



Independent
Evaluation Office
GLOBAL ENVIRONMENT FACILITY

Expanded Constituency Workshop

Enhancing global environmental benefits through excellence
in evaluation

Session of the Independent Evaluation Office (IEO) of the GEF

Dennis Bours - Evaluation Officer

26 October 2017



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Sixth Comprehensive Evaluation of the GEF (OPS6)

**Presentation on the
Draft Final Report**

Outline

1 Overview

Objective, Methodology, Limitations & Quality Assurance
GEF Portfolio
Strategic Relevance

2 Performance and Impact

Overall Performance and Impact
By Focal Area

3 Programmatic Approaches and Integrated Approach Pilots

4 Institutional Framework

5 Conclusions and Recommendations

SECTION 1

Overview

Objective

To provide solid
evaluative evidence to
inform the
replenishment
negotiations for

GEF-7

Methodology

29 evaluations and
studies

Mix of qualitative and
quantitative approaches
including geospatial
analysis

Formative approaches to
evaluate ongoing programs

Limitations

**Limitations
imposed by data
and timing**

OPS6 Overview

Quality assurance panel

Dr. Hans Bruyninckx

Dr. Holly Dublin

Prof. Osvaldo Feinstein

Dr. Sunita Narain

Dr. Kazuhiko Takemoto

Statement on quality of OPS6 included in annex A

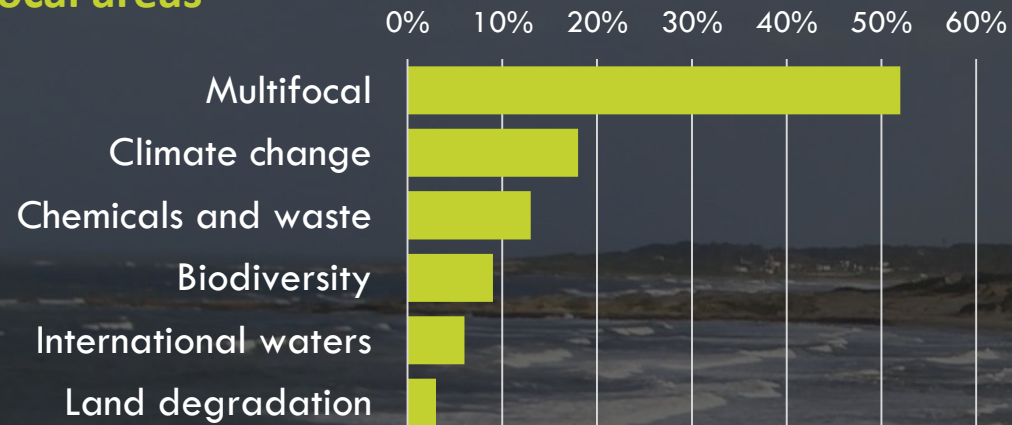
444 projects

\$2.4 billion

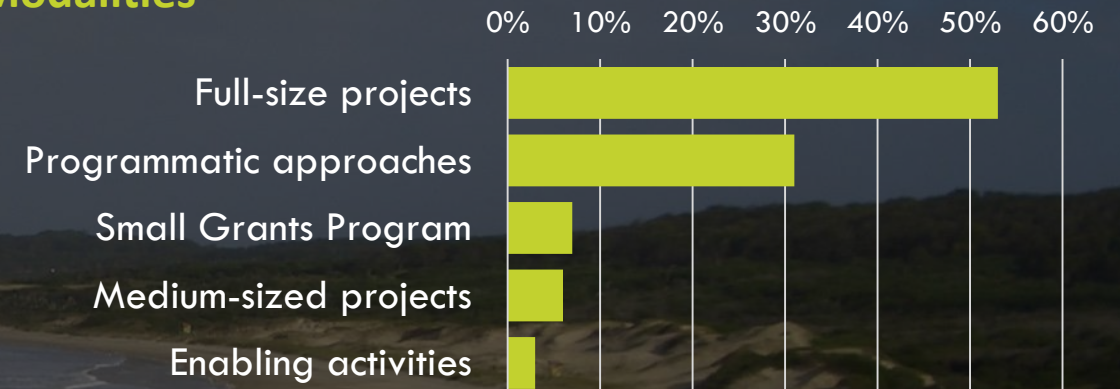
GEF-6 Overview

Portfolio (as of June 30, 2017)

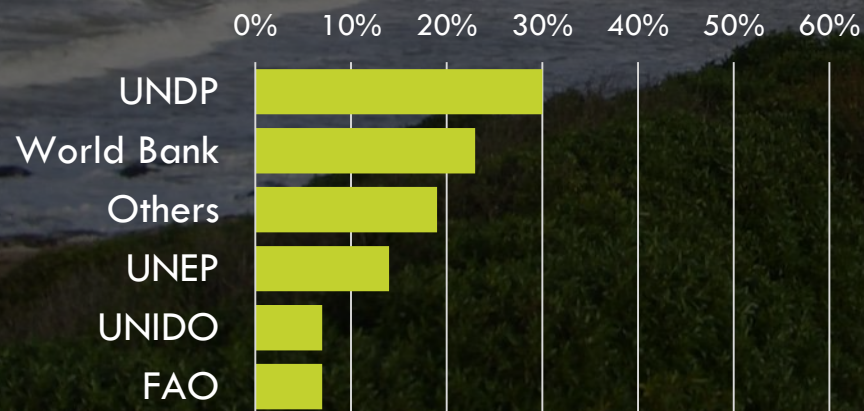
Focal areas



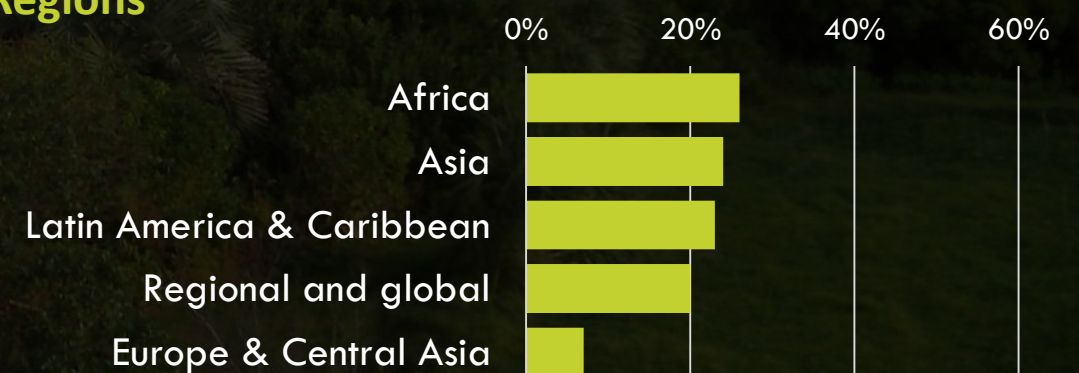
Modalities



Agencies



Regions



OPS6 Overview

Strategic relevance

Conventions. Main funding mechanism for:



Convention on
Biological Diversity



STOCKHOLM
CONVENTION



United Nations
Framework Convention on
Climate Change



United Nations
Convention to Combat
Desertification



MINAMATA
CONVENTION
ON MERCURY

Countries

More than
140
recipient
countries

Support for
middle
income
countries
remains
important

Support to
**LDCs and
SIDS**
has increased

Also relevant to the

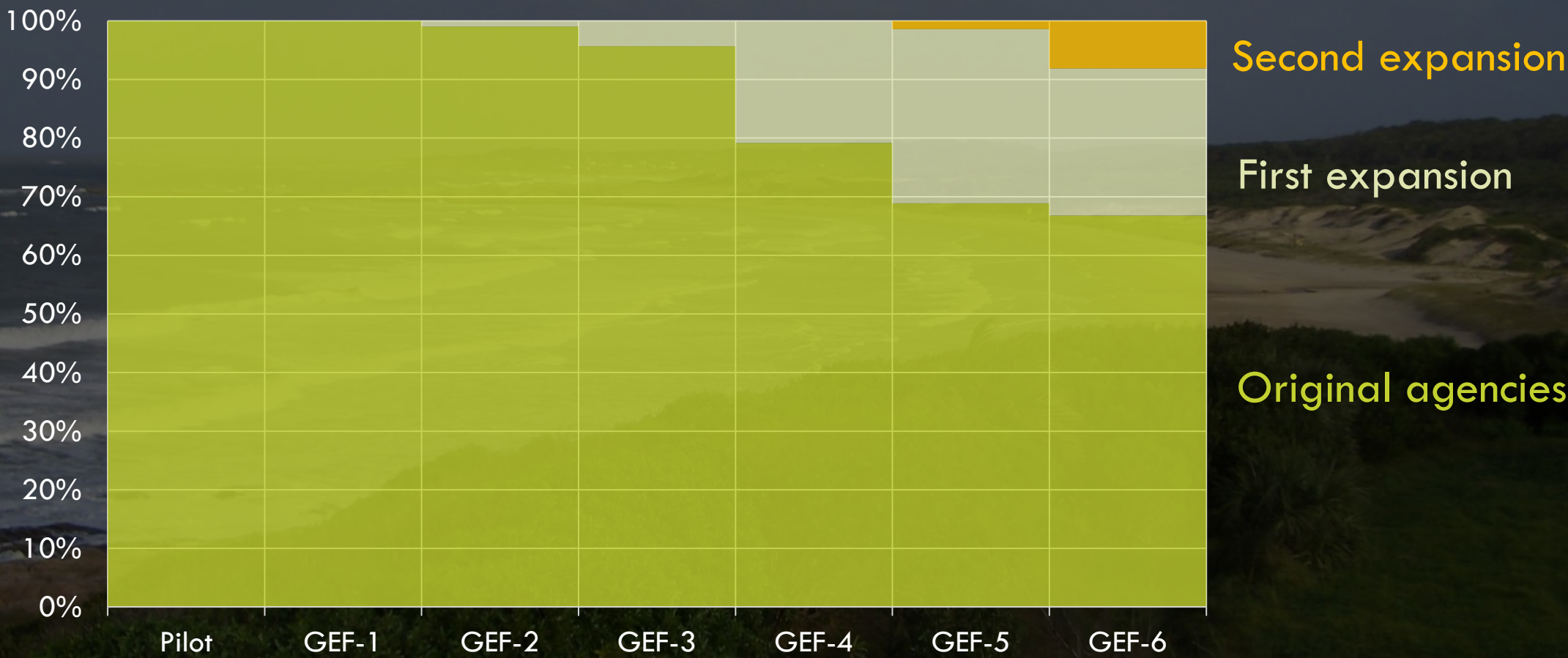


**SUSTAINABLE
DEVELOPMENT** **GOALS**

GEF Overview

Relevance to agencies

Share of GEF Portfolio by lead agency in million \$





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SECTION 2

Performance and Impact

Performance and Impact



Satisfactory outcomes



of projects have outcomes that are likely to be sustained

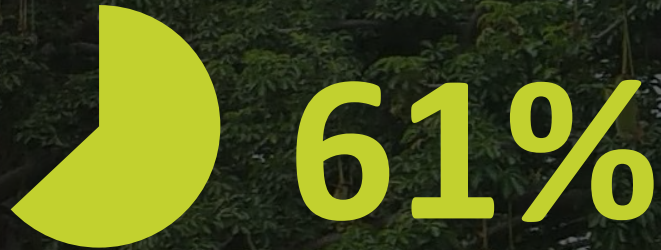
Drivers of good performance:

- Project design
- Quality of implementation and execution
- Materialized co-financing

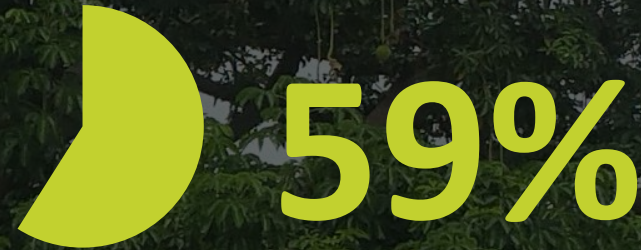
- Performance and sustainability of outcomes > in **middle income countries**
- Institutional capacity challenges in Africa

PERFORMANCE AND IMPACT

Broader adoption and transformational change



of projects achieved
broader adoption



of projects achieved
environmental stress reduction

Mechanisms for broader adoption:

- + Mainstreaming and replication
- Scaling-up and market change

Success factors for transformational change:

- Clear ambition in designs
- Addressing market reforms through policies
- Mechanisms for financial sustainability
- Quality of implementation and execution
- May be achieved by projects of different size

PERFORMANCE AND IMPACT

Examples: transformational change

Uruguay

Wind power
2008: 0%
2016: 33%

Africa

1.3 mln – quality
solar lanterns;

Private market
transformed

Amazon

13.2 mln ha – strict
protection
10.8 mln ha –
sustainable use

China

Wind power
2005: 1.3 GW
2015: 129.3 GW

Namibia

98% PAs improved;

Doubled number of
wild dogs, leopards,
cheetahs, lions
(2004–12)



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SECTION 2, continued

Performance and Impact; Focal Areas

FOCAL AREA STUDIES

Common findings

Relevant to conventions

Strong performance ratings on outcomes with limited variation

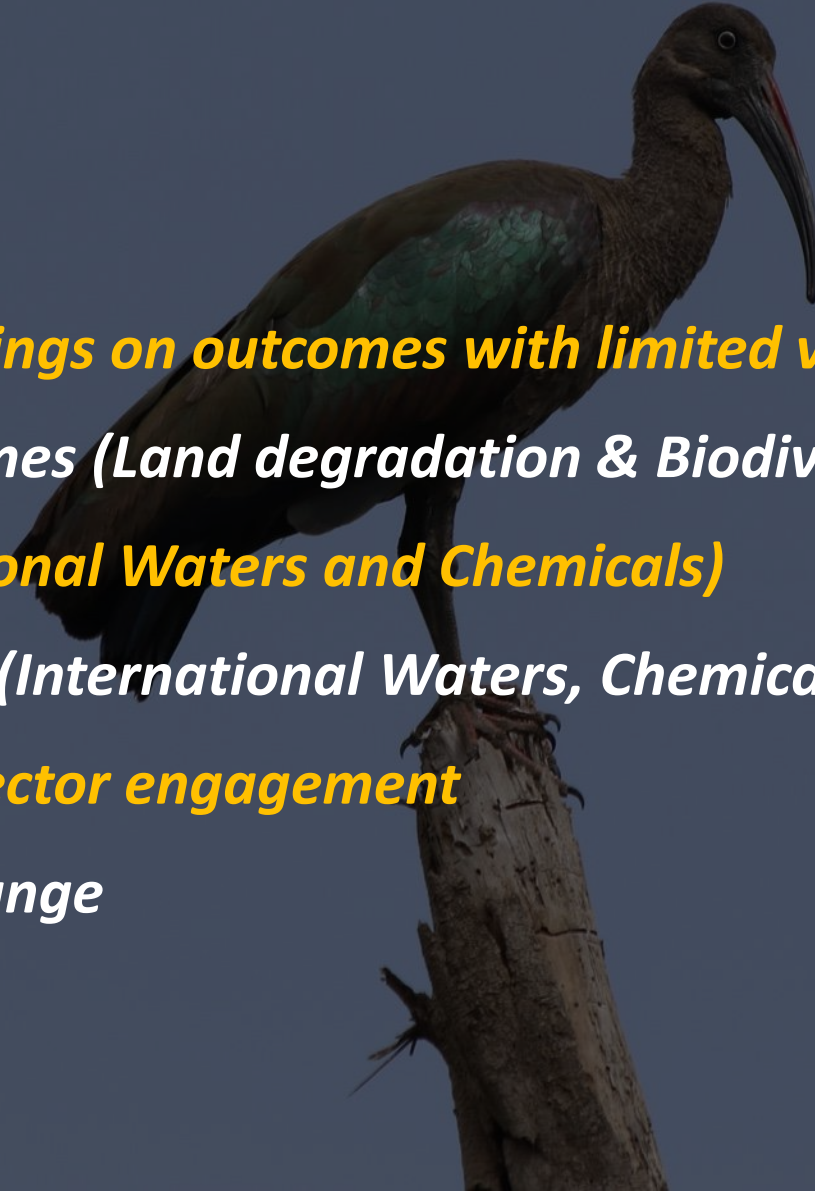
Sustainability of outcomes (Land degradation & Biodiversity)

M&E Design (International Waters and Chemicals)

M&E Implementation (International Waters, Chemicals and Multifocal)

Variation in private sector engagement

Transformational change



FOCAL AREA STUDIES

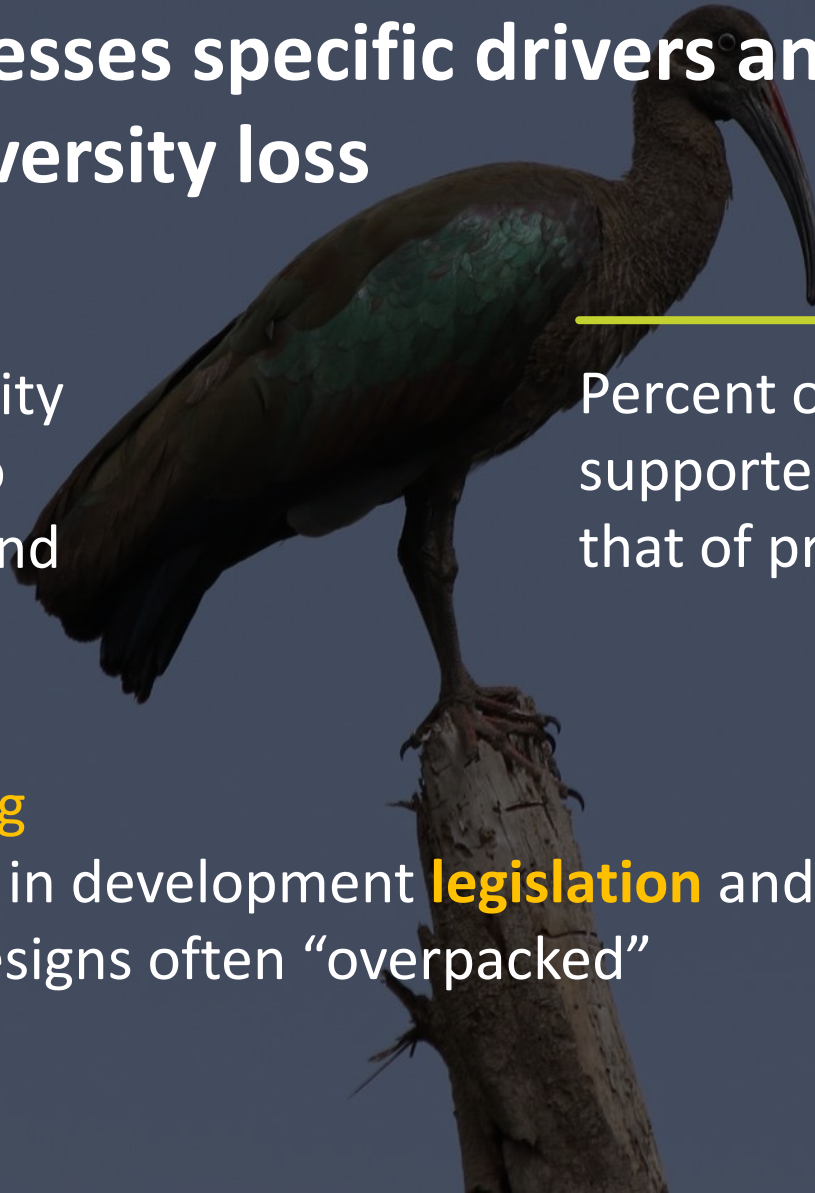
Biodiversity: Addresses specific drivers and pressures of biodiversity loss

Increase in the biodiversity **mainstreaming** portfolio with focus on reforms, and improved outcomes

Percent of forest loss in GEF supported protected areas was **half** that of protected areas not supported

Access to Benefits Sharing

Support to 100 countries in development **legislation** and discovery of “promising compounds”; project designs often “overpacked”





FOCAL AREA STUDIES

Climate change

Niche areas in changing
landscape

Upstream approaches
including policy reform
to accelerate market
development and create
an enabling
environment for
investment

Risk sharing
approaches

Piloting
innovative
technologies

Collaborating
with other
climate funds and
MDBs to scale up
investments

FOCAL AREA STUDIES

Climate change: Examples



China



Bosnia and Herzegovina



Mauritius

297 projects
1.37 billion

FOCAL AREA STUDIES

Climate change adaptation (LDCF/SCCF)



of projects have a high to very high probability of delivering tangible adaptation benefits

- Highly relevant to UNFCCC COP guidance and the GEF Adaptation Strategy
- Agriculture, NRM and climate information systems / disaster risk management



of completed projects received sustainability ratings in the likely range

- Resource availability: Constraint to actual scaling up

FOCAL AREA STUDIES

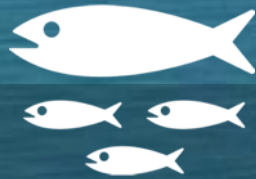
International waters

**Support to
multiple regional
and global
treaties**

**High level of
contemporary
relevance**

**Planetary
boundaries and
environmental
tipping points**

**Significant
emphasis on
knowledge and
learning**



**Dominance of marine and
ocean investments**

\$\$\$

**Decline of the
funding envelope**



FOCAL AREA STUDIES

International waters: Examples



Pacific Islands



GloBallast



Hai River Basin

FOCAL AREA STUDIES

Land degradation

Strategy

Shift towards **integrated landscape**

Shift from linkages towards land degradation **neutrality**

Portfolio

High level
of effort in

Africa

Addresses the
local
socioeconomic

drivers



Climate risks, contextual factors, restoration

FOCAL AREA STUDIES

Land degradation



Gambia



Tanzania



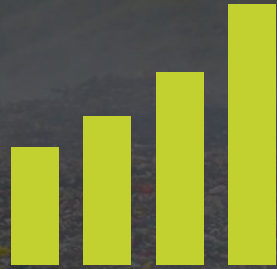
Cuba

FOCAL AREA STUDIES

Chemicals and waste



Strong
government
ownership



Private sector
commitment



Balancing hard
outcomes metrics
against relatively softer
interventions



Promoting
sector-wide
approaches

FOCAL AREA STUDIES

Chemicals and waste



Georgia



China



Mauritius

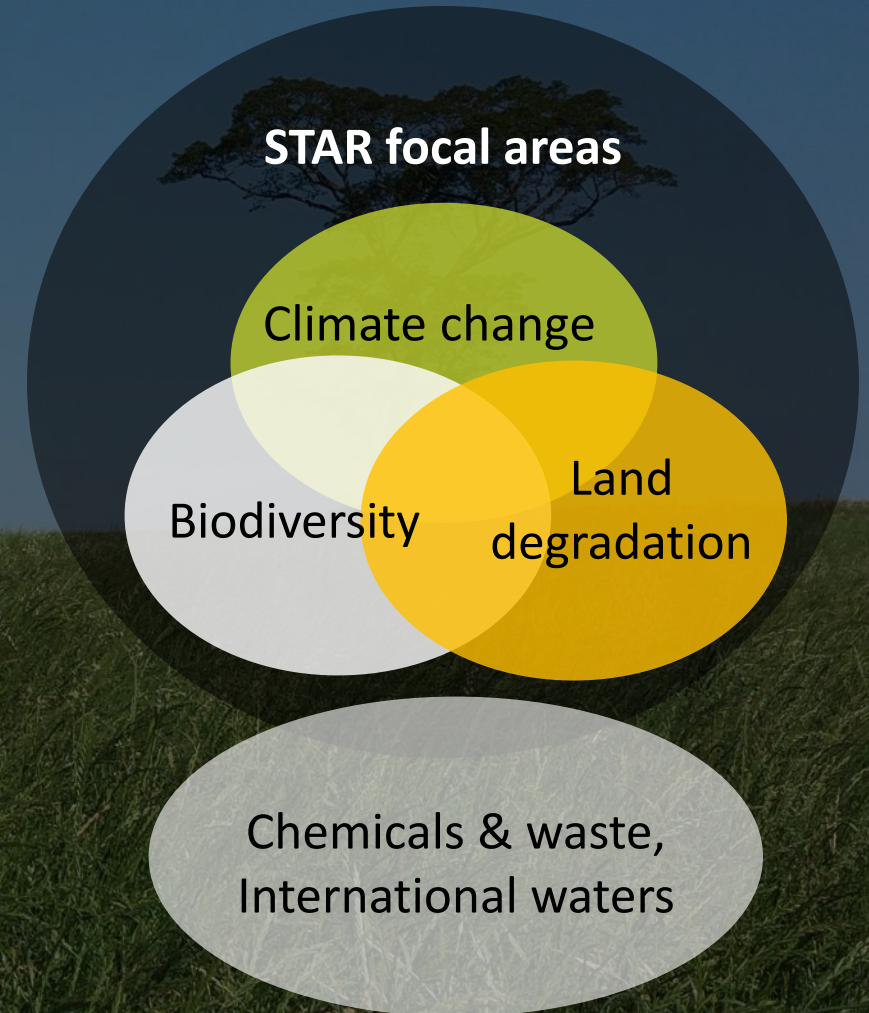
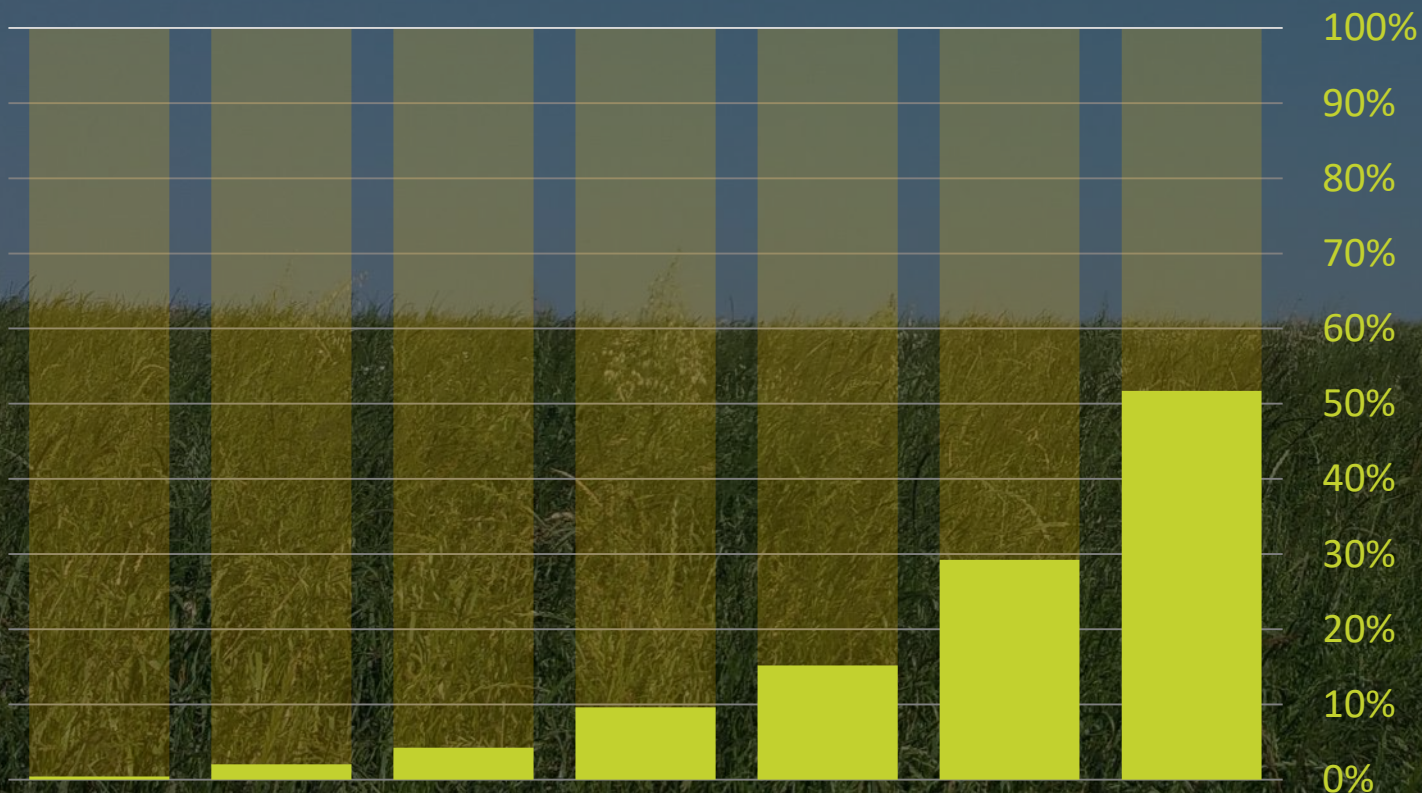
77% satisfactory outcomes
61% likely sustainable

FOCAL AREA STUDIES

Multifocal

Share of portfolio is growing

Pilot GEF-1 GEF-2 GEF-3 GEF-4 GEF-5 GEF-6



FOCAL AREA STUDIES

Multifocal



Majority of projects
generated multiple benefits



Potential to enhance
synergies and mitigate trade-
offs



Institutional
arrangements for
sectoral integration

FOCAL AREA STUDIES

Multifocal

Enhancing synergies



Senegal



Brazil

Mitigating trade-offs through
value addition



China

Do GEF interventions yield positive returns on investment?

Land degradation

\$1:1.08

**43.52
tC/ha**

Biodiversity

\$1:1.04



LAND DEGRADATION

Value for money: Factors



Lag time of
4.5 to 5.5 years for
impacts to be
observed

Access to electricity
associated with higher
impact

Higher impact observed
in areas with poor initial
conditions

+

Vegetation productivity

-

forest loss and
land fragmentation



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SECTION 3

Programmatic Approaches and Integrated Approach Pilots (IAPs)

PROGRAMMATIC APPROACHES

Findings



Program child projects perform slightly better than standalone projects



Outcome performance, cost effectiveness and efficiency decline with increased complexity



Coherence in project-program objectives has improved, but results focused on projects rather than programs

PROGRAMMATIC APPROACHES

Global Wildlife Program



Relevant to biodiversity strategy

Comprehensive theory of change
addressing illegal wildlife trade

Global coordination grant

Simplified M&E framework



Gaps in geographic and species coverage

Structural limitations caused by funding
mechanism

Political will and corruption not explicitly
addressed

Minimal funding for demand reduction

INTEGRATED APPROACH PILOTS

Designed to build on **linkages** and **connections** across focal areas
Formative evaluation based on **30** child projects approved



Sustainable cities

Challenges to rapid urbanization in
28 cities



Commodities

Tropical Deforestation caused by
soy, beef and palm oil in 4
producing countries



Food Security

Smallholder agriculture and food
value chains in 12 African countries

INTEGRATED APPROACH PILOTS

Relevance



GEF has an important convening role



Countries/cities relevant to drivers of environmental degradation



Draw on comparative strength of the Agencies and think tanks



of respondents agree that IAP child projects will address conventions at multiple levels

INTEGRATED APPROACH PILOTS

Design



Coherence in objectives between program and child projects

Emphasis on knowledge exchange through dedicated platforms

Designed for scale up, replication and market transformation

Gender and resilience addressed



Alignment between project and program outcome indicators varies

Limited demonstration of program additionality

Room to improve on GEB target setting

INTEGRATED APPROACH PILOTS

Process



Relevant selection of countries, cities and agencies but process varied

Set-aside funds provided incentives for countries



Agency, city and country selection process not always clear

Under estimation of time to design and launch a complex program

Limited private sector participation

INTEGRATED APPROACH PILOTS

Lessons

Design

- ✓ Demonstration of GEF additionality and comparative advantage
- ✓ Alignment of objectives between child projects and programs should translate into alignment of indicators
- ✓ Standardized measurements for GEB targets

Process

- ✓ Agency selection based on comparative advantage
- ✓ Transparency and clear criteria for agency and country selection
- ✓ Clarity on partnership arrangements

Monitoring progress

- ✓ Effectiveness of knowledge platforms
- ✓ Program and Project Outcomes

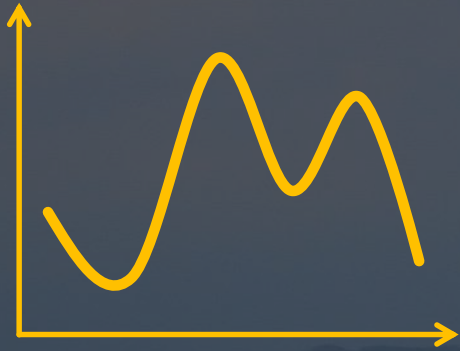
SECTION 4

Institutional Framework



INSTITUTIONAL FRAMEWORK

Financing



Exchange rate
volatility

\$£¥€

Donors have
delivered on funding
commitments



Fragmentation in
donor funding



Ability to offer grants
and
non-grants
appreciated

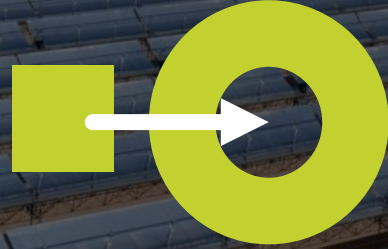
460 projects
\$2,5 million in GEF investments

INSTITUTIONAL FRAMEWORK

Private sector



Not an area of
comparative
advantage



Operational
restrictions constrain
engagement



Climate change
investments feature
heavily



**Needs to be seen as
a partner, not only a
source of funding**

91 projects

\$732.6 million in GEF investments

INSTITUTIONAL FRAMEWORK

Non-grant instrument



Greater diversity in
use of NGI, beyond
climate change



Technical assistance
plays a significant
role



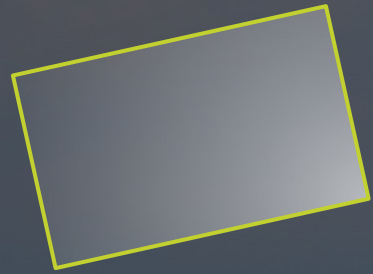
Accessing NGI
funds



In-house capital markets
expertise

INSTITUTIONAL FRAMEWORK

System for Transparent Allocation of Resources (STAR)



Enhanced resource
allocation transparency
and predictability



Complex



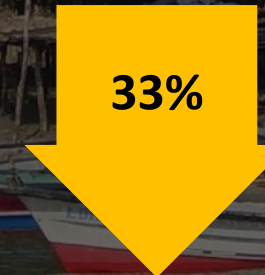
GEF-6 STAR increases in
allocation to least developed
countries

SHORTFALL



19%

Country allocations



33%

Allocation for
non-SIDS,
non-LDCs

INSTITUTIONAL FRAMEWORK

Governance



73%: GEF is effectively governed

CSO network is relevant

Council has good regional balance
and is transparent



Transparency in management

Conflict of interest risks of CSOs serving as GEF
agencies

Limited delegation from Council to committees

Independent Chair

INSTITUTIONAL FRAMEWORK

Health of expanded partnership



Increase in access to new capacities

New agencies are catching up quickly

70%: STAP provides high quality knowledge



Inter agency competition counterproductive

Efficiency trade offs with expansion

STAP can play a stronger unifying role

INSTITUTIONAL FRAMEWORK

Gender



**Modest
improvements**



**Gender analysis
= higher gender
ratings**



**Policy does not
provide a clear
framework**



**Gender Partnership is
evolving into a
platform to build a
constituency**

INSTITUTIONAL FRAMEWORK

Safeguard policies and indigenous people



Catalytic role in many GEF agencies



Gaps in the GEF Minimum Standards



Absence of guidance on safeguards reporting during project implementation



GEF projects that include indigenous peoples has increased substantially



Most agencies fully consistent with obligations under Minimum Standard 4: indigenous people



UNDP SGP is primary modality for engagement with IPs

INSTITUTIONAL FRAMEWORK

PMIS, RBM, Knowledge management: PROGRESS OBSERVED



Project Management Information System

Data quality needs to keep
up with partnership needs



Results-Based Management

Promotes accountability,
limited learning



Knowledge Management

Used, and facilitates
information sharing and,
but access is limited



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SECTION 5

Conclusions and Recommendations



Conclusions; GEF's Comparative Advantages

RELEVANCE

1. Serves multiple conventions and broad range of environmental issues
2. Strong Support to LDCs and SIDS

PERFORMANCE

3. Long history of good performance
4. Ability to address linkages and synergies between focal areas

TRANSFORMATIONAL

5. Ability to create an enabling environment in countries through legal and regulatory reforms
6. Delivers innovative financial models and risk-sharing approaches

Recommendations

Strategic

1. Strategic positioning
2. Transformational change
3. Integration based on additionality

Financial

4. Financial management
5. Private sector management

Policies

6. Gender equality
7. Safeguards and indigenous people

Institutional

8. Operational governance
9. Systems for data, monitoring and knowledge



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Draft final report