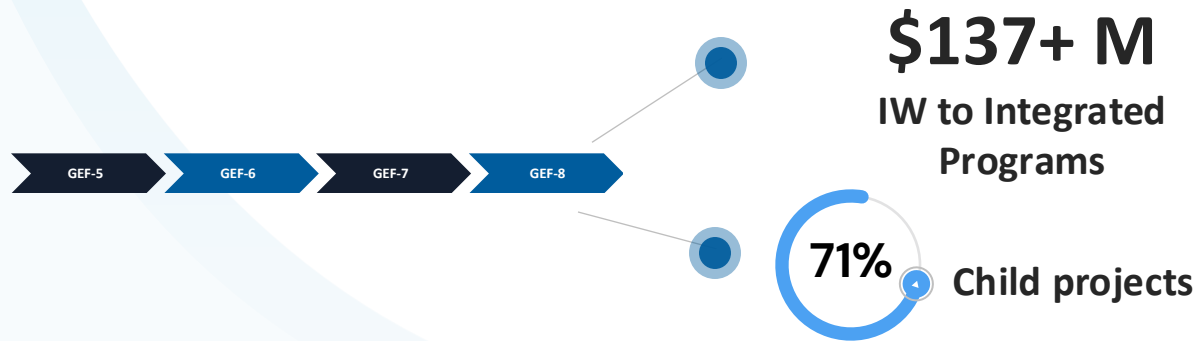


**Use of integrated
programming
approaches
(e.g. IWRM, ICM,
Ridge to Reef)**



**BBNJ - Emerging
Area of Work**

A Strategic Shift in GEF-8



Opportunity



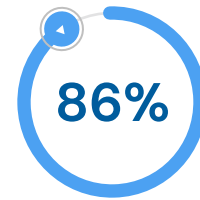
Generate greater global environmental benefits

Risk

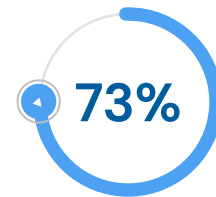


Dilute or reduce the IW focal area's principal focus on transboundary cooperation





**Outcome ratings in the
"satisfactory range"**



**Sustainability ratings in
the "likely range"**

PERFORMANCE

Good Performance

PROJECT CYCLE ★★★★★

Sustainability Plans

IWC Survey Findings

Development of detailed sustainability plans at project outset as a key to improve financial sustainability



56%

With no indication to develop a standalone sustainability plan



10%

Developed plans early/iteratively



34%

Developed plans late in the project cycle



Broader Adoption

Project: GloMEEP

Countries: Argentina, China, Georgia, India, Jamaica, Malaysia, Morocco, Panama, Philippines and South Africa

Key Results:

- Finalization of National Maritime Energy Efficiency Strategies in all project countries
- Legislative frameworks and roadmaps developed to comply with the Regulations for the Prevention of Air Pollution from Ships

Public-Private Partnership:

- **Sustainability:** Creation of the Global Industry Alliance
- **Replication:** Project Voyage2050 supported by IMO and Norway

INTERNATIONAL WATERS

Socio-Economic Co-Benefits



- Increased employment in the fisheries sector
Pacific SIDS

- Learning opportunities for women
DRC
Uganda

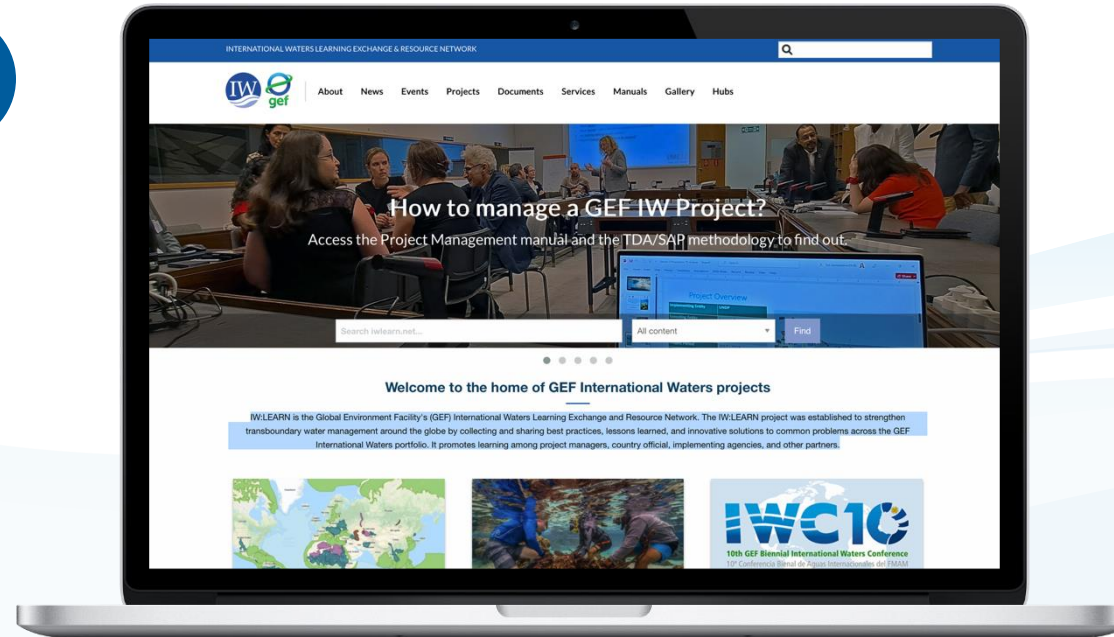
- Improved food security
Botswana
Zimbabwe

- Improved economic conditions for fisherfolk
Indonesia

Knowledge Management

Learning exchanges

e.g. Twinning
between the Yellow
Sea LME project and
the Caribbean
Regional Fisheries
Mechanism



Knowledge Products

e.g. Experience
Note on
regional
dialogues
in Central
America



IWC10 in Uruguay



IW:LEARN



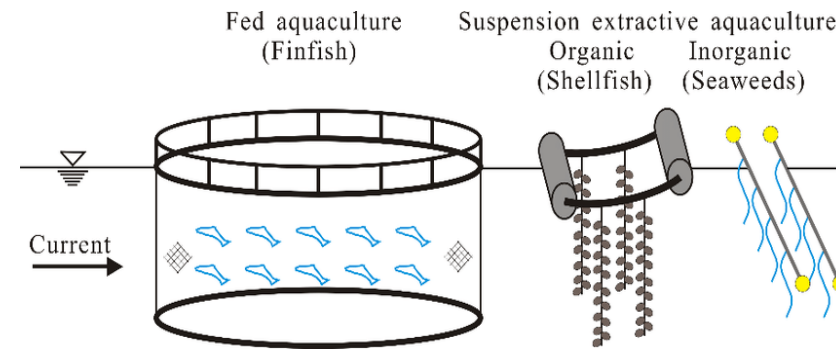
KEY FINDINGS

Technological Innovation

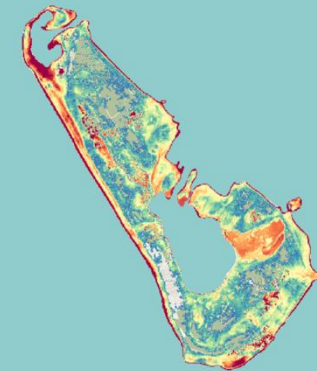
International Waters



Integrated Multi-Trophic Aquaculture (IMTA)



Inundation Modelling for Scenario-based Simulation in Pacific SIDS



KEY FINDINGS

Policy Coherence

International Waters



Case Study: Georgia, Azerbaijan



Project

TDA-SAP project in the Kura River

Approach

Addressing water-energy-food-ecosystem security nexus through IWRM and quarterly national policy meetings

Impacts

Georgia: New Water Law based on IWRM

Azerbaijan: State Water Resources Agency for multi-sectoral collaborations

KEY FINDINGS

Stakeholder Engagement

Strength



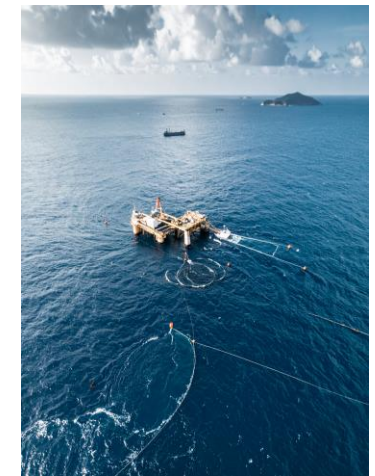
Gender Inclusion & Mainstreaming in:

- Leadership roles
- Capacity building
- Knowledge dissemination

Weakness



Private sector engagement



CONCLUSION

Key Challenges



Impact Measurement

Lack of systematic measurement of IW impacts and socio-economic benefits



Sustainability

Late project sustainability plan development



Quality vs. Efficiency

Balancing between the quality and efficiency of IW project planning and implementation



Knowledge Management

Limited knowledge sharing between child projects

LOOKING AHEAD

Recommendations



Assess and balance investments between standalone IW and multi-focal area projects to ensure that its core mandate of transboundary cooperation remains central

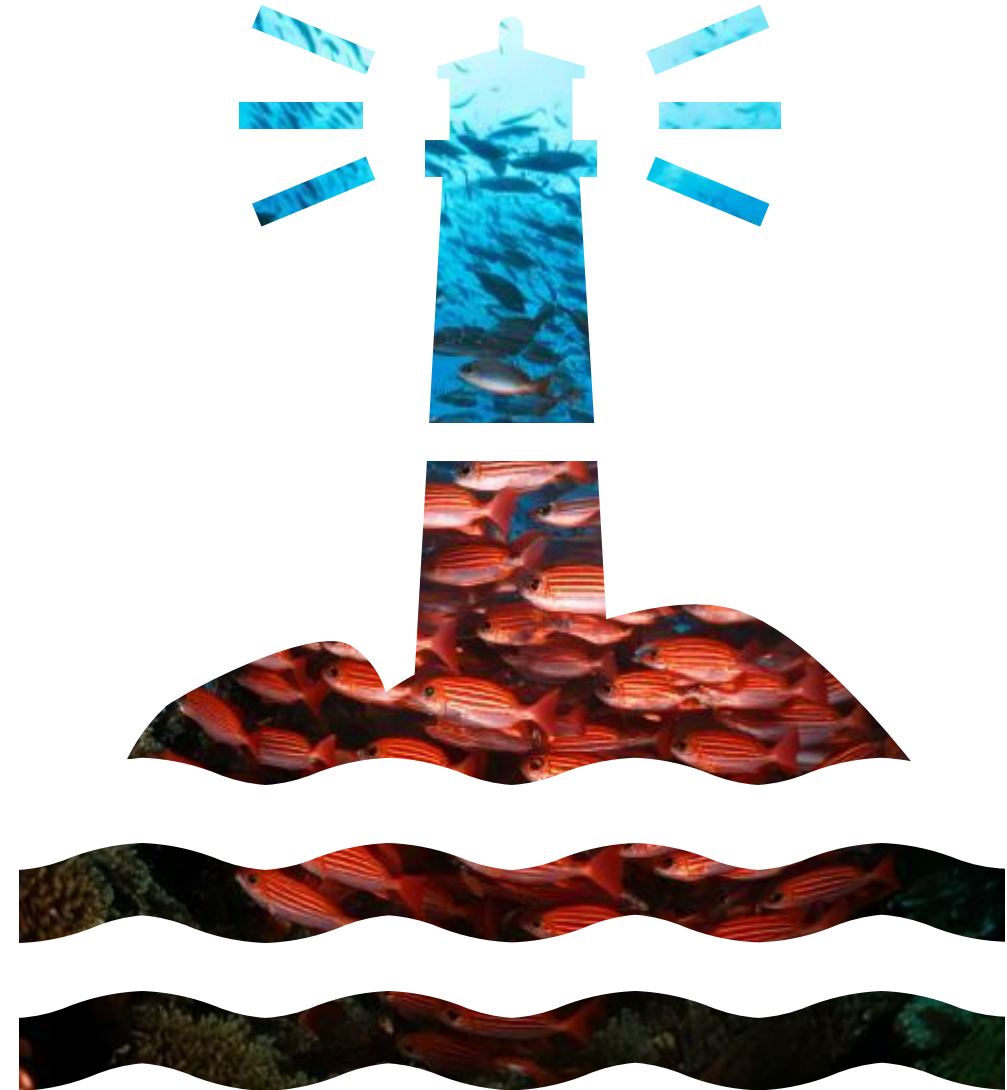


LOOKING AHEAD

Recommendations



Support stakeholder training on innovative financing models and promote the development of comprehensive sustainability plans early in the project cycle



LOOKING AHEAD

Recommendations



Further develop and refine IW indicators to more systematically assess the effectiveness of transboundary cooperation arrangements, socioeconomic co-benefits, and impacts on targeted water resources





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Thank You



Socioeconomic Co-benefits

June 3, 2025



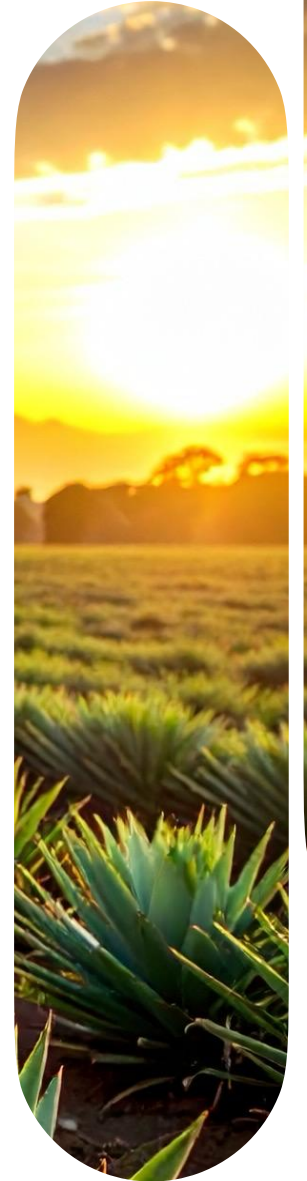
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What are **Socioeconomic Co-Benefits?**



**Positive impacts
beyond
environmental
goals**

**Includes livelihoods, health, employment,
gender equality, market access**



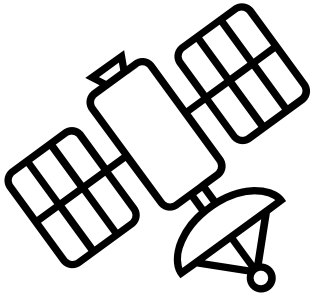
→ The Evaluation



Key Questions

1. Evolution of concept in project design ?
2. Evidence on Achievements ?
3. Factors Influencing Sustainability ?
4. Operational Arrangements ?





Data Collection

**GEOSPATIAL ANALYSIS,
COMBINING SATELLITE
IMAGERY WITH SOCIO-
ECONOMIC SURVEYS**
**11 COUNTRIES, 111 GEF-
FUNDED PROJECTS**

**DESK REVIEW OF GEF
PROJECT PORTFOLIO AND
EVALUATIONS COMPLETED
BY THE IEO UNDER GEF-8**

**COUNTRY CASE STUDIES IN
CHAD, MEXICO, AND NEPAL
INCLUDING INTERVIEWS AND
FIELD VISITS**



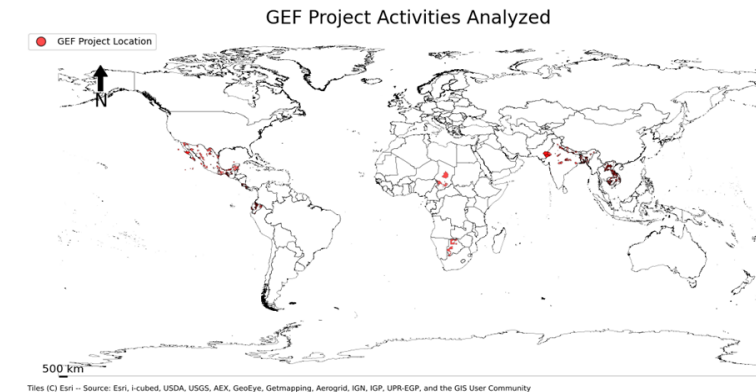
FIELD VISIT AND IN-DEPTH INTERVIEWS AND FOCUS GROUPS: TO TRIANGULATE FINDINGS

COMBINING SATELLITE DATA, SOCIO-ECONOMIC SURVEYS AND QUALITATIVE ANALYSIS

Innovative Approach



Satellite-based proxy indicators for environment and economic (vegetative cover, night-time lights)



Matching satellite data with Living Standard and Demographic Health Survey to assess correlation of project presence with socio-economic indicators

2 Typologies

- **Projects focused on natural resource protection (conservation NGOs and UN agencies)**
 - **Projects centered on socioeconomic benefits (IFIs) with environmental components financed by the GEF**





Relevance of project design in relation to the co-benefits



Results Framework Only

Any Section

GEF - 4

1

2

GEF - 5

4

6

GEF - 6

4

7

GEF - 7

5

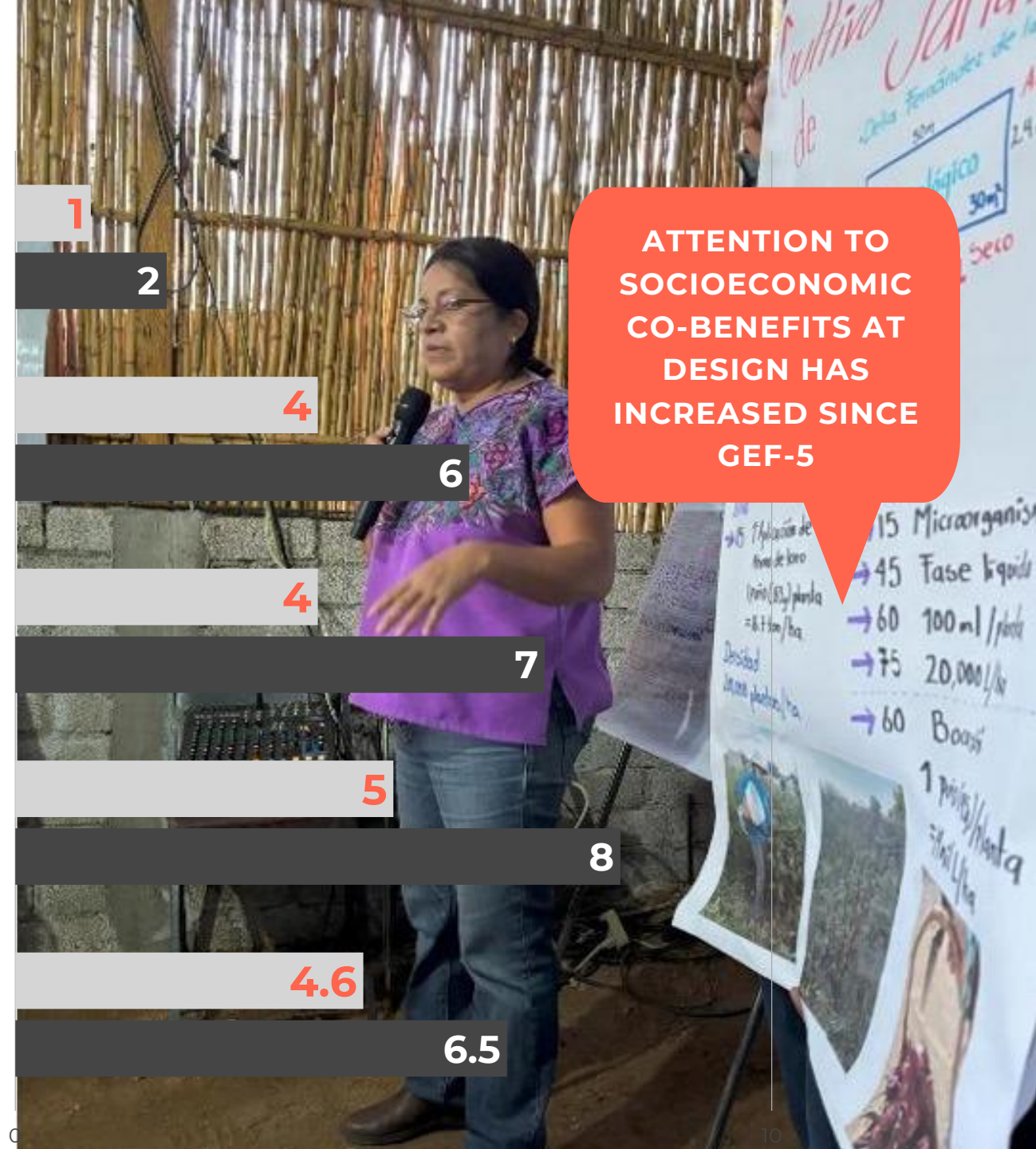
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GEF - 8

4.6

6.5

ATTENTION TO SOCIOECONOMIC CO-BENEFITS AT DESIGN HAS INCREASED SINCE GEF-5





Co-benefit pathways unclear in project design



Conservation projects lacked strategies linking environmental and economic goals



Short-term negative impacts of conservation were rarely assessed

Some limitations in project design



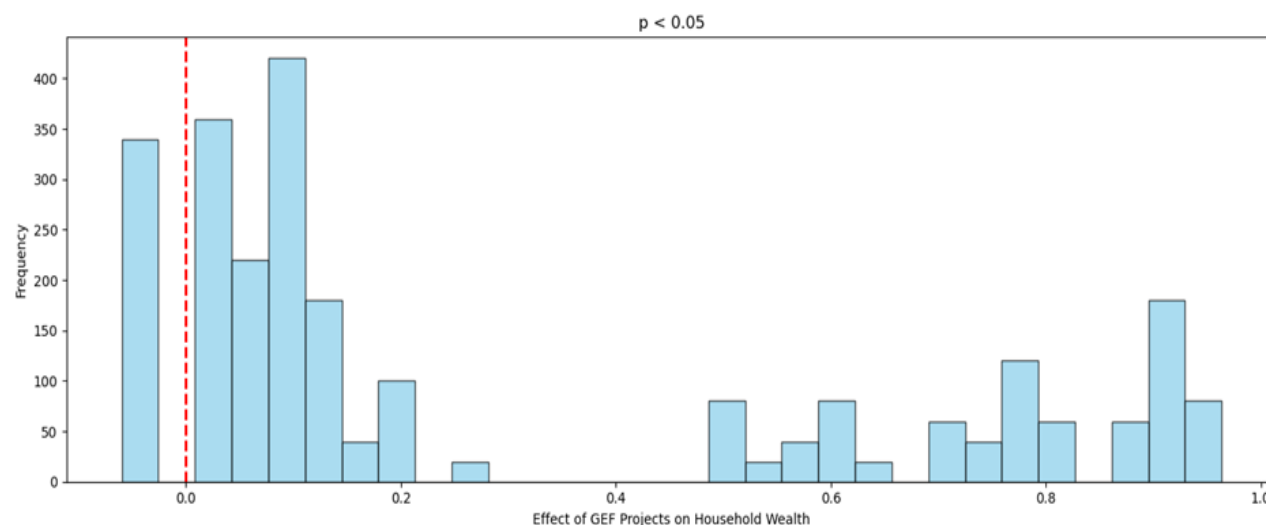
Compensatory measures were not adequately planned.

→ Effectiveness in achieving co-benefits

Broad finding

Positive correlation
between the presence
of a GEF-funded
intervention and
household welfare
indicators

Estimated Global Effect with Uncertainty (DHS Crosssection)



Quasi-observational propensity score matching analysis illustrates the positive correlation of GEF activities with household wealth

EFFECTIVENESS IN ACHIEVING CO-BENEFITS



Human Capital Development



NEPAL

Acquiring specific skills (e.g. biofertilizers, crop management)



CHAD

More accurate fact-based representation of climate change effects



MEXICO

Combining traditional approaches to natural resource conservation and new IT applications

EFFECTIVENESS IN ACHIEVING CO-BENEFITS



Strengthened Social Capital



1

**Strengthened
community bonds
and governance
mechanisms**

2

**Strengthened ties with external
actors (e.g., universities, local
government) to enhance natural
resource management**

3

**Built human and social
capital to drive lasting
behavior change and
resource stewardship**



Increased
agricultural
productivity
through land
restoration



Diversified
income
sources
(eco-
tourism,
PES, carbon
credits,
NTFPs)



Enabling
environment
for local
enterprise and
innovation



Health and
nutrition
co-benefits
under-
documented



Some
unintended
drawbacks (e.g.,
reduced farm
income in Chad,
human-wildlife
conflict in
Nepal)

EFFECTIVENESS
IN
ACHIEVING
CO-BENEFITS



Economic Benefits

KEY FINDINGS

Sustainability



1

Motivation from communities and grassroots to continue activities

2

Short support duration; follow-up and consolidation strategies often lacking

3

Little attention to enterprise viability and market access



» Sustainability

Institutional Challenges

1

Limited exchanges between GEF-funded projects in the same country and with other projects

2

Incomplete / unclear arrangements on coordination responsibilities

→ Conclusions

1. Evidence of socioeconomic co-benefits
2. Specific attention at design is key enabler
3. Engaging communities and local institutions is critical
4. Sustaining benefits requires consolidation strategy
5. Need tracking of co-benefits to capture full range of project results



→ Recommendations



RECOMMENDATION



Define at design the pathways to generating co-benefits. Identify risks and mitigation measures

RECOMMENDATION



**Strengthen
country portfolio
coordination to
promote
sustainability and
scaling-up of co-
benefits**





RECOMMENDATION

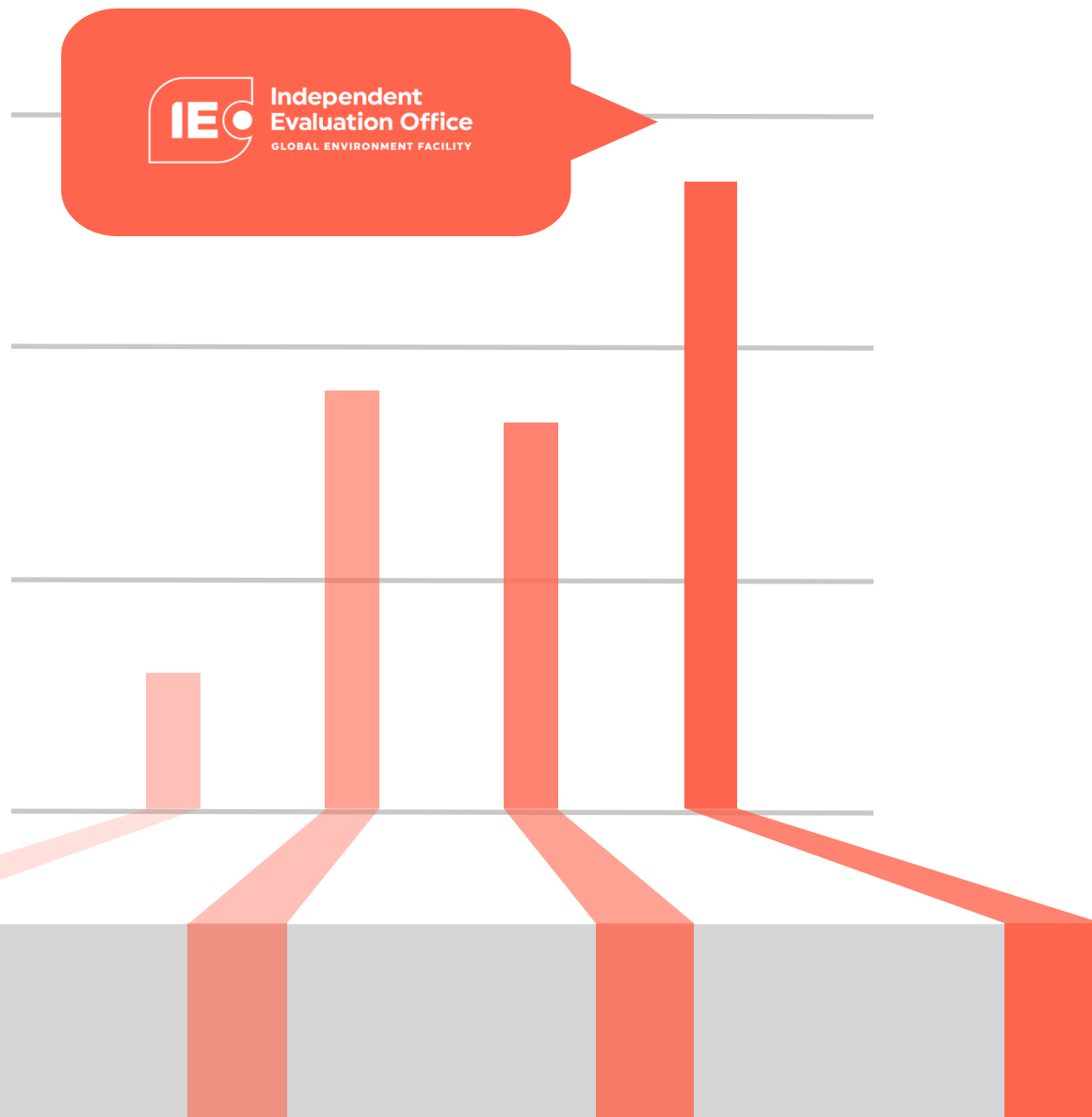
**Track co-benefits
during project
implementation
and at completion**



Thank You



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Evaluation of GEF Support for Nature-based Solutions



NbS at the GEF

Inclusion of NbS in global agreements and GEF's recognition of its integrative value, have boosted its prominence



Proposed GEF 9

Strong focus on NbS within Policy Coherence, IPs and NGI



Before GEF 5

Multiple approaches such as SLM, EbM, ICZM



GEF 6 & 7

Explicit in Programming Documents



GEF 8

Cross cutting, Key Theme for the LDCF and SCCF

Video





Recommendation 01

**Develop NbS-specific guidance
for integration, tracking, and
adaptive management**

Scale private sector engagement through blended finance for NbS



Recommendation 02





Recommendation 03

Support NbS implementation in countries through inclusive capacity building and coherent policies



**Strengthen evidence on NbS
cost-effectiveness and co-
benefits by integrating
Indigenous and local
knowledge.**



Recommendation 04



Thank You

Evaluation of GEF Support for Nature-based Solutions



FY2026 Work Program and Budget



Introduction

Agenda

- 1 **OPS8 Status and Evaluation Work in Progress**
- 2 **Management Action Record**
- 3 **Knowledge Management and Learning**
- 4 **Budget and Human Resources**



Status Update

Eighth Comprehensive Evaluation of the GEF

Theme: Integration



Programming Strategy & Institutional Issues



Relevance of the GEF
(to global environmental challenges, countries, conventions)



Design and implementation of the GEF-8 programming strategy



Implementation of GEF policies
(gender; safeguards; stakeholder engagement, civil society, the private sector, and indigenous peoples)



Institutional processes including results-based management and knowledge and learning



The GEF **Country Engagement Strategy**



The GEF's **flexibility** to adapt and respond to crises



The GEF's policies focus on a **whole of society approach**

GEF Performance, Impact and Sustainability



Overall Performance
(Outcomes, longer-term Sustainability, Behavior Change)



Focal area & Country Cluster Performance, Impact, (special themes), SGP and LDCF/SCCF



GEF performance and impact in Integrated and Impact Programs



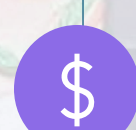
GEF Role in enabling Policy Coherence



Generation of Socio Economic Co-Benefits through GEF Interventions



Catalytic Role of the GEF for Transformational Change - Innovation, Risk, Nature Based Solutions



GEF Role in Catalyzing Finance and Partnerships to scale interventions



Stakeholder consultations

Frequency

During OPS8

In dissemination
and outreach

During the approach paper preparation

Quality Assurance

5 external advisers



Hasan Tuluy



Stefano Schwager



Patricia Rogers



Vinod Thomas



Monika Weber-Fahr

Component evaluations

Peer reviewers
and reference groups

OPS8: Preliminary Report

Highlights Evaluation Findings 2022-2025

Purpose

- Provide early evidence for GEF-9
- Assess performance, policies and systems
- Identify potential areas for improvement
- Support decision making with evidence



Evidence Base: 34 Evaluations **23 completed**

1. Impacts of COVID on GEF Interventions
2. Evaluation of GEF Support Water Security
3. Information and Early Warning Systems
4. Report on the GEF Management Action Record
5. Least Developed Countries Strategic Country Cluster Evaluation
6. Strategic Country Cluster Evaluation: Drylands
7. Strategic Country Cluster Evaluation: Lower Mekong River Basin
8. Evaluation of GEF Support to Sustainable Forest Management and REDD+
9. Evaluation of GEF Interventions in International Waters
10. Evaluation of GEF Interventions in Chemicals and Waste
11. Review of Portfolio Level Risk in the GEF
12. Evaluation of GEF Programs in the Pacific SIDS
13. Evaluation of Cofinancing In the GEF
14. Evaluation of GEF Support to Community Based Approaches
15. Evaluation of GEF Support to Nature Based Solutions
16. Evaluation of Components of the Results Based Management System
17. Evaluation of Socioeconomic Co-Benefits of GEF Interventions
18. Annual Performance Report 2023: GEF Support to Behavior Change
19. LDCF/SCCF Annual Evaluation Report 2023
20. Evaluation of the Global Wildlife Program
21. Learning from Challenges In the GEF
22. Annual Performance Report 2025
23. LDCF/SCCF Annual Evaluation Report 2025

Coming To Council FY2026

11 ongoing

1. Evaluation of the GEF Country Engagement Strategy
2. Evaluation of the Inclusion of Marginalized groups in Fragile and Conflict Affected Situations
3. Evaluation of the Sustainable Cities Program
4. Evaluation of GEF Support to the Amazon
5. Evaluation of the GEF Integrated Food Systems Program
6. Evaluation of Innovation and Application of Technologies in the GEF
7. Evaluation of the Small Grants Programme
8. Evaluation of the GEF's Engagement In the Private Sector
9. Evaluation of the GEF's Interventions In Climate Change
10. Evaluation of GEF Support to Policy Coherence
11. An Assessment of the Competitive Advantage of the GEF



Timing

1. **Drafting Report:**
June-August 2025
2. **Final Report:** September 2025
3. **Presentation 2nd replenishment meeting:** October 2025
4. **Presentation to GEF Council:**
December 2025





2021 REFORM

2025 MAR

AGREEMENT

ACTION PLANS

Management Action Record

Council endorses
the Management
Response and
Action Plan

Management specifies
level of agreement,
develops an action
plan with timelines



2021 REFORM

2025 MAR

AGREEMENT

ACTION PLANS

Management Action Record



Based on 63 recommendations
from 23 evaluations



2021 REFORM

2025 MAR

AGREEMENT

ACTION PLANS

Management Action Record



Level of agreement was expressed
for all recommendations



2021 REFORM

2025 MAR

AGREEMENT

ACTION PLANS

Management Action Record

Time frame not specified : 15%

100% Fully addressed recommendations

80%

20%

primarily list
concrete actions

present preliminary actions or discuss
conditions under which the actions
would be contingent

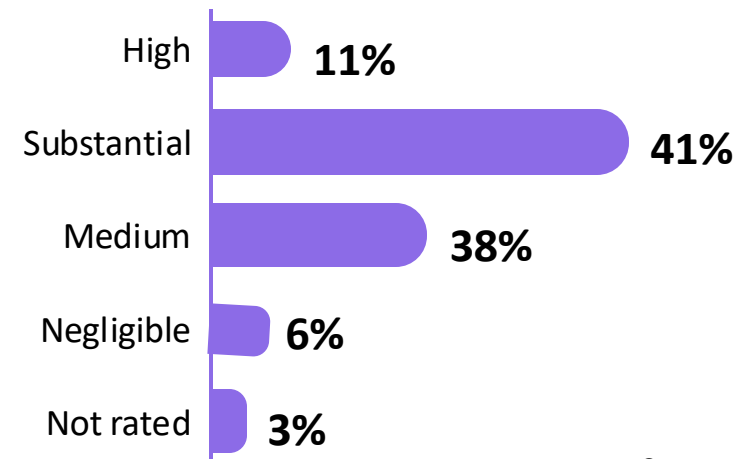


IMPLEMENTATION

SELF-ASSESSMENT

Management Action Record

GEF IEO's
ratings in 2025 for
**implementation
progress**



GEF IEO's ratings
matched with Management's
self-assessment in
55% of cases

IMPLEMENTATION

SELF-ASSESSMENT

Management Action Record

Management's ratings in 2024

		High	Substantial	Medium	Negligible	Not rated
GEF IEO's ratings in 2024	High	7	16	0	0	0
	Substantial	9	12	0	0	1
	Medium	0	6	12	0	0
	Negligible	0	0	3	0	1
	Not rated	0	0	2	0	0

35 matches out of 63 responses

KM & Communications



Engagement in GEF conferences and workshops



January 2025

Expanded Constituency Workshop – Southern Africa, Johannesburg, South Africa



February 2025

GEF Technical Advisory Group Meetings, Washington DC



April 2025

Workshop on Learning from the Sustainable Cities Program, Paris, France



April-May 2025

12th Conference of the Parties to the Stockholm Convention, Geneva, Switzerland



May 2025

Expanded Constituency Workshop, Malabo, Equatorial Guinea



May 2025

IEO Participation in the GEF Interagency Retreat, Washington, D.C



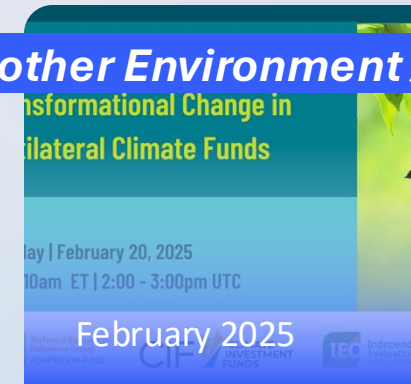
May 2025

Induction Training for New GEF Staff, Washington, D.C



Dec/Jan 2025

Four Climate Funds Meeting & Webinar on AI/Climate Evaluations Washington, D.C



February 2025

Workshop: Advancing Transformational Change in Multilateral Climate Finance, Washington, D.C



April 2025

Workshop on Artificial Intelligence in Evaluation, Washington, D.C

KM & Communications



International Evaluation Networks and Conferences

February 2025

**United Nations
Evaluation Group
(UNEG) Annual General
Meeting, Tokyo, Japan**



February 2025

**Workshop on Climate
Evaluation and Learning
Initiative, Rockefeller
Foundation, New York**



March 2025

**Evaluation Cooperation
Group (ECG) of the
Multilateral Development
Banks, Rome, Italy**



March 2025

**International
Development Evaluation
Association Conference,
Rome, Italy**



May 2025

**Canadian Evaluation
Association 2025
Virtual Conference**



May 2025

**INTEVAL Annual
Meeting, Washington,
D.C**



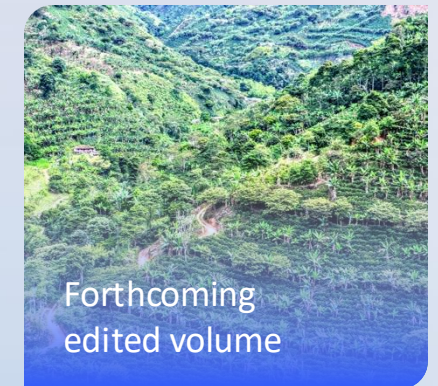
March 2025

**Annual meeting of the
Amazon Sustainable
Landscapes (ASL),
Georgetown, Guyana**



April 2025

**GEI/CLEAR virtual
seminar on gender-
sensitive climate actions**



Forthcoming
edited volume

**Integrating for
Sustainability: Evaluation
Across Environmental and
Socioeconomic Domains**

New Website Update

Beta Launched May 2025
Full Launch October 2025

Current Website Statistics

11,199

Total Website Views

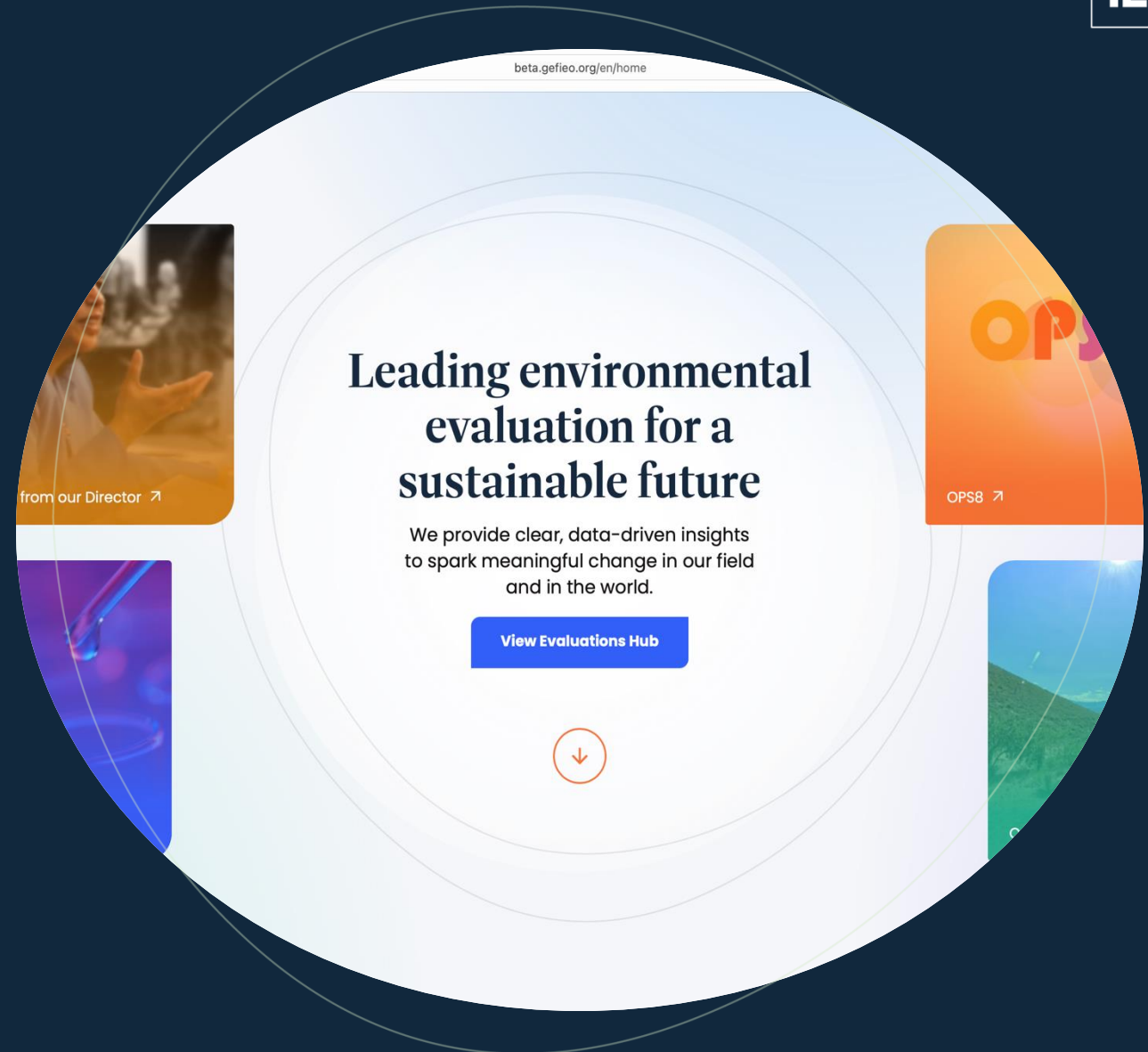
Between December 2024 - March 2025

Inclusion

Top Viewed
Evaluation
(2024)

TE Guidelines

Top Downloaded
Evaluation
(2023)



Refreshed Logo →



Social Media & Content

Between January 1, 2025 – May 31, 2025



54,185
Total Impressions



11,304
Members reached



1,035
Engagements



2,613
Total followers

On average, up 12% vs. prior 150 days



Similar growth across Twitter/X



EvalVision

**GWP, Chemicals &
Waste, NbS**



WebVR

**4 Evaluations
covered in
Mexico**

Budget Utilization FY2025



Department
IEO

Calendar
FY25

US\$ millions	
Fixed cost	\$5.693
Variable cost	\$2
* Including:	
Office Lease	\$0.34
WB 11% indirect costs	\$0.846
Total	\$8.88

Overall Budget Use

Budget Request FY2026



Department
IEO

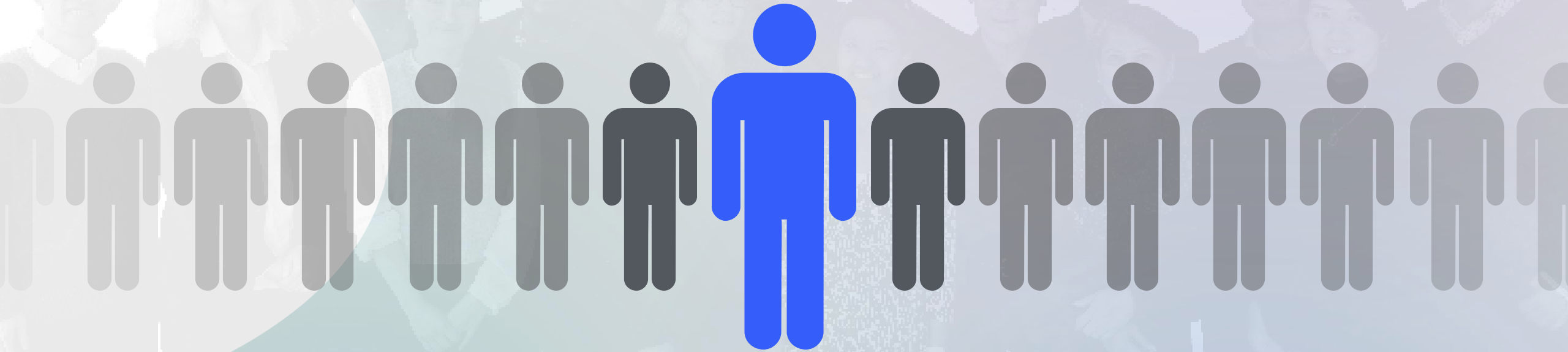
Calendar
FY26

US\$ millions	
Fixed cost	\$5.803
Variable cost	\$1
* Including:	
Office Lease	\$0.34
WB 11% indirect costs	\$0.748
Total	\$7.891
Total Budget	

Human Resources

FY25

FY26



20 staff

20 staff

Recommended Council Decision



Date

June 2025

The Council, having reviewed the “FY 2026 Work Program and Budget of the Independent Evaluation Office,” acknowledges the progress made by the GEF Independent Evaluation Office (IEO) in the reporting period. The Council approves the annual IEO budget for FY26 for a total of \$7.891 million, which includes the 11% Indirect overhead charge in accordance with the decision made by the GEF Council at its 64th Session in June 2023.



Thank You

