

Terminal Evaluation Validation form, GEF Independent Evaluation Office

1. Project Data

Summary project data			
GEF project ID		2718	
GEF Agency project ID		TF55092	
GEF Replenishment Phase		GEF-3	
Lead GEF Agency (include all for joint projects)		World Bank	
Project name		Development Marketplace	
Country/Countries		Global	
Region		Global	
Focal area		Multifocal Area	
Operational Program or Strategic Priorities/Objectives		GEF OPERATIONAL PROGRAM: OP-1, OP-2, OP-3, OP-4, OP- 5, OP-6, OP- 7, OP-8, OP-9, OP-10, OP-11, OP-12, OP-13, OP-14, OP-15 GEF STRATEGIC PRIORITY: BD -1, BD-2, BD-3, BD- 4, CC-1, CC-2, CC-3, CC4, CC5, CC6 CC-7, IW-1, IW-2, IW-3, SLM-1, SLM-2, POPs-1	
Stand alone or under a programmatic framework		Standalone	
If applicable, parent program name and GEF ID			
Executing agencies involved		World Bank	
NGOs/CBOs involvement		[Indicate as: Lead executing agency; secondary executing agency; one of the beneficiaries; through consultation]	
Private sector involvement (including micro, small and medium enterprises) ¹		Chardust / Kenya; Sujal Tradelinks Pvt Ltd Junagadh / India, one of the beneficiaries	
CEO Endorsement (FSP) /Approval (MSP) date		3/14/2005	
Effectiveness date / project start date		4/29/2005	
Expected date of project completion (at start)		5/30/2008	
Actual date of project completion		5/30/2008	
Project Financing			
		At Endorsement (US \$M)	At Completion (US \$M)
Project Preparation Grant	GEF funding		
	Co-financing		
GEF Project Grant		1.0	0.960
Co-financing	IA own	1.0	1.977
	Government		
	Other multi- /bi-laterals		
	Private sector		
	NGOs/CBOs		0.2
	Other	1.340	0.8
Total GEF funding		1.0	0.960
Total Co-financing		1.340	2.977
Total project funding (GEF grant(s) + co-financing)		2.340	3.937
Terminal evaluation validation information			
TE completion date		5/1/2005	

¹ Defined as all micro, small, and medium-scale profit-oriented entities, including individuals and informal entities, that earn income through the sale of goods and services rather than a salary. ([GEF IEO 2022](#))

Author of TE	Myra Valenzuela, Consultant, WBI - Innovation
TER completion date	1/13/2023
TER prepared by	Ines Freier
TER peer review by (if GEF IEO review)	Jeneen R. Garcia and Ritu Kanotra

Access the form to summarize key project features here: <https://www.research.net/r/APR2023>.

2. Summary of Project Ratings

Criteria	Final PIR	IA Terminal Evaluation	IA Evaluation Office Review	GEF IEO Review
Project Outcomes	Highly Satisfactory	Not rated		MS
Sustainability of Outcomes		Not rated		ML
M&E Design		Not rated		MU
M&E Implementation		Not rated		UA
Quality of Implementation		Satisfactory (performance of bank)		MS
Quality of Execution		Satisfactory (performance of bank)		MS
Quality of the Terminal Evaluation Report			Not rated	U

3. Project Objectives and theory of change

3.1 Global Environmental Objectives of the project: produce global environmental benefits within the Global Development Market place (the Prodoc did not contain a specific environmental objective). The objectives were to fund social entrepreneurs with innovative approaches to end climate change, and to generate and share knowledge with the development community.

3.2 Development Objectives of the project: to expand the pool of funding available for bottom-up innovative projects with global environmental benefits applying to Development Market Place for funding. (Prodoc p.2)

3.3 Were there any **changes** in the Global Environmental Objectives, Development Objectives, or project activities during implementation? What are the reasons given for the change(s)? n/a

3.4 Briefly summarize project's theory of change – describe the inputs and causal relationships through which the project will achieve its long-term impacts, key links, and key assumptions.

The GEF provides co-funding for the Global Development marketplace in a partnership between the GEF and the Development Marketplace (DM). The Development Marketplace is a World Bank program that holds competitions every 18-24 months, to foster innovative ways to combat poverty. Since its inception in 1997, it has worked as an internal mechanism to encourage staff to “think outside the box”.

The Global World Bank Development Marketplace 2005 - “Innovations for Livelihoods in a Sustainable Environment” - is the first thematic global Development Market Place focusing entirely on the environment.

The global level development marketplace has the following objectives:

- Help fund projects that provide local innovative solutions to development problems.
- Expand the pool of funding available for bottom-up innovative projects with global environment benefits applying to DM for funding;

- Assist GEF in meeting its own project objectives by providing a way to reach grassroots social and environmental groups cost-effectively and by finding new ideas with the potential to make a substantial difference in GEF focal areas.

The funded projects conduct innovative activities which will lead to improved livelihoods (outcome) and produce global environmental benefits (impacts). The projects will be replicable to increase their impact. (Prodoc p. 2,3) The project funded six (6) of the 31 winning projects through the Global Development Trust Fund. (ICM p. 3)

4. GEF IEO assessment of Outcomes and Sustainability

Please refer to the GEF Terminal Evaluation Review Guidelines for detail on the criteria for ratings.

The outcome ratings (relevance, effectiveness, efficiency, and overall outcome rating) are on a six-point scale: Highly Satisfactory to Highly Unsatisfactory. The sustainability rating is on a four-point scale: Likely to Unlikely.

Please justify the ratings in the space below each box.

4.1 Relevance and Coherence	MS
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The relevance and coherence of the project is rated as moderately satisfactory due to its shortcomings in project design and coherence with other projects, however the World Bank tried to ensure that the selected innovative projects are in line with the assistance strategies of World Bank.

The Development Marketplace funds projects proposed by individual social entrepreneurs, NGOs, academics, and others based on their own ideas for how to achieve development and conservation results. Thus, projects are not explicitly aligned to national priorities and programs because they are bottom-up projects proposed by those on the ground closest to the problems being addressed.

Nonetheless, to ensure that projects are not contradictory to national priorities, Development Marketplace subjects each potential project to a review by World Bank Country Office staff (as designated by the country director) to (1) validate the legitimacy of the executing team, (2) comment on the implementing group's implementation record, and (3) identify any potential conflict with relevant World Bank strategies and programs (whether stated government priorities, Poverty Reduction Strategy Papers, Country Assistance Strategy, lending operations, etc.). Development Marketplace jurors are not required to reject those rare projects that conflict with country strategies, but jurors are instructed of the poor success rate of past projects where such a conflict has existed. In the very rare cases, where direct synergies have not been identified, the Development Marketplace acts as a catalyst for linking successful winning projects back into World Bank knowledge management and strategies. (ICM p. 2)

The project funded six (6) of the 31 winning projects through the Global Development Trust Fund. The projects run over two years (ICM p. 3). The project objectives covered introducing and installing new environmental technologies during the project lifetime and training beneficiaries in using them. The development marketplace aims at raising additional funds to continue the projects. The project design is not very well suited to achieve the objective due to the short project implementation time which does

not allow institution building and the requested ambitious goals which needed to be downscaled in almost all projects. Innovative projects might fail and require learning but those learning process are not foreseen in the project design, only showcasing the success of projects and finding funding for continuation or replication. The development marketplace offered knowledge exchange sessions on topics like strategic planning, funding resources and environmental awareness (ICM p. 3), specific technical or organizational advice was given to the funded projects by technical advisors. One of the projects could have benefitted from better alignment with local administration and support from environmental authorities to obtain necessary permits (ICM p. 10, Completion report DM 05-448 p. 2)

The funded projects were innovative to different degrees: one of the projects applied for an international patent for its solar oven. The rice duck system in the Philippines is a well-known case for saving on pesticides and using organic manure.

There is no information in the ICM if the six selected projects were connected with ongoing GEF projects.

4.2 Effectiveness	MS
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The project funded six (6) of the 31 winning projects through the Global Development Trust Fund. (ICM p. 3) The ICM rated five out of six projects as moderately satisfactory and one project highly satisfactory but did not provide an overall assessment of effectiveness. Therefore, the overall effectiveness is rated as moderately satisfactory.

Five of six financed innovative projects had to downscale some outputs or did not deliver them at all due to various reasons including the short duration of the projects (ICM p. 3)

4.3 Efficiency	MS
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The ICM did not rate the efficiency of the project, only reported about delays in the implementation of the six innovation projects. All projects but one have completed the implementation as planned as of July 31, 2007. The one project that has not completed is scheduled to reach all of its milestones by the end of September, 2007. As all projects faced some delays for different reason, the efficiency of the project is rated as moderately satisfactory. (ICM p. 7-10)

4.4 Outcome	MS
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The outcome of the project is rated as moderately satisfactory due to its relevance, efficiency and effectivity. The sub-projects demonstrated the use of environmentally friendly technology. The subprojects did monitor and report on environmental outcomes to different degrees.

The six selected projects produced different environmental and economic benefits as detailed below:

1) Environmental results: Through the sub-project (Ground-Source Systems in Hot, Arid Regions), the participating communities could harvest dew in an affordable manner ensuring water security. The greenhouses built through the sub project enabled farmers to grow crops twice a year with significant

increase in yield and reduction of water use. In addition, the project disseminated information both in the local community and in professional scientific circles (on arid area greenhouses) through various conferences and papers

2) Economic benefit - Aside from the positive environmental impact (reducing the amount of oil dumped into the Ngong River/Kenya by over 200,000 liters), the sub project (Credit for safe collection of used oil) created a market for selling used oil, which was hitherto discarded. In addition, the savings and credit group created by the project mobilized mechanics in a savings and credit program with a total loan portfolio of \$31,223.

3) Another sub project (Carbon Collectors in Kibera, Nairobi: A Renewable Energy Business Partnership) had the twin goal of reducing waste and energy costs in Nairobi's slums by buying discarded charcoal dust and transforming into low cost and clean burning briquettes. The charcoal centers as a result of this sub project, provided employment opportunities to "carbon collectors" and improved livelihood security, particularly for women involved in small-scale charcoal sales (economic benefits). This sub project offered a cleaner burning fuel alternative that was 40 percent cheaper than charcoal.

4) A clean energy device built through a sub project (Solar Ovens for Sterilizing Bio-Infectious Waste to sterilize infectious-contagious waste), providing environmental and human health benefits. As a result, the University became interested in developing new academic resources in Alternative Energies, and planned to send students to obtain graduate degrees in the field (environmental consciousness).

5) Beyond the scope of original milestones, the sub project (Benefiting from the Dreaded Janitor Fish) led to a series of laboratory analyses to determine the levels of heavy metals in the janitor fish and two other species of fish in Laguna Bay. Lab results revealed high levels of mercury (environmental benefits knowledge about pollution), leading the project team to recommend more detailed studies to relevant government authorities. (ICR p. 9)

6) The sub project (The Duck Ranger: Rice-Duck Systems to the Rescue) led to improvement in-farm productivity and increase in the income of the participating farmers involved in the duck ranger project in Philippines. This additional income helped the farmers in meeting daily household needs like food, allowance of children going to school, and supporting small scale farm enterprises like raising pigs and chickens. The cost and returns analysis showed an additional net income of US\$ 1,152 for a rice-duck practitioner in a year The farmers also reported reduction in the use of chemicals in farming, with reduced no use of molluscicide (e.g. Bayluscide), and substantial reduction in the use of insecticide, weedicide and rodenticide (DM05-3890 p. 3)

No intended and unintended outcomes were reported, nor how the project positively and/or negatively affected marginalized populations.

4.5 Sustainability	ML
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The sustainability of the project results is rated as moderately likely because risks to the project results were low and the results of some projects were so robust that the implementing organizations will continue to use

the technologies. The ICR did not assess the sustainability of the outcomes of the innovative projects, it only assessed the overall risks to the project results. The risks (summing up financial, technological and institutional risks) to the six innovative projects were rated from low to significant, mostly low (3 projects) and moderate (3 projects) (ICR p. 14). All projects were presented in national and international media to show their potential for replicating or scaling up. (ICR p. 9) The project demonstrated its replication and scalability potential. For instance, at the time of completion of the sub project – ‘Ground –source systems in hot and arid regions’, additional funds from VJ Shah Foundation will strengthen the Kothara Development Outreach Station (DOS) and promote water technology in the area. In the case of the sub-project – Solar ovens for sterilizing bio-infectious waste= the team had a new contract at the time of the project completion with National school of Veterinary as the team conducted technical studies for the sterilization of animal bones. Similarly, the team had submitted a proposal for scaling up with Duck Ranger Project in other regions of Philippines faced with similar problems of golden snail infestations.

5. Processes and factors affecting attainment of project outcomes

Before describing the factors, you may choose to summarize reported outcomes and sustainability here: <https://www.research.net/r/APR2023>.

5.1 Co-financing. To what extent was the reported co-financing essential to the achievement of GEF objectives? If there was a difference in the level of expected co-financing and actual co-financing, what were the reasons for it? Did the extent of materialization of co-financing affect project’s outcomes and/or sustainability? If so, in what ways and through what causal linkages?

The ICR did not report if the co-financing was essential to achieve the GEF objectives. The World Bank co-financed the development marketplace. An international NGO and an international research institute as implementers of subprojects co-financed the sub-projects. Some sub-projects received additional co-financing in cash and in kind which the ICR reported on (ICR p. 3), however they were not included in the final report on co-financing in the ICR (p.1)

5.2 Project extensions and/or delays. If there were delays in project implementation and completion, then what were the reasons for it? Did the delay affect the project’s outcomes and/or sustainability? If so, in what ways and through what causal linkages?

The delays led to some activities being dropped so that all sub-projects could be completed by project end (ICR p. 2). The project has not been extended.

5.3 Stakeholder ownership. Assess the extent to which stakeholder ownership has affected project outcomes and sustainability. Describe the ways in which it affected outcomes and sustainability, highlighting the causal links.

The ICR did not report on stakeholder ownership.

Only the completion report of sub-project 6 referred to difficulties of stakeholder ownership: For example, the main challenge this project faced during implementation was how to enforce the farmer-beneficiaries to pay the association for the cost of ducks as per their agreement. They were able to overcome this obstacle by involving the Municipal Agricultural Officers who knew the farmers well,

together with the agricultural technicians, the farmer leaders, and elders to explain to the beneficiaries that the Association could work only if the members would adhere to the payment. (DM05- 3890 p. 14)

5.4 Other factors: In case the terminal evaluation discusses other key factors that affected project outcomes, discuss those factors and outline how they affected outcomes, whether positively or negatively. Include factors that may have led to unintended outcomes.

Not reported

6. Assessment of project's Monitoring and Evaluation system

Ratings are assessed on a six point scale: Highly Satisfactory to Highly Unsatisfactory.

Please justify ratings in the space below each box.

6.1 M&E Design at entry	MU
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The ICR did not report on the M&E design at entry. The Prodoc referred to World Bank processes for reporting because the development marketplace is a World Bank project. The project document provides a results framework with indicators at the sub-project level, subject to discussion and revision during project implementation. It also states M&E as the responsibility of each sub project, but does not clearly assign roles for monitoring and compiling overall program level indicators. In the absence of assignment of clear responsibilities to assess the progress against the overall program objectives, the M&E design at entry is rated as 'moderately unsatisfactory.

6.2 M&E Implementation	UA
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The ICR did not assess the M&E design implementation. As there is no information on progress against the overall program indicators mentioned in the project document (PD, pg 14), this validation report is unable to assess the quality of M&E implementation.

7. Assessment of project implementation and execution

Quality of Implementation rating is based on the assessment of the performance of GEF Agency(s). Quality of Execution rating is based on performance of the executing agency(s). In both instances, the focus is upon factors that are largely within the control of the respective implementing and executing agency(s). A six-point rating scale is used (Highly Satisfactory to Highly Unsatisfactory), or Unable to Assess.

Please justify ratings in the space below each box.

7.1 Quality of Project Implementation	MS
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The quality of project implementation is rated as moderately satisfactory because the World Bank used the GEF funds in its own project without special emphasis on the GEF requirements in project implementation. The World Bank acted as implementation and execution agency for the project so it is

difficult to distinguish both roles. The main tasks as implementing agency are project preparation and implementation of the development market place which was robust and on track.

7.2 Quality of Project Execution	MS
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As the project was successfully implemented but the project did not comply with GEF requirements in implementation, the quality of project execution is rated as moderately satisfactory.

The ICR states that the World Bank manages the Development Marketplace program with Project Liaison Officers at the Country Office level and an administrative Team in Washington to provide technical assistance and support the projects throughout their two-year implementation. Given the highly positive feedback on the Development Marketplace's role from all six of the GEF-funded projects in the ICRs, the ICR rating for the Bank's performance was Satisfactory. The project teams were very pleased with the team's flexibility and supportiveness throughout the project. In the ICR, there is no information on GEF requirements in implementation like monitoring or safeguards.

8. Lessons and recommendations

8.1 Briefly describe the key lessons, good practices, or approaches mentioned in the terminal evaluation report, including how they could have application for other GEF projects. Lessons must be based on project experience.

8.2 Briefly describe the recommendations given in the terminal evaluation.

Bank: One recommendation given by a project team to improve Development Marketplace operations was to disburse more of the Development Marketplace funds up-front in order to pay for larger cash outlays to get the projects off the ground. In 2005, the projects were disbursed in four tranches, 25%, 30%, 30%, and 15%. In later DM cohorts, this was changed to 50%, 30%, and 20%.

Recipient: Ensure that the working relationship between the project team and the local partner organization is very strong in order to overcome obstacles on the ground. This was successfully achieved by the Rice-Duck project in the Philippines, but the project team working in Kibera (Credit for Safe Collection of Used Oil) experienced delays in implementation due to problems with the partner organization. (ICM p. 18)

9. Quality of the Terminal Evaluation Report

Before rating the quality of the terminal evaluation, click here to summarize your observations on the sub-criteria: <https://www.research.net/r/APR2023>.

A six-point rating scale is used for each sub-criteria and overall rating of the terminal evaluation report (Highly Satisfactory to Highly Unsatisfactory)

Criteria/indicators of terminal evaluation quality	GEF IEO COMMENTS	Rating
1. Timeliness: terminal evaluation report was carried out and submitted on time?	No date for ICR	UA
2. General information: Provides general information on the project and evaluation as per the requirement?	Does not even contain names of the implementing organizations of the six subprojects	U
3. Stakeholder involvement: the report was prepared in consultation with – and with feedback from - key stakeholders?	no	U
4. Theory of change: provides solid account of the project's theory of change?	no	U
5. Methodology: Provides an informative and transparent account of the methodology?	No	U
6. Outcome: Provides a clear and candid account of the achievement of project outcomes?	Repeats results of final reports of the funded projects	MU
7. Sustainability: Presents realistic assessment of sustainability?	<i>Assesses general risks but not provides assessment of sustainability</i>	UA
8. M&E: Presents sound assessment of the quality of the M&E system?	no	U
9. Finance: Reports on utilization of GEF funding and materialization of co-financing?	<i>Reports on co-financing and use of GEF funds</i>	MS

10. Implementation: Presents a candid account of project implementation and Agency performance?	Summarizes information from final reports of six funded projects	U
11. Safeguards: Provides information on application of environmental and social safeguards, and conduct and use of gender analysis?	no	U
12. Lessons and recommendations are supported by the project experience and are relevant to future programming?	yes	MS
13. Ratings: Ratings are well-substantiated by evidence, realistic and convincing?	<i>Given ratings are too positive and not substantiated by sufficient evidence</i>	U
14. Report presentation: The report was well-written, logically organized, and consistent?	no	U
Overall quality of the report	Does not comply with GEF minimum requirements to a terminal evaluation report	U

10. Note any additional sources of information used in the preparation of the terminal evaluation report (excluding PIRs, TEs, and PADs).

Completion report DM 05-448

Completion report DM 05-3890

ANNEX 1. GEF IEO THEORY OF CHANGE FRAMEWORK

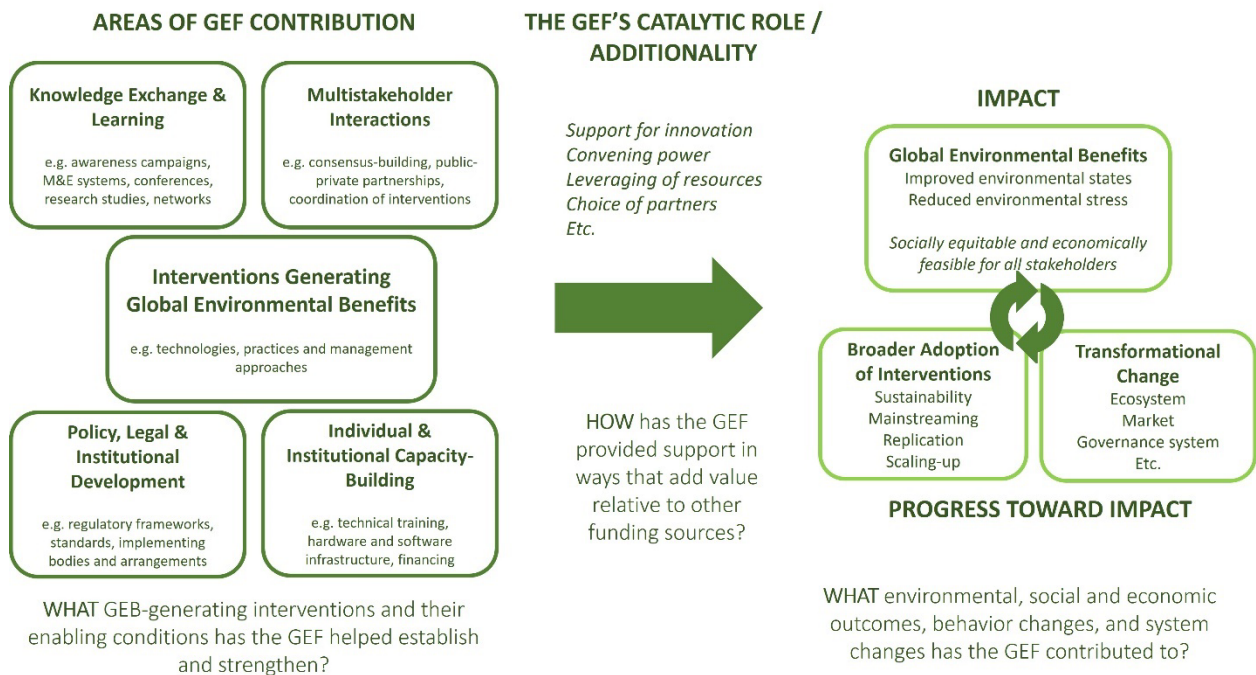


Figure 1. The GEF IEO's updated Theory of Change Framework on how the GEF achieves impact

The general framework for the GEF's theory of change (figure 1) draws on the large amount of evaluative evidence on outcomes and impact gathered over the years by the GEF Independent Evaluation Office. The framework diagram has been updated to reflect the IEO's learning since OPSS5 (GEF IEO 2014, p. 47-50) about how the GEF achieves impact, as well as the evolution of the GEF's programming toward more integrated systems-focused and scaled-up initiatives.

The framework outlines the three main areas that the IEO assesses in its evaluations: a) the GEF's contributions in establishing and strengthening both the interventions that directly generate global environmental benefits, and the enabling conditions that allow these interventions to be implemented and adopted by stakeholders, b) the GEF's catalytic role or additionality in the way that the GEF provides support within the context of other funding sources and partners, and c) the environmental, social and economic outcomes that the GEF has contributed to, and the behavior and system changes that generate these outcomes during and beyond the period of GEF support.

The circular arrow between impact and progress toward impact, as before, indicates how bringing about positive environmental change is an iterative process that involves behavior change (in the form of a broader group of stakeholders adopting interventions) and/or systems change (which is a key characteristic of transformational change). These three areas of change can take place in any sequence or simultaneously in a positively reinforcing cycle, and are therefore assessed by the GEF IEO as indicators of impact.

Assessing the GEF's progress toward achieving impact allows the IEO to determine the extent to which GEF support contributes to a trajectory of large-scale, systemic change, especially in areas where changes in the environment can only be measured over longer time horizons. The updated diagram in particular expands the assessment of progress towards impact to include transformational change, which specifically takes place at the system level, and not necessarily over a long time period.

The updated diagram also more explicitly identifies the link between the GEF's mandate of generating global environmental benefits, and the GEF's safeguards to ensure that positive environmental outcomes also enhance or at the very least do not take away from the social and economic well-being of the people who depend on the environment. Thus the IEO assesses impact not only in terms of environmental outcomes, but also in terms of the synergies and trade-offs with the social and economic contexts in which these outcomes are achieved.

ANNEX 2. DEFINITION OF TERMS

Intervention	Any programmatic approach, full-sized project, medium-sized project, or enabling activity financed from any GEF-managed trust fund, as well as regional and national outreach activities. In the context of post-completion evaluation, an intervention may consist of a single project, or multiple projects (i.e. phased or parallel) with explicitly linked objectives contributing to the same specific impacts within the same specific geographical area and sector. https://www.gefio.org/evaluations/gef-evaluation-policy-2019
Activity (of an intervention)	An action undertaken over the duration of an intervention that contributes to the achievement of the intervention's objectives, i.e. an intervention is implemented through a set of activities. E.g. training, (support to) policy development, (implementation of) management approach.
Outcome	An intended or achieved short- or medium-term effect of a project or program's outputs. https://www.gefio.org/evaluations/gef-evaluation-policy-2019
Impact	The positive and negative, primary and secondary long-term effects produced by a project or program, directly or indirectly, intended or unintended. https://www.gefio.org/evaluations/gef-evaluation-policy-2019
Environmental outcomes	Changes in environmental indicators that could take the following forms: <ul style="list-style-type: none"> • Stress reduction: reduction or prevention of threats to the environment, especially those caused by human behavior (local communities, societies, economies) • Environmental state: biological, physical changes in the state of the environment http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf
Social and economic outcomes	Changes in indicators affecting human well-being at the individual or higher scales, e.g. income or access to capital, food security, health, safety, education, cooperation/ conflict resolution, and equity in distribution/ access to benefits, especially among marginalized groups.
Synergies	Multiple benefits achieved in more than one focal area as a result of a <i>single intervention</i> , or benefits achieved from the interaction of outcomes from at least two separate interventions in addition to those achieved, had the interventions been done independently.

	http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016
Trade-offs	A reduction in one benefit in the process of maximizing or increasing another benefit. http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016
Broader adoption	The adoption of GEF-supported interventions by governments and other stakeholders beyond the original scope and funding of a GEF-supported intervention. This may take place through sustaining, replication, mainstreaming, and scaling-up of an intervention and/or its enabling conditions (see definitions below). http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf
Sustainability	The continuation/ likely continuation of positive effects from the intervention after it has come to an end, and its potential for scale-up and/or replication; interventions need to be environmentally as well as institutionally, financially, politically, culturally and socially sustainable. https://www.gefio.org/evaluations/gef-evaluation-policy-2019
Replication	When a GEF intervention is reproduced at a comparable administrative or ecological scale, often in different geographical areas or regions. http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf
Mainstreaming	When information, lessons, or specific aspects of a GEF initiative are incorporated into a broader stakeholder initiative. This may occur not only through governments but also in development organizations and other sectors. http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf
Scaling-up	Increasing the magnitude of global environment benefits (GEBs), and/or expanding the geographical and sectoral areas where they are generated to cover a defined ecological, economic, or governance unit. May occur through replication, mainstreaming, and linking. http://www.gefio.org/evaluations/evaluation-gef-support-scaling-impact-2019
Transformational change	Deep, systemic, and sustainable change with large-scale impact in an area of major environmental concern. Defined by four criteria: relevance, depth of change, scale of change, and sustainability. http://www.gefio.org/evaluations/evaluation-gef-support-transformational-change-2017
Additionality	a) Changes in the attainment of direct project outcomes at project completion that can be attributed to GEF's interventions; these can be reflected in an acceleration of the adoption of reforms, the enhancement of outcomes, or the reduction of risks and greater viability of project interventions. b) Spill-over effects beyond project outcomes that may result from systemic reforms, capacity development, and socio-economic changes. c) Clearly articulated pathways to achieve broadening of the impact beyond project completion that can be associated with GEF interventions. https://www.gefio.org/sites/default/files/ieo/council-documents/files/c-55-me-inf-01.pdf