



# Semi-Annual Evaluation Update

*GEF Council meeting 60*

June 2021

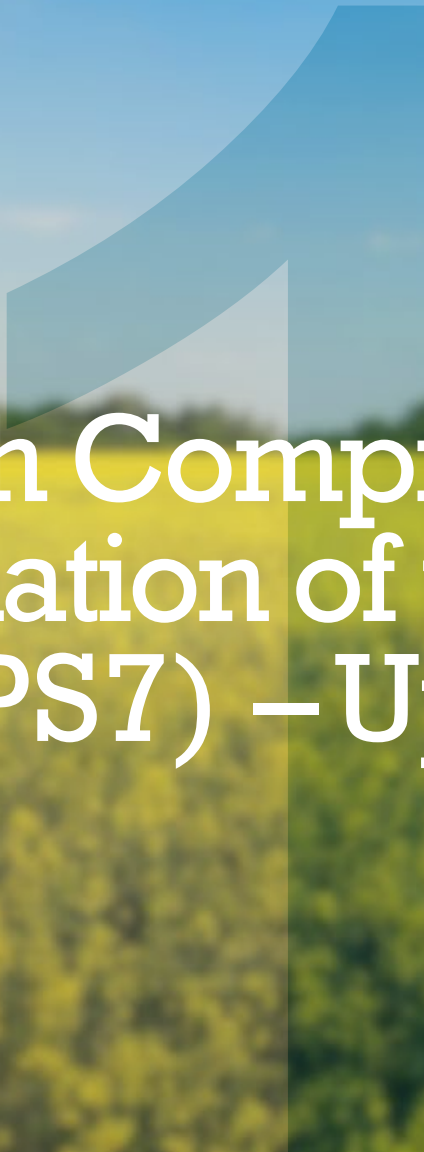




# Presentation outline

- 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**

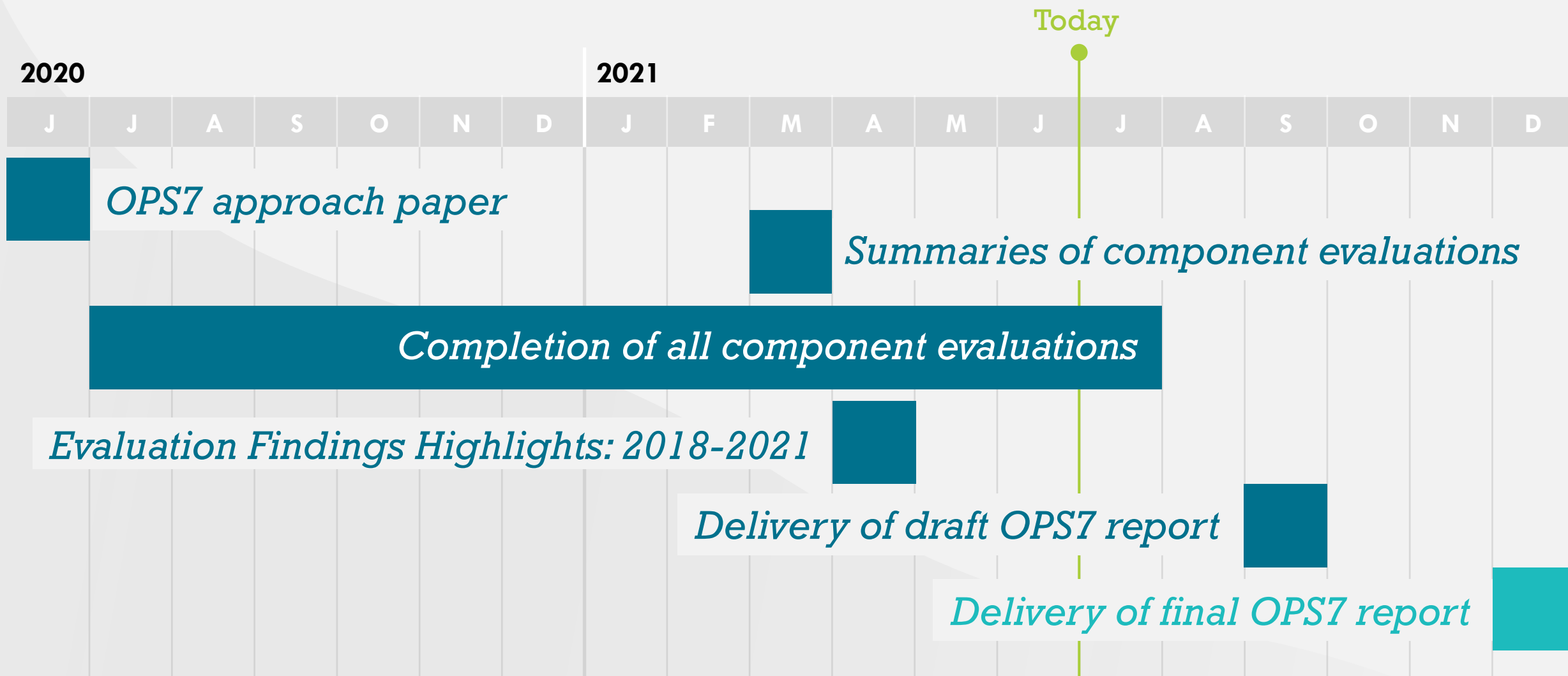
D

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




# OPS7 - Update

## On Schedule



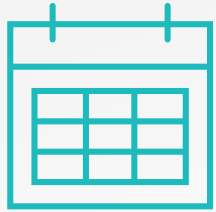




# Third Joint GEF-UNDP Evaluation of the Small Grants Programme (SGP)



# Evaluation of the Small Grants Programme Portfolio



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



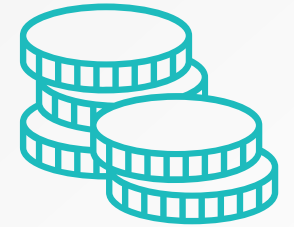
SGP country coverage:  
**110 countries** are in the  
SGP global programme  
and **16 are upgraded**  
countries

**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

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

Liberia  
Malaysia  
Philippines  
St. Lucia (SIDS)  
Turkey

## Data collection



Document  
review



E-Survey



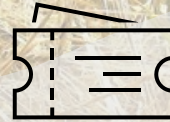
47 interviews  
(English, French  
and Spanish)



# Overall relevance and responsiveness to stakeholders



The **CSP has evolved** based on recommendations



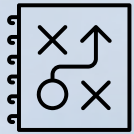
Helps countries with **greater access** to GEF resources



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



# Effectiveness in ensuring engagement of all stakeholders



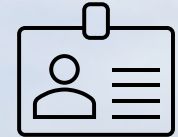
**No theory of  
change, strategy  
or plan**



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



**Inclusiveness and  
diversity** in events  
have increased



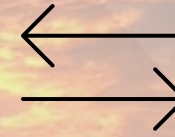
**Inclusiveness  
does not extend  
beyond CSP events**



# 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



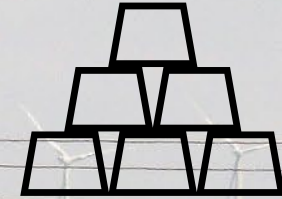
**Contributed to increasing the capacity of the countries to apply for GEF funding**



# 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

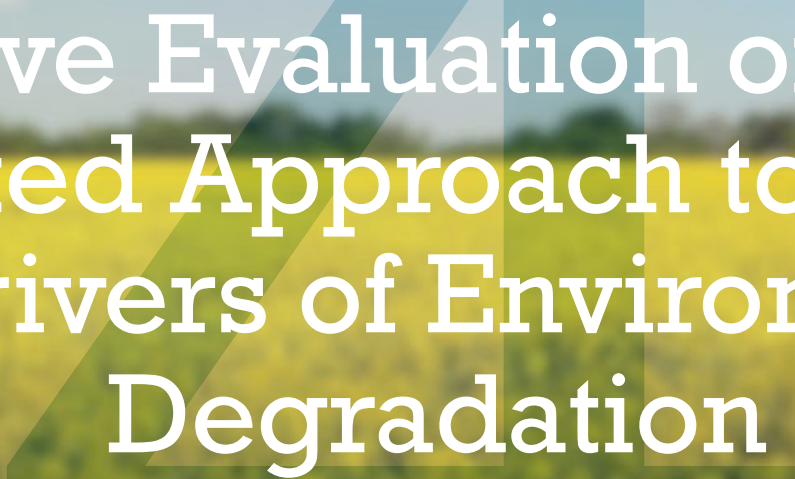
**3** Strengthen technical expertise and monitoring and reporting systems

**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>
<b>GEF-6 Integrated Approach Pilot</b>						
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
<b>GEF-7 Impact Program</b>						
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

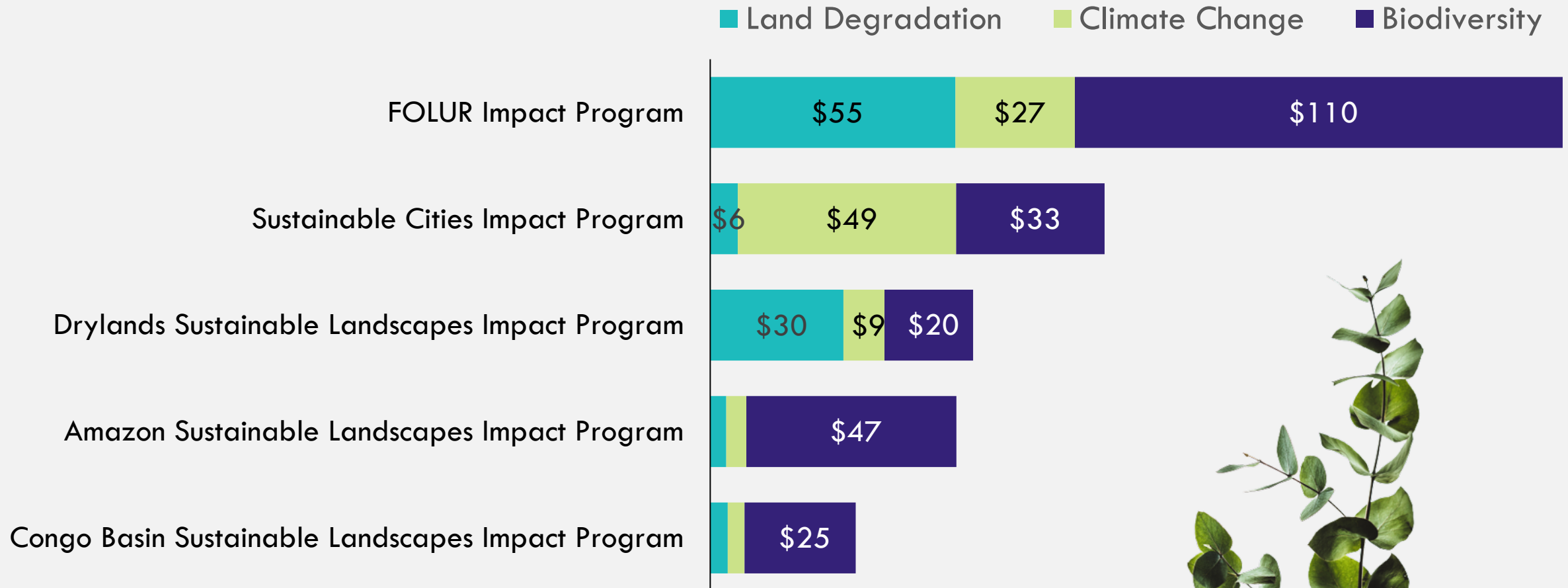
**Better sequencing** of program and hub project design



# Integrated Approach (IAPs & IPs)

Formative  
evaluation

## Impact Program funding by convention \$ millions





# Integrated Approach (IAPs & IPs)

Formative  
evaluation

## Findings: process

Clearer selection criteria with EOs 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** tCO<sub>2</sub>eq 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