



# **OPS5 Progress Report**

**2<sup>nd</sup> Replenishment Meeting**

**September 10, 2013**



GLOBAL ENVIRONMENT FACILITY  
**EVALUATION OFFICE**

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# Setting the Stage

- Progress Report requested by first replenishment meeting
- This report will “flag issues” that need to be taken up in the replenishment on the basis of ongoing work for OPS5
- In addition: first impression of how recommendation of first report is taken up (on MFA and on broader adoption)
- In addition: performance issues emerging as problematic, whereas GEF-6 proposals do not yet fully discuss these

# Issues

- Portfolio
- Programming
- Impact
- Performance/project cycle
- Results based management
- Work in progress

# Portfolio

- Further analysis of **multi-focal area projects (MFA)**
- 102 projects with multi-focal objectives but not approved as MFA were added to analysis
- Total MFA: 17% of projects and 22.5% of funding (47% in GEF-5)
- Analysis on “integrated” versus “non-integrated” MFA activities in projects

# MFA portfolio

- MFA projects have same percentage of moderately satisfactory and higher outcome ratings as single focal area projects (FA)
- But if we look only at satisfactory and highly satisfactory ratings, FAs score higher
- This may be indicative for the relative complexity of MFAs
- MFAs with integrated activities score better on sustainability than MFAs with “bundled” activities
- M&E of MFAs scores lower than M&E of FAs

# MFA issues

- MFAs have potential to effectively and sustainably address connected focal area issues through integrated activities
- The M&E burden on MFAs, as noted in several country portfolio evaluations, is confirmed and should be addressed
- MFAs do not receive much attention in the GEF-6 proposals

# Programming

- International funding of environmental support has doubled from 2007 to 2011
- GEF has benefited from this, but with a relatively lower increase

**Table 5 – Trends in official development assistance funding of GEF and non-GEF environment support**

<b>In US\$ million</b>	<b>GEF</b>	<b>Environment ODA non-GEF</b>
2007	878	4,004
2008	381	5,359
2009	516	6,270
2010	505	9,048
2011	1,000	9,550

Source: estimates from OECD-DAC ODA commitments and disbursement database and the Trustee database (WB Financial Intermediary Funds)

Available global  
public funding > \$ 10  
billion

Global public  
funding needs > \$  
100 billion

Public spending on  
over-use of  
resources > \$ 1 trillion





# Issue 1

- Expectations for GEF-6 are not as positive as they were for GEF-5
- Proposals for GEF-6 double the number of program level objectives in focal areas, in set-asides and in corporate programs compared to GEF-5
- **Potential underfunding of focal areas, countries and/or modalities of the GEF needs to be discussed and taken into account when considering programming for GEF-6**

# NPFE mid-term evaluation

- Report will be presented to Council in November
- Three issues emerge for the 2<sup>nd</sup> replenishment meeting:
  - NPFEs were highly relevant to countries
  - Actual programming was –with exceptions– unsuccessful
  - Implementation of the support was highly inefficient

# NPFE relevance

- Support for programming helps address the “pre-project cycle phase” that often remains a black box
- While the programming itself often was unsuccessful, it has helped countries set up better mechanisms for coordination and future programming
- Stakeholder involvement increased in several NPFE countries

# NPFE effectiveness

- Only a limited number of projects identified during NPFEs were approved
- Many project concepts were not eligible for GEF support
- Concepts not commensurate with funding levels
- Other priorities took over after the NPFE

# NPFE efficiency

- Long initial time delays due to choice of modality
- Lack of guidance on eligibility and funding levels
- Shifts in guidance, one in defiance of Council decision
  - Shift: countries were not allowed to enter PIFs if NPFE had not been finished, despite Council request that they should be able to do so

## Issue 2

- Programming of GEF support to countries and regions will remain crucial in GEF-6 and support for this should continue
- A revised NPFE could include priority setting for regional issues
- Follow-up to Expanded Constituency Workshops could play a role
- Timing should be at end of GEF period, not at the start of a new period

# Impact

- Request of first replenishment meeting to provide further analysis on broader adoption
- Larger cohort of projects studied
- Analysis focused on crucial factors that speed up progress toward impact
- More nuanced analysis to provide greater insight
- New MFA cohort not yet fully integrated, so more work will need to be done for the final report of OPS5!

# Impact in First Report

- Four mechanisms for broader adoption identified
- Mainstreaming and replication tend to lead to slower broader adoption than up-scaling and market change
- This means projects should include design elements that initiate up-scaling and market change
- GEF-6 focal area proposals (doc. I) seem to prefer mainstreaming and replication
- This may be an issue of terminology, but it may also lead to project proposals that focus less on broader adoption



# Broader Adoption

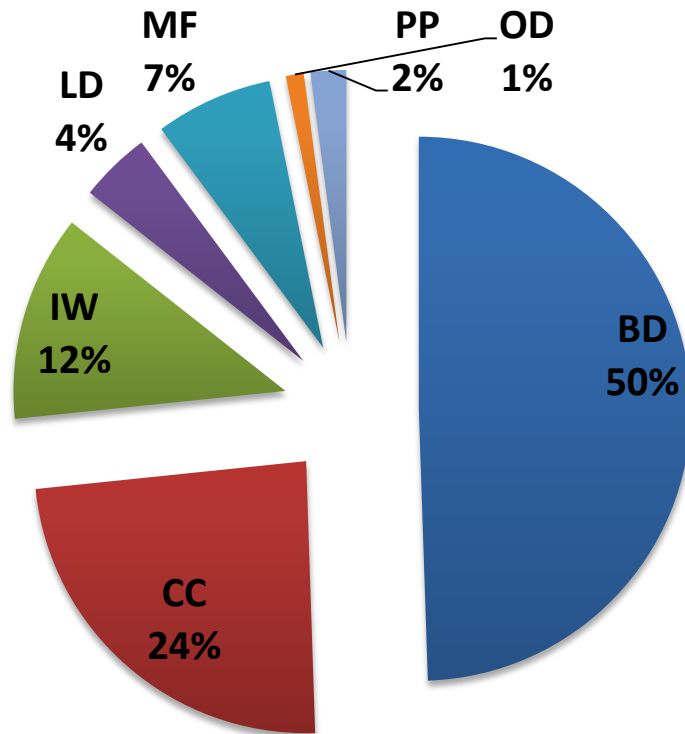
- ◆ **Mainstreaming:** Information, lessons, or specific results of the GEF are incorporated into broader stakeholder mandates and initiatives such as laws, policies, regulations, and programs
- ◆ **Replication:** GEF-supported initiatives are reproduced or adopted at a comparable administrative or ecological scale, often in another geographical area or region
- ◆ **Scaling-up:** GEF-supported initiatives are implemented at a larger geographical scale, often expanded to include new aspects or concerns that may be political, administrative, or ecological in nature
- ◆ **Market change:** GEF-supported initiatives catalyze market transformation by influencing the supply of and/or demand for goods and services that contribute to global environmental benefits

# Definitions of Impact

- Positive and negative, primary and secondary long-term effects produced by an intervention, directly or indirectly, intended or unintended (OECD/DAC)
- **Environmental impact**: changes in biophysical parameters
- **Direct impact**: changes attributable to an intervention
- **Long term impact**: changes emerging over time in long duration biophysical processes
- **Impact scales** go from single sites to system-level impact
- **Globally significant impacts** have local impact as well, but not all **local impact** is globally significant
- **Social and economic impacts** are essential to achieve environmentally sustainable development

*Text box 1*

# Overview of Impact Cohort

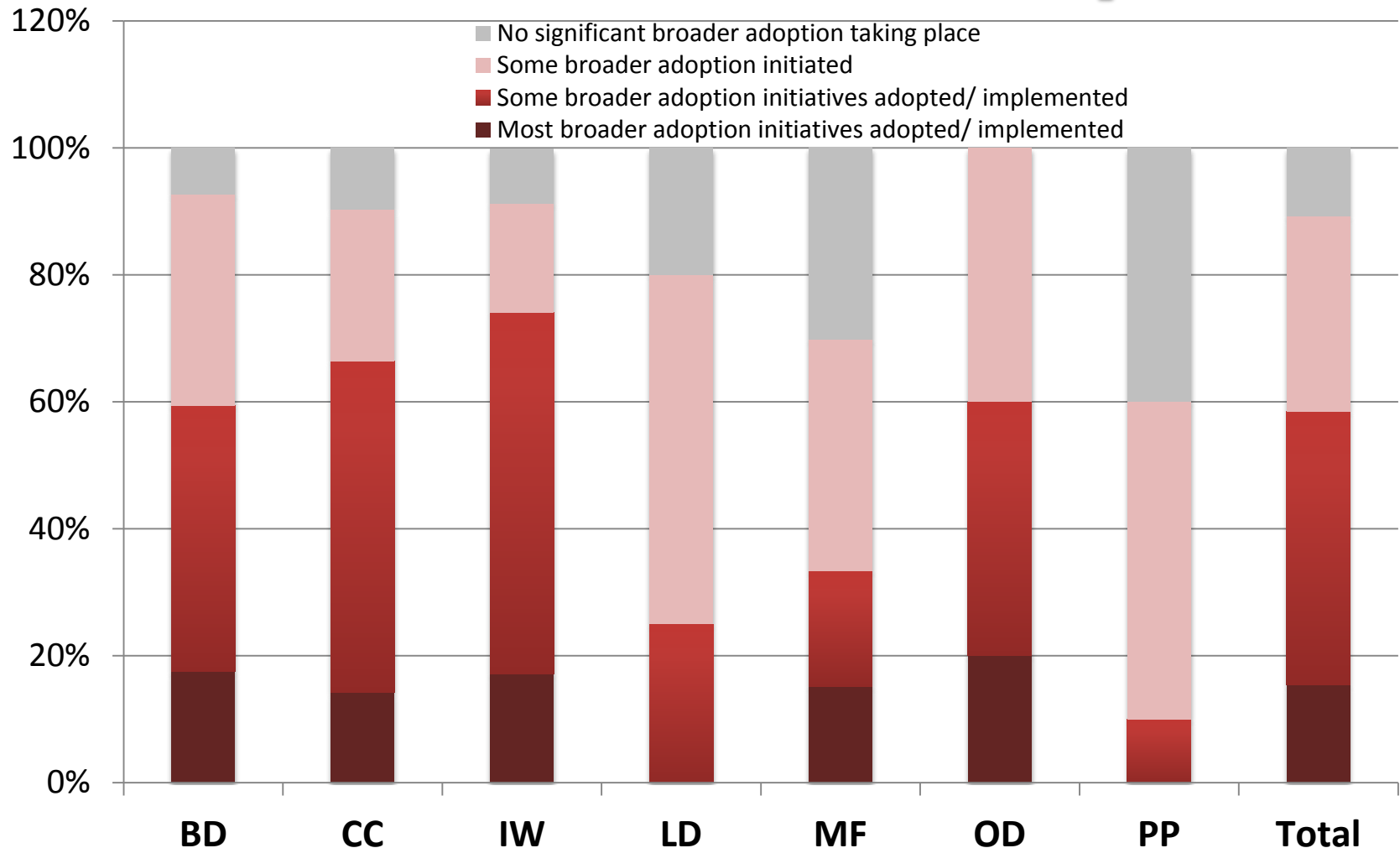


FOCAL AREA	NO. OF PROJECTS
BD	234
CC	113
IW	58
LD	20
MF <sup>†</sup>	33
OD	5
PP	10
<b>Grand Total</b>	<b>473*</b>

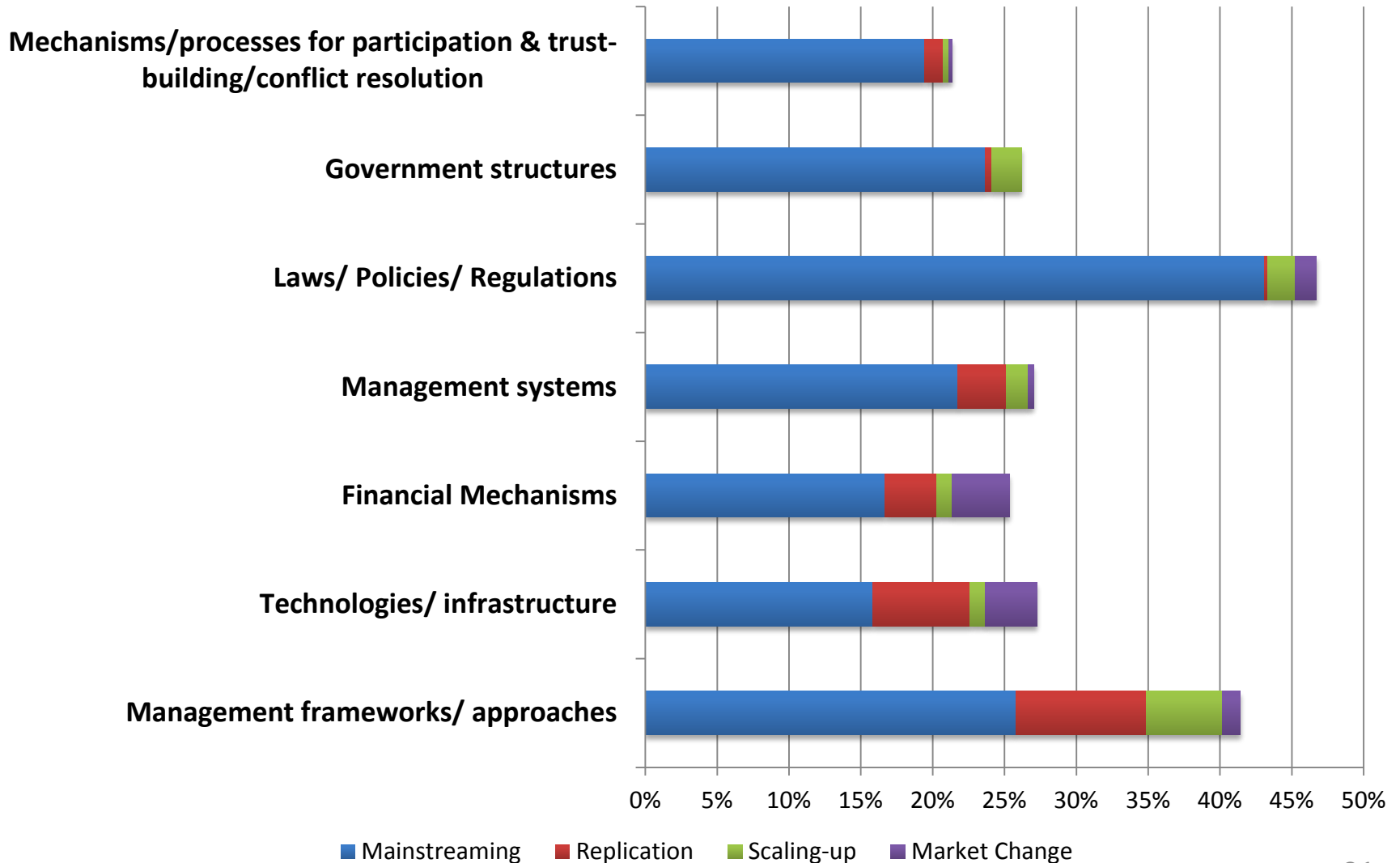
<sup>†</sup>includes only projects approved as multi-focal, not projects implemented as such under individual focal areas

\*18 projects excluded from OPS4 & OPS5 cohorts due to unavailable TEs or insufficient information in TEs

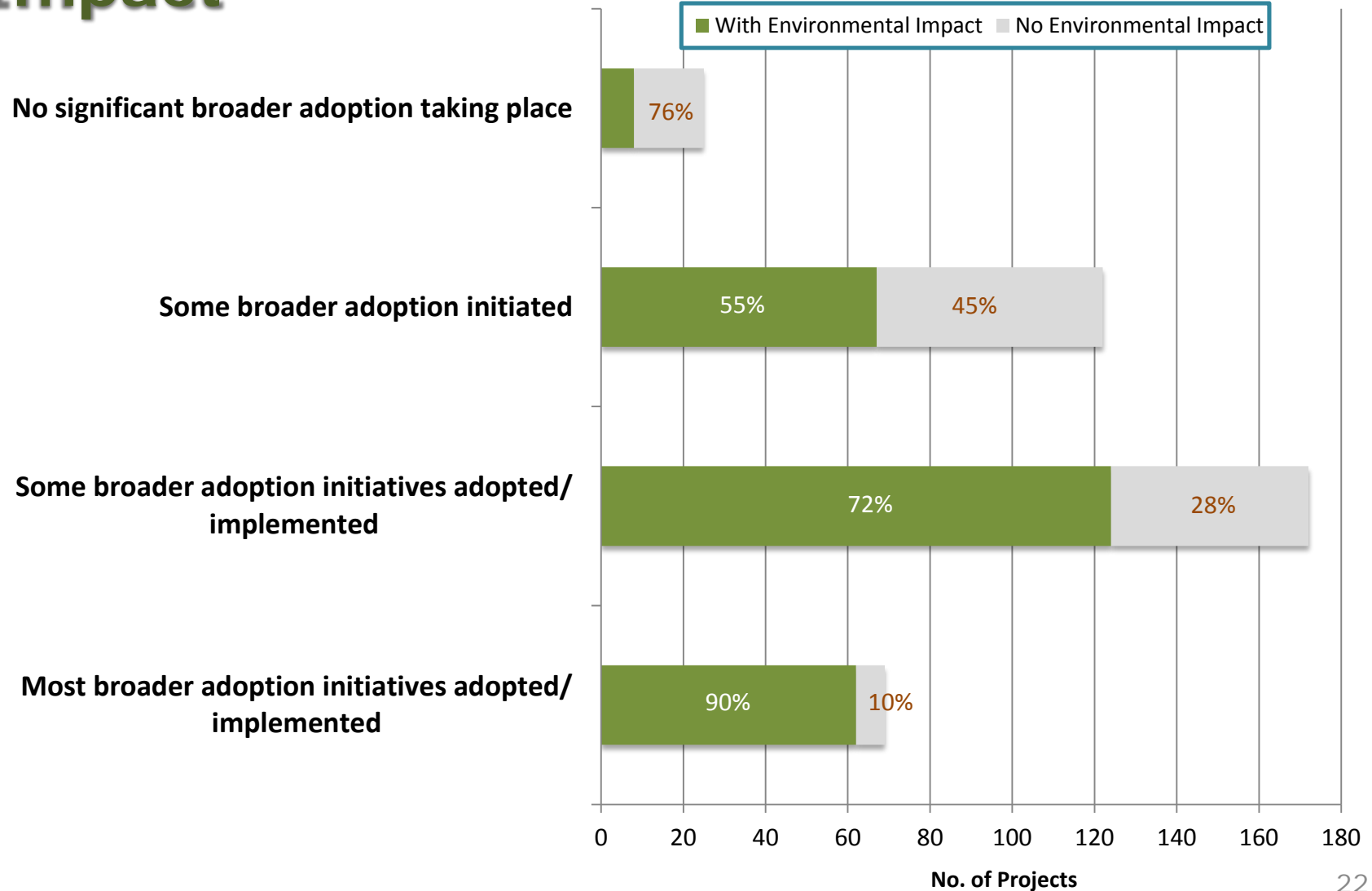
# Broader Adoption at Project Completion



# Mechanisms for Broader Adoption



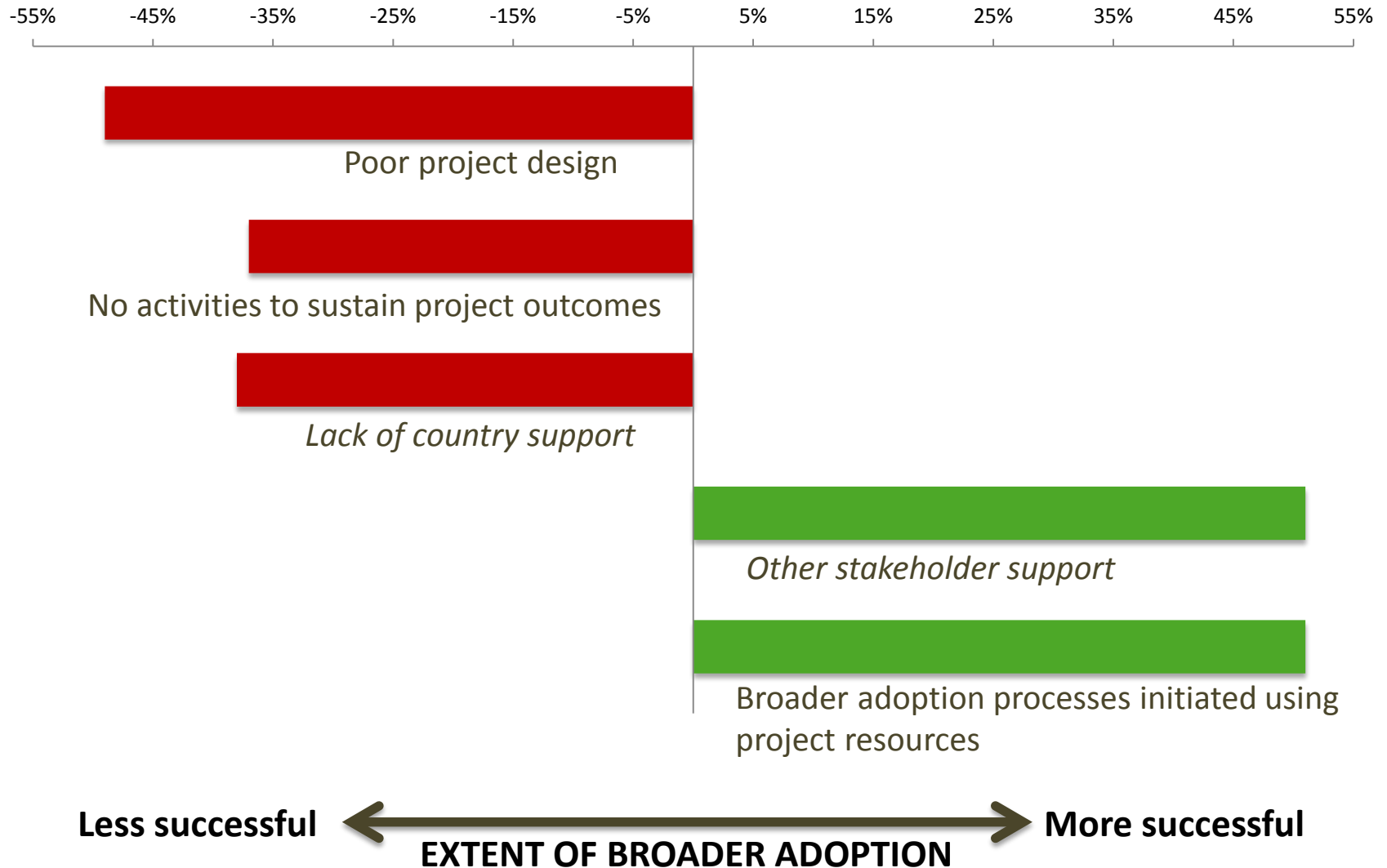
# Broader Adoption and Environmental Impact



# Factors Affecting Progress Towards Impact

	CONTRIBUTING FACTORS	HINDERING FACTORS
PROJECT-RELATED	<ul style="list-style-type: none"> <li>• Good engagement of stakeholders</li> <li>• Highly relevant technology/approach</li> <li>• <i>Broader adoption processes initiated using project resources</i></li> </ul>	<ul style="list-style-type: none"> <li>• Poor project design</li> <li>• No activities to sustain project outcomes</li> </ul>
CONTEXTUAL	<ul style="list-style-type: none"> <li>• Country support</li> <li>• Previous/current related initiatives (by government, global events, etc.)</li> <li>• <i>Other stakeholder support</i></li> </ul>	<ul style="list-style-type: none"> <li>• Other unfavorable political/policy conditions/events</li> <li>• Unfavorable economic conditions/events/ drivers</li> <li>• <i>Lack of country support</i></li> </ul>

# From Immobility to Progress





# Factors Affecting Progress Toward Impact at Project Completion

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REALM OF GEF CONTROL

# Issue 3

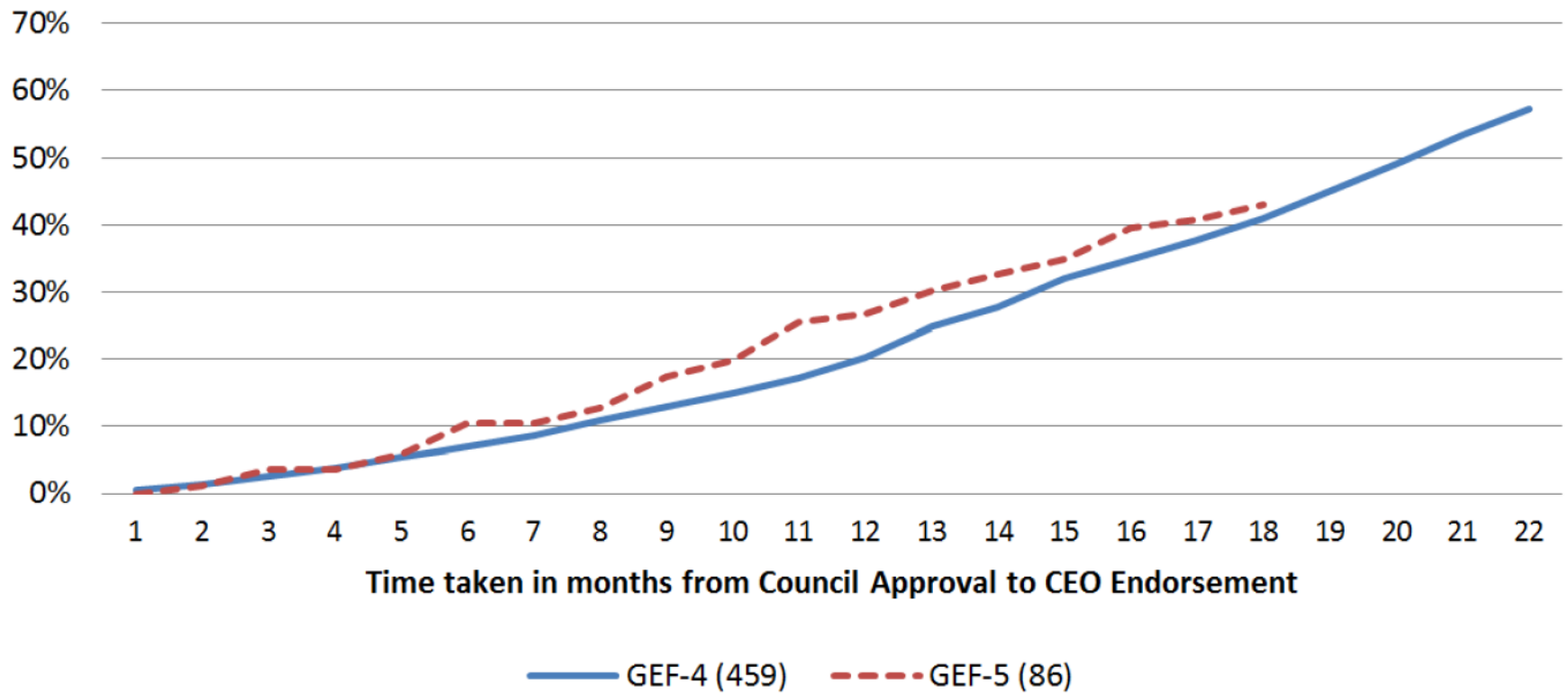
- Project design issues hindered 74% of less successful projects
- These projects were also more susceptible to negative contextual conditions
- Projects that engage stakeholders and that include activities to broader adoption during implementation tend to fare well despite unfavorable contextual conditions
- **Project design and implementation should ensure engagement of stakeholders and allocation of resources towards activities supporting broader adoption**
- A community of practice on broader adoption could bring together country and agency experiences and include expertise from STAP, the Evaluation Office and the Secretariat

# Performance

- Project cycle: analysis has now moved from September 30 2012 to include June 30 2013
- Final report will go to September 30, 2013
- Indicative finding: standard of 18 months from Council approval to CEO endorsement is not met for more than 50% of FSPs
- Further analysis is done for reasons why
- Replenishment should discuss project cycle issues at its third meeting in December

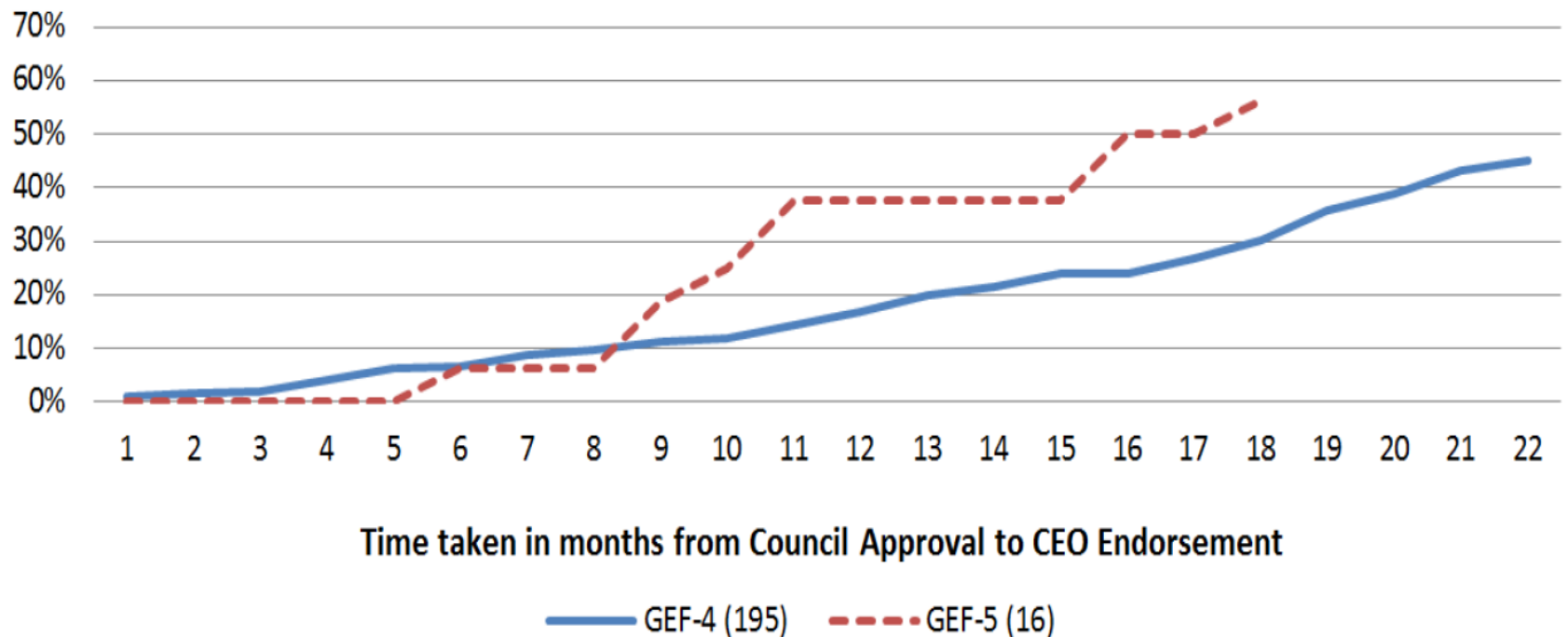
# Less than 50%...

Figure 1: Percentage of FSPs endorsed versus time taken since Council Approval



## But FSPs under programmatic approaches seem to go faster...

Figure 2: Percentage of FSP endorsed versus time since Council Approval (only child projects approved under programmatic approach)



## Issue 4

- The reasons for the failure to meet the 18 month standard are still subject of further analysis
- The Secretariat in its responses to PIFs and CEO endorsement requests has been timely; other factors are being explored
- **The project cycle remains slow and cumbersome and will need to become an issue for discussion in the third replenishment meeting, when the final analysis of OPS5 is available**

# RBM & M&E

- GEF-5 increased the number of goals, objectives, targets, indicators and tracking tools
- Compliance with monitoring requirements has gone down over GEF-4 and GEF-5
  - M&E ratings are slowly decreasing
  - Data generated through GEF support are not always institutionally safeguarded or available
- The cost of monitoring increases if many indicators and targets are adopted – M&E budgeting may not have been sufficient
- RBM and monitoring need to find the right balance between funding for operations and funding for data gathering and analysis

# **RBM and monitoring issue**

- No assessment of costs and benefits of adequate monitoring of the full list of GEF-5 indicators was presented to the fifth replenishment
- Ongoing work on tracking tools puts a question mark on the completeness and reliability of the data reported in AMR part 2
- The GEF may want to measure too much in too great a detail



# GEF-6 increasing the burden?

- The GEF-6 proposals present a significant increase in goals, objectives, programs and components
- SGP as example: it is proposed to introduce 4 programs within SGP, whereas in GEF-5 SGP had no sub-programs
- The on-going joint evaluation of SGP indicates that M&E and RBM in SGP is unrealistic; adding programs will potentially inflate the problem
- The first phase findings will become available shortly and could be taken up

## Issue 5

**The GEF should consider reducing the burden of targets, indicators and tracking tools and reform its results based management system accordingly, so that what gets measured gets measured better, more reliable and more consistent**

# Work in Progress

- Adaptation
- Gender
- CSO engagement
- Private Sector engagement
- STAP
- Health of the Network
- Knowledge Management
- Co-financing



**Thank you**

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