



Independent
Evaluation Office
GLOBAL ENVIRONMENT FACILITY

Seventh Comprehensive Evaluation of the GEF

OPS7

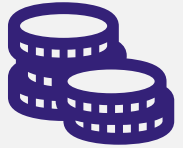
GEF IEO, September 2021

Coverage

1992

Portfolio coverage

2022



\$21.1 billion in grants
\$117 billion mobilized
in cofinancing



+ 5000
projects



170
countries

Evaluation coverage



34 separate
evaluations



1806
completed
projects



4786 approved
projects (through
June 15, 2021)

GEF Performance

GLOBAL

Strong continued performance

80%



Satisfactory
outcomes

Improvement over earlier GEF periods

68%



Sustainable
outcomes

FOCAL AREAS

Focal area
strategies

Consistent with
conventions

Evolve in response
to environmental
challenges

Mixed picture

7 out
of 13



GEF 5 targets on
track to be achieved

GEF Performance

IN COUNTRIES

Country Support Program (CSP)

Helps

Communication of
GEF requirements
and policies

Dialogue between
stakeholder

Countries **access**
GEF resources

Needs to

Enhance **country
ownership and
includes more
OFPs**

Optimize the timing
of **the National
Dialogues**



GEF Performance

IN COUNTRIES

Heterogeneity
contributes to
differences in
outcomes and
sustainability

Relevant support; reliable source of
financing

Importance of
context

Supports Upstream policy reform
Supports Institutional Building

**Policy
coherence will
require
substantial
efforts**

LDCs
SIDS
FCS

- Systematic approach to
country engagement
- Greater inclusion in integrated
programs



Implementation mechanisms

Enabling Activities (EA)

- + Support countries in convention reporting
- Disbursement and implementation inefficiencies



Medium-Sized Projects (MSP)

- + Encouraging innovation
- + Good entry points
- Disproportionate administrative requirements



Small Grants Programme (SGP)

- + Relevant to the GEF and local partners
- + The only window for small-scale, local partners
- + Social and environmental benefits
- Need for clarity on strategic vision, simplification of governance, upgrading process

Integrated programs

Designed as relevant to conventions, national priorities, and drivers of environmental degradation



IMPROVEMENTS
in design, process,
and results of
GEF-7 programs
over GEF-6

- Clearer theories of change
- Earlier and substantive input from lead Agencies
- Improved transparency and more inclusive roll out
- Knowledge platforms better tailored for country needs
- More emphasis on cross-cutting issues

Integrated programs

Designed as relevant to conventions, national priorities, and drivers of environmental degradation



CHALLENGES
remain in design,
implementation,
and measurement

- Coordination among ministries
- Cooperation among GEF Agencies
- Aggregate program-level reporting requirements
- Demonstration of additionality
- Greater country diversification and inclusion of countries

Innovation and scaling up



Increasing trend in innovative projects over GEF phases



Scaling up takes > 5 years efficiency gains versus the pilot stage

DO

Add value and help generate **transformational change**

Increase **sustainability and scaling up**

NEED

Greater clarity on acceptable level of risk

Systemic M&E, adaptive management, and knowledge sharing

Private sector

STRENGTHS

- **Long history** of private sector engagement
- Well-positioned to **build partnerships**

CHALLENGES

- **Discouraging** processes
- **Lack of mutual understanding**
- Need for a **differentiated approach**

TOOLS

Non-grant instruments (NGI)

- + **Promote innovation and risk-taking**
- **Limited available expertise**
- **Cumbersome procedures**



for successful engagement : support for policy reform, institutional strengthening



Institutional policies and engagement

*Policies consistent with each other **but** insufficient monitoring to assess their effectiveness*

Gender

Significant progress

GEF Gender Partnership:
strong knowledge sharing
forum



Stakeholder inclusion

Reinforced by policies

Indigenous Peoples Advisory Group gained credibility

GEF CSO Network: position weakened.



Safeguards

Enhanced coverage

Would benefit from
knowledge sharing



Systems

Results-based Management

- ▶ Improved in GEF-7
- ▶ GEF Portal: Improved reporting, data quality
- ▶ Agency self-evaluation systems support accountability and reporting



Capture results of integrated programs

Develop indicators on socioeconomic co-benefits



Knowledge Management

- ▶ Progress during GEF-7
- ▶ Key role in sustainability and scaling up
- ▶ Knowledge platforms effective in facilitating knowledge exchange

Incentivize learning

Strengthened guidance on KM

Design technical solution

Enhance use of knowledge platforms

Conclusions

1

A **relevant** financing mechanism

2

Advances **integrated** programming and **systemic** transformation

3

Strong record of performance

4

A source of predictable environmental finance that enables **mobilization** of co-financing and scaling up

5

Supports **policy reforms**
Advancing policy coherence will require **substantial efforts**

6

Implementation mechanisms (EA, MSP, SGP) are **effective**
Scope for increasing effectiveness

7

Supports innovation and **prepares** the groundwork for other donors to scale up

8

Policies and systems are **consistent with good practice**; provide **opportunities to strengthen** inclusion

Recommendations



Strategy

Demonstrate additionality of integrated programs

SGP: **reappraise vision, expand** its purpose and impact potential



Process

Review processes to **speed up the move** to implementation and execution

Establish clear rules for Agency interaction



Engagement

Strategic approach to country engagement

Increase support to LDCs and SIDS



Innovation

Continue supporting innovation to advance transformational change

Articulate the acceptable risk

Consider a window for **financing innovation**



Policies & Systems

Monitor policy implementation to assess effectiveness

Enable aggregated reporting on programs

Develop indicators for socioeconomic co-benefits

Incentivize learning across the partnership



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