



Independent
Evaluation Office
GLOBAL ENVIRONMENT FACILITY

Expanded Constituency Workshop

Session of the Independent Evaluation Office, GEF

Kseniya Temnenko – Knowledge Management Officer

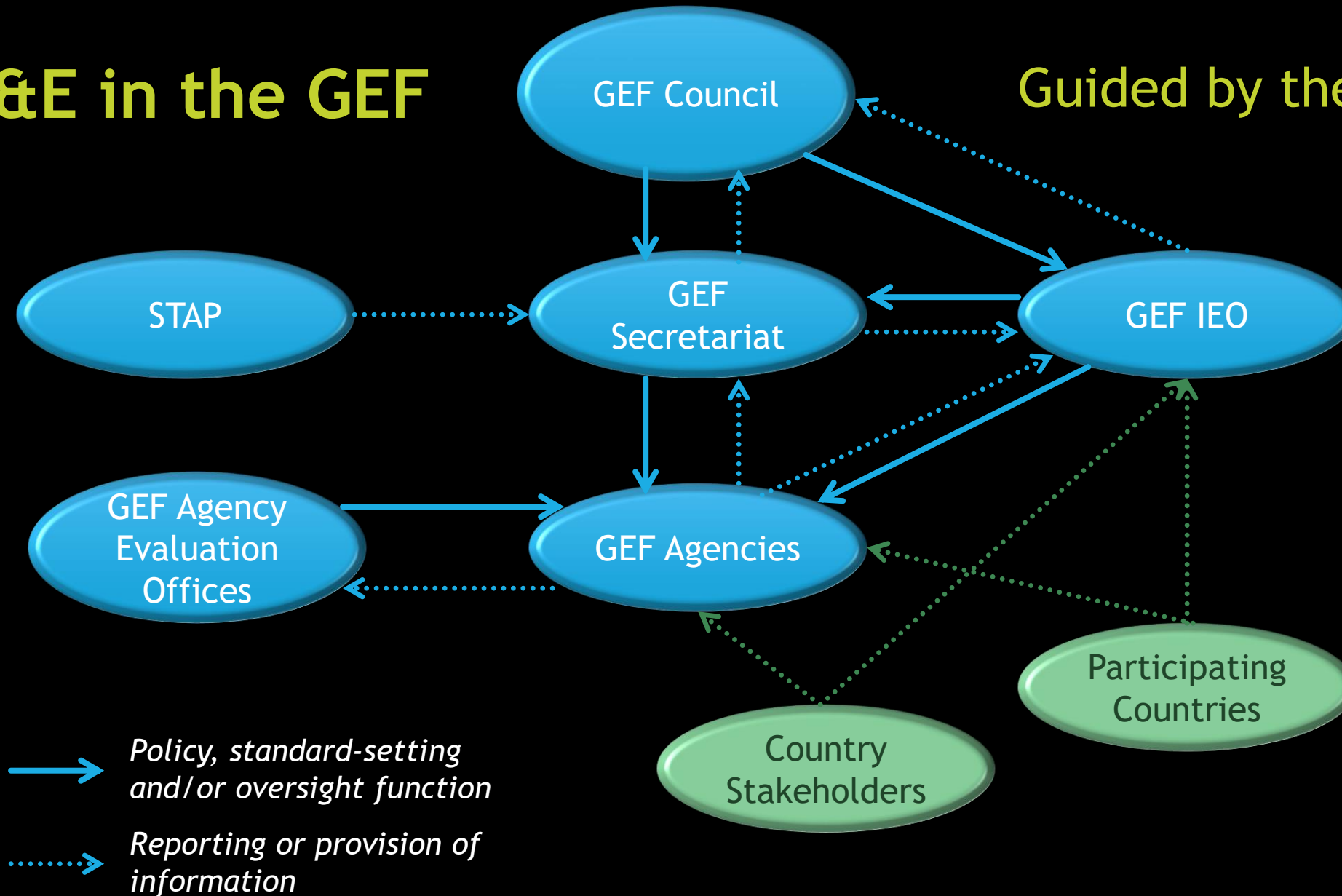
2017



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M&E in the GEF

Guided by the M&E Policy

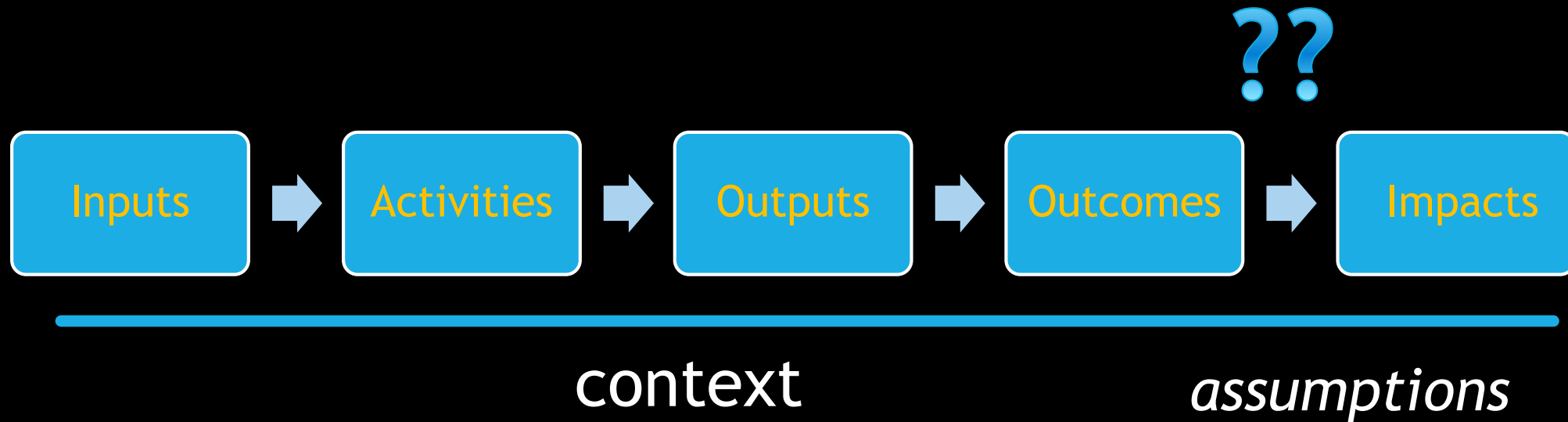


GEF Independent Evaluation Office

Functions

- Independent evaluation
- Setting of minimum standards (normative)
- Quality control (oversight)
- Knowledge sharing and dissemination

M&E starts with a THEORY OF CHANGE



How do we achieve
IMPACT?



Independent
Evaluation Office
GLOBAL ENVIRONMENT FACILITY

Enhancing global environmental benefits through
excellence in evaluation



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Update on the Sixth Comprehensive Evaluation of the GEF (OPS6)

OPS6 Update

- 1 Context
- 2 Performance and Impact
- 3 Policies and Institutional Issues
- 4 Financing, Governance and Partnership



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SECTION 1

Context

Completed (17/29)

March

April

May

June

July

August

September

Focal Area Studies

International waters

Chemicals and waste

- Land degradation
- Climate change
- Biodiversity

Mainstreaming / Cross cutting

Joint GEF-UNDP

Evaluation of the Small
Grants Programme

- The GEF Non-grant Instrument
- GEF Engagement with the Private Sector
- Evaluation of the Gender Mainstreaming Policy
- Review of the GEF Agency Minimum Standards on Environmental and Social Safeguards
 - Review of the Indigenous Peoples Policy
 - Review of the Resource Allocation System STAR

Completed (17/29)

March

April

May

June

July

August

September

Performance and Impacts

Trends in Performance (replacing
APR 2017)

A Value for Money Analysis of GEF
Interventions in Land Degradation
and Biodiversity

Measuring Environmental Outcomes
Using Remote Sensing and
Geospatial Methods

Program Evaluation of the Least
Developed Countries Fund

Impact Evaluation of GEF Support to
Protected Areas and Protected Area
Systems

Impact of GEF Support on National
Environmental Laws and Policies in
Selected Countries

● Transformational Engagements

● Program Evaluation of the Special Climate Change Fund

● Evaluation of Programmatic Approaches in the GEF

● Project-Level Accomplishments/ Progress
toward Impact

● Evaluation of Integrated Approach Pilots

● Evaluation of the Illegal Wildlife Trade
Program Study

● Evaluation of the Multiple
Benefits of GEF Support through
Its Multifocal Area Portfolio

Completed (17/29)

March

April

May

June

July

August

September

Institutional Issues

Evaluation of the
Expansion of the GEF
Partnership

● Review of the GEF Approach to Results-Based Management

● GEF6 Strategy, Global Relevance

Evaluation of the GEF
CSO Network

● Evaluation of the Knowledge Management System

● Review of the Comparative Advantage,
Financing, and Governance of the GEF
Partnership

OPS6

● Early findings

● Full OPS6 report

OPS6 Evaluation Briefs



Evaluation of Programmatic Approaches in the GEF - Brief



Climate Change Focal Area Study - Brief



Impact Evaluation of GEF Support to Protected Areas and Protected Area Systems - Brief



Review of the GEF Approach to Results-Based Management - Brief



Sixth Comprehensive Evaluation of the GEF: Update and Synthesis - Brief



Review of the Comparative Advantage, Financing, and Governance of the GEF Partnership - Brief



Evaluation of the GEF - Civil Society Organization (CSO) Network - Brief



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



Evaluation of the Multiple Benefits of GEF Support - Brief



The GEF Nongrant Instrument - Brief



A Value for Money Analysis of GEF Interventions in Land Degradation and Biodiversity - Brief



Land Degradation Focal Area (LDFA) Study - Brief



GEF Engagement with the Private Sector - Brief



Measuring Environmental Outcomes Using Remote Sensing and Geospatial Methods - Brief



Project-Level Accomplishments - Brief



Program Evaluation of the Least Developed Countries Fund (LDCF) - Brief



International Waters Focal Area Study 2016 - Brief



Program Evaluation of the Special Climate Change Fund (SCCF) - Brief



Review of the GEF Agency Minimum Standards on Environmental and Social Safeguards - Brief



Chemicals and Waste (CW) Focal Area Study - Brief



Evaluation of the Expansion of the GEF Partnership - Brief



Transformational Engagements - Brief



Impact of GEF Support on National Environmental Laws and Policies in Selected Countries - Brief

GEF IEO website

23 briefs

Terminal evaluations for all GEF countries

Site visits to 41 countries



GEF relevance



United Nations
Framework Convention on
Climate Change



**Convention on
Biological Diversity**



UNFF



United Nations
Convention to Combat
Desertification



**MINAMATA
CONVENTION
ON MERCURY**



**Stockholm Convention
on persistent organic
pollutants (POPs)**



**Evolution of the focal areas
strategies**



**Commitment to the
mandate alongside
innovation**



**Spread across
countries and sectors**



**Responsiveness to
convention
secretariats**

SURVEY RESULTS

Comparative advantages of the GEF



Broad coverage of
environmental issues

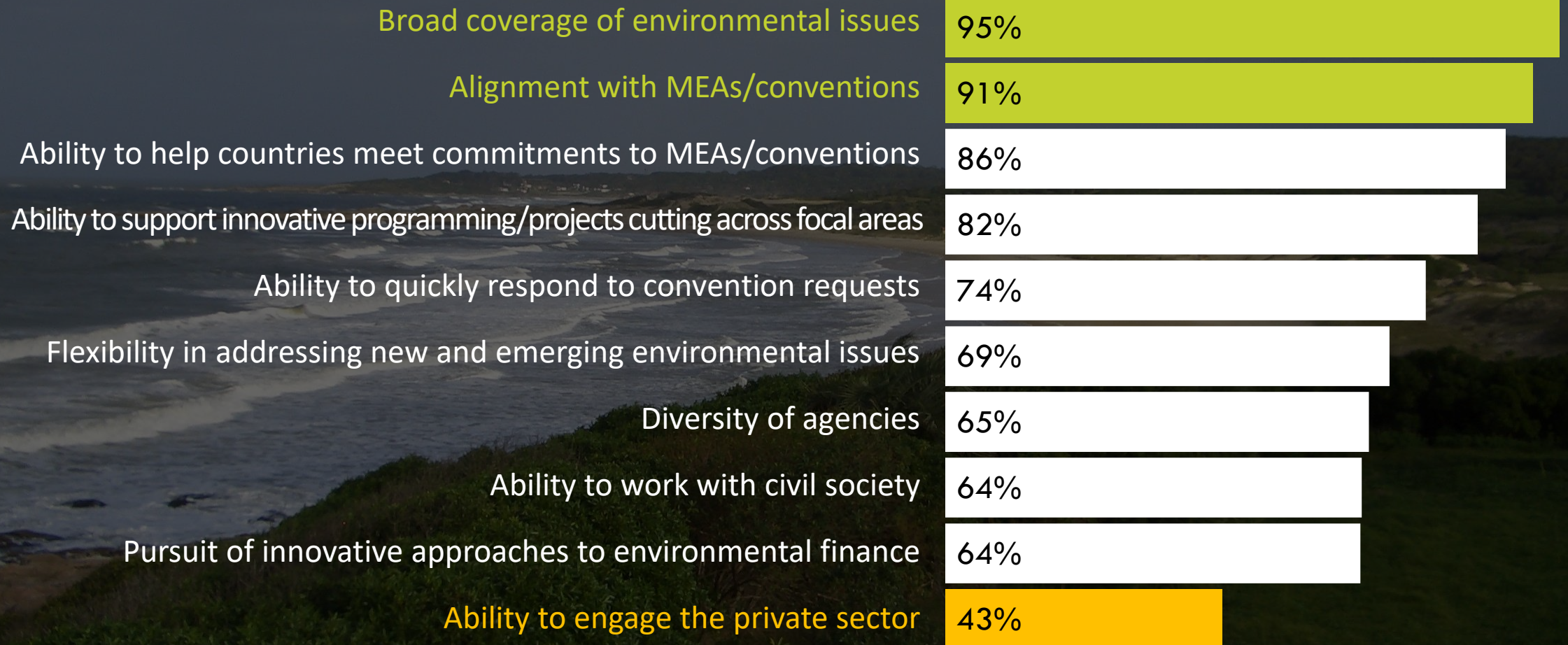


Alignment with MEAs and
conventions



SURVEY RESULTS

Comparative advantages of the GEF



STRATEGIC DIRECTIONS

Toward an integrated approach



Multifocal projects
Programmatic approach

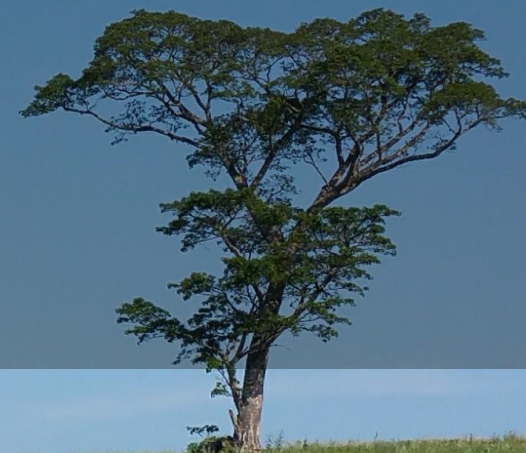


Addressing the drivers of
environmental degradation

... while meeting Convention requirements

SECTION 2

Performance and Impact



Continued good performance



of the 581 completed projects have **satisfactory**
outcome and implementation ratings



sustainability ratings of moderately likely or
above

FOCAL AREA STUDIES

International waters



Highly relevant

**Challenging transboundary
conditions require
cooperation**

A catalyst for integration

74% satisfactory outcomes



Limited funding

Portfolio imbalance

Challenge in engaging the private sector

**Missed opportunities in linking regional
priorities with STAR**



FOCAL AREA STUDIES

Chemicals and waste

78% satisfactory outcomes



Highly relevant

An improved partnership

Good private sector
engagement



Scaling up results need improvement

Challenges in sector-wide approaches and
regulatory reform focus

Need for better results tracking

FOCAL AREA STUDIES

Land degradation



Highly relevant

Effective in producing global environmental benefits

Greater scope leads to greater benefits

78% satisfactory outcomes



Inadequate attention to socioeconomic drivers

Need to integrate land degradation neutrality

M&E tools could be strengthened

FOCAL AREA STUDIES

Climate change



Integrated approaches

Multifocal area approaches

Strengthening the
enabling environment

Private sector engagement

77% satisfactory outcomes



Identification of synergies with
other funds

Multifocal area

77% satisfactory outcomes



Designed to produce multiple benefits



Emphasis on integration

BD+LD+CC

Most common combination



Challenges from complexity

Multifocal area



86%

Achieved positive environmental outcomes consistent with the combination of focal areas



88%

Achieved positive socioeconomic outcomes (primarily increased income or access to capital)



86%

Reported some form of broader adoption (mainly through mainstreaming and sustaining)

Programmatic approaches



Addresses environmental drivers



Perform better than standalone projects, except in complex programs



Improved program coherence



Efficiency declines with increased complexity

ISSUES

Programmatic approaches



Managing
complexity



Managing coordination
effectively



Measuring program
performance



Program design



Small grants program



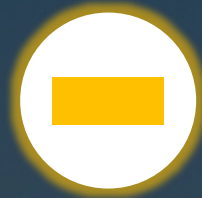
Success in securing Global Environmental Benefits



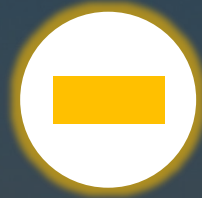
Attention to community level benefits, poverty and livelihoods



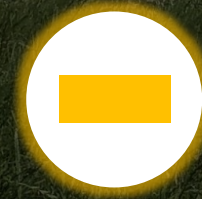
More successful at mainstreaming gender than other GEF projects



Differing views on the extent to which SGP should address socio-economic priorities

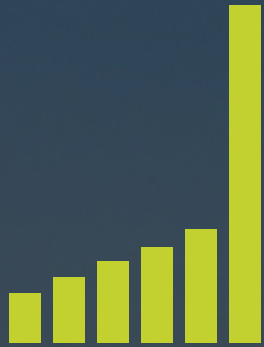


The upgrading policy brought challenges



M&E remains too complex

4 NECESSARY CONDITIONS for successful transformational change



Ambitious
objectives



High-quality
implementation



Self-sustaining
mechanism



Financially
sustainable

STRONG POINTS

Legal and regulatory reform



**GEF has contributed to
enactment of
environmental laws**



**Many factors influence
reform**



**Often overly optimistic about
the likelihood and pace of
legal reform**

ISSUES

Legal and regulatory reform



**Capacity building
and enabling
activities**



**Institutional
capacity and
political will**



**Stability of
government**



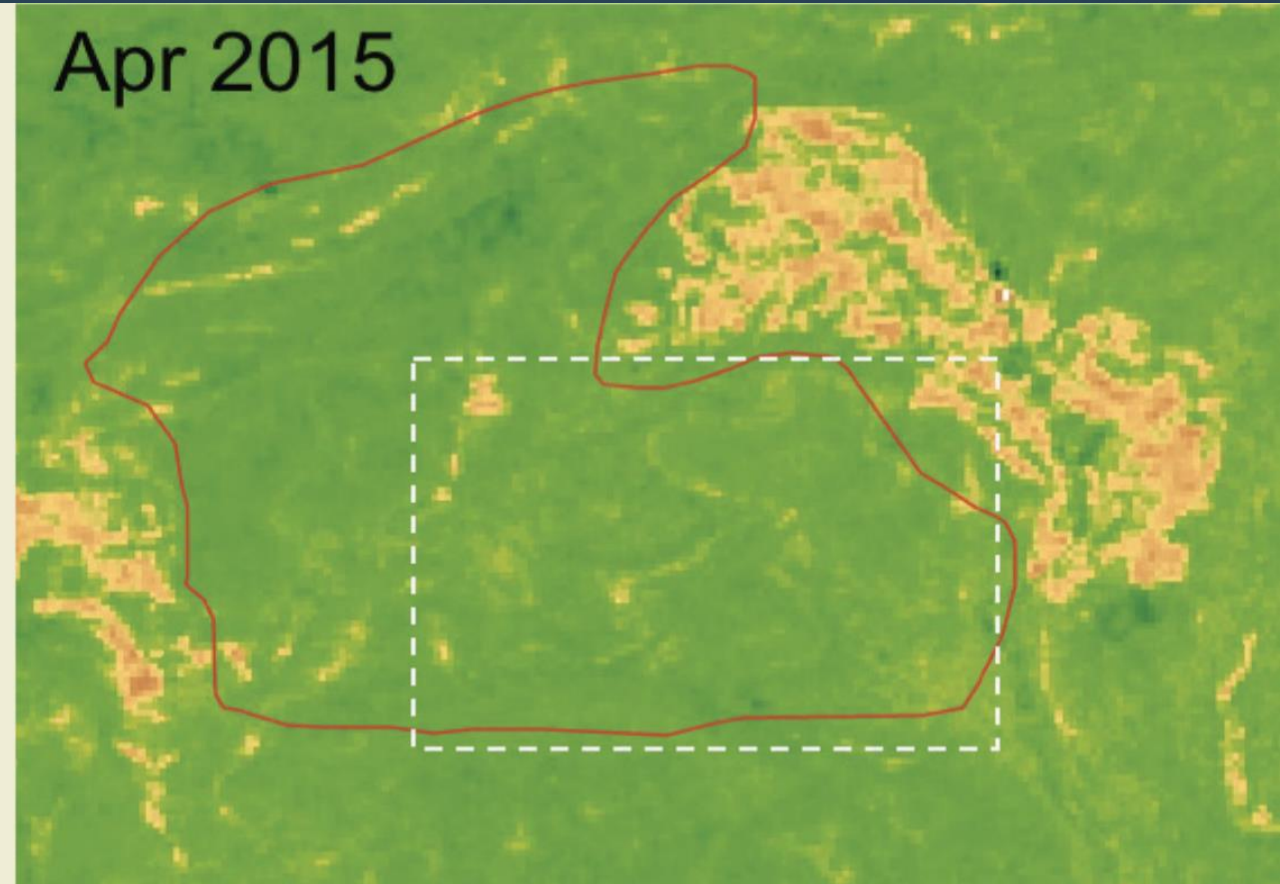
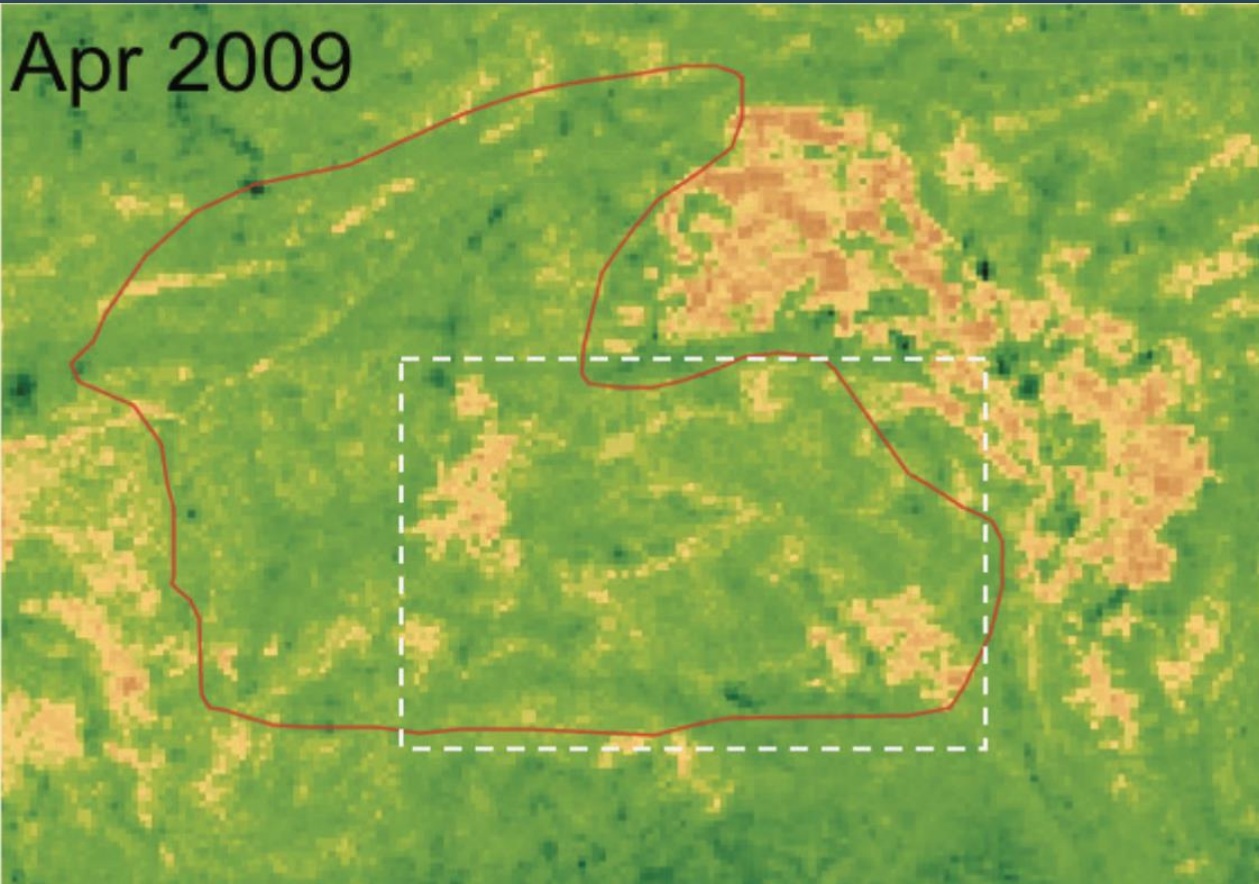
**Technical
capacity**



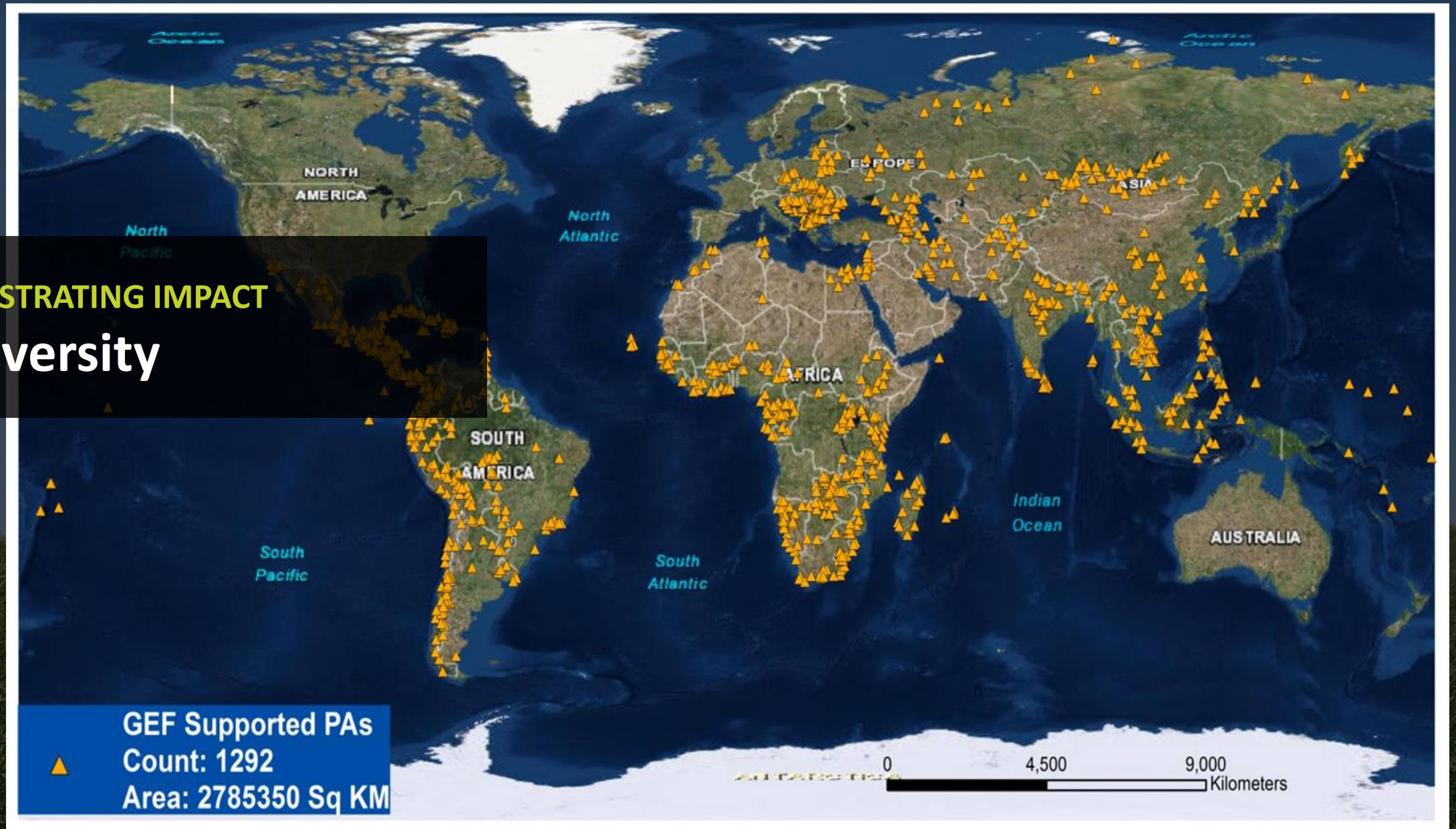
Ownership

DEMONSTRATING IMPACT

Land Degradation (multifocal): Madhya Pradesh, India



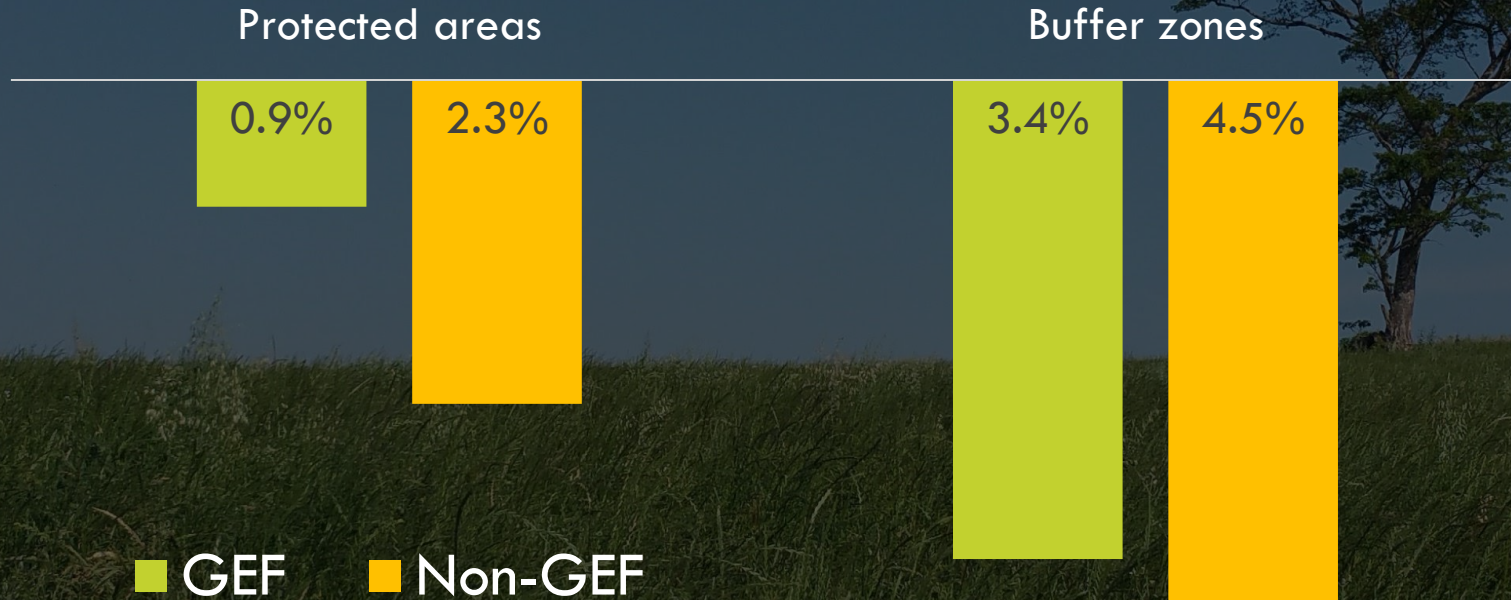
DEMONSTRATING IMPACT Biodiversity



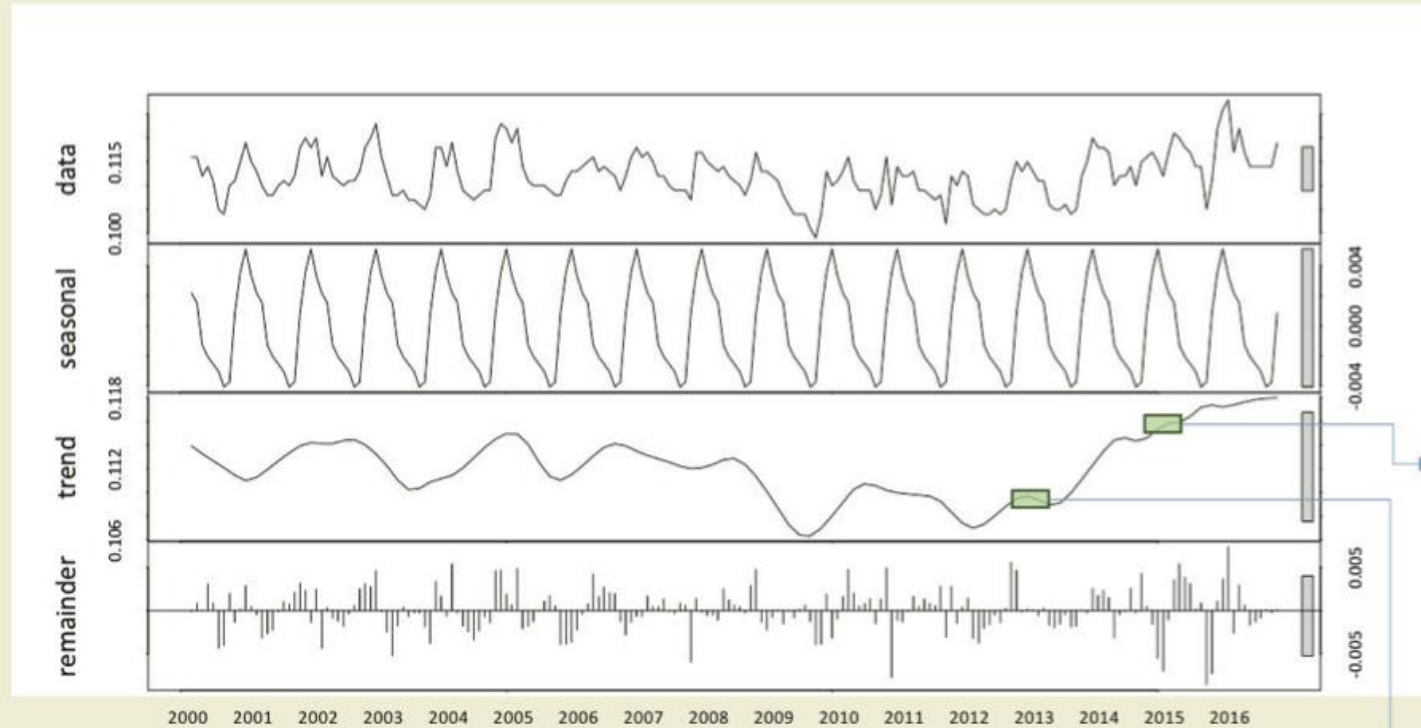
DEMONSTRATING IMPACT

Biodiversity: Global

Forest cover loss (2000-2012)



Al Hashemiah Reserve, Jordan GEFID#5026 (2013-2017)



2015 May - Aug



2013 May - Aug

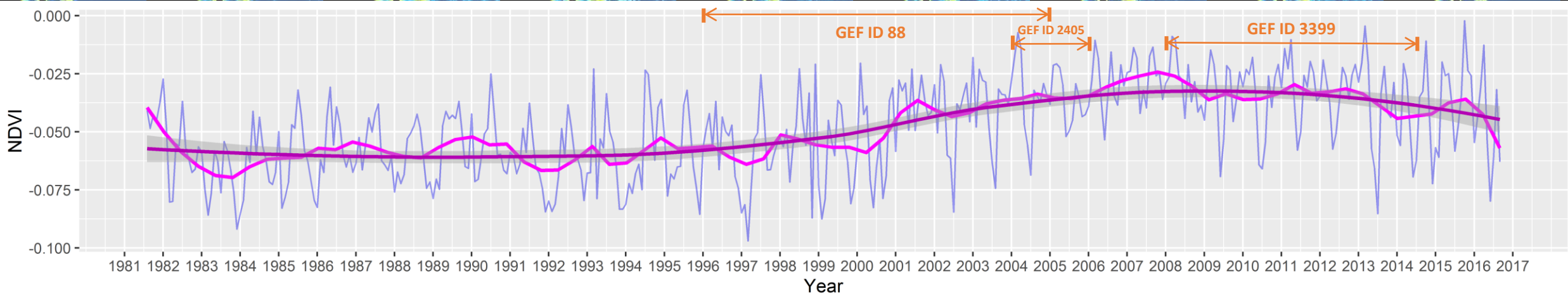
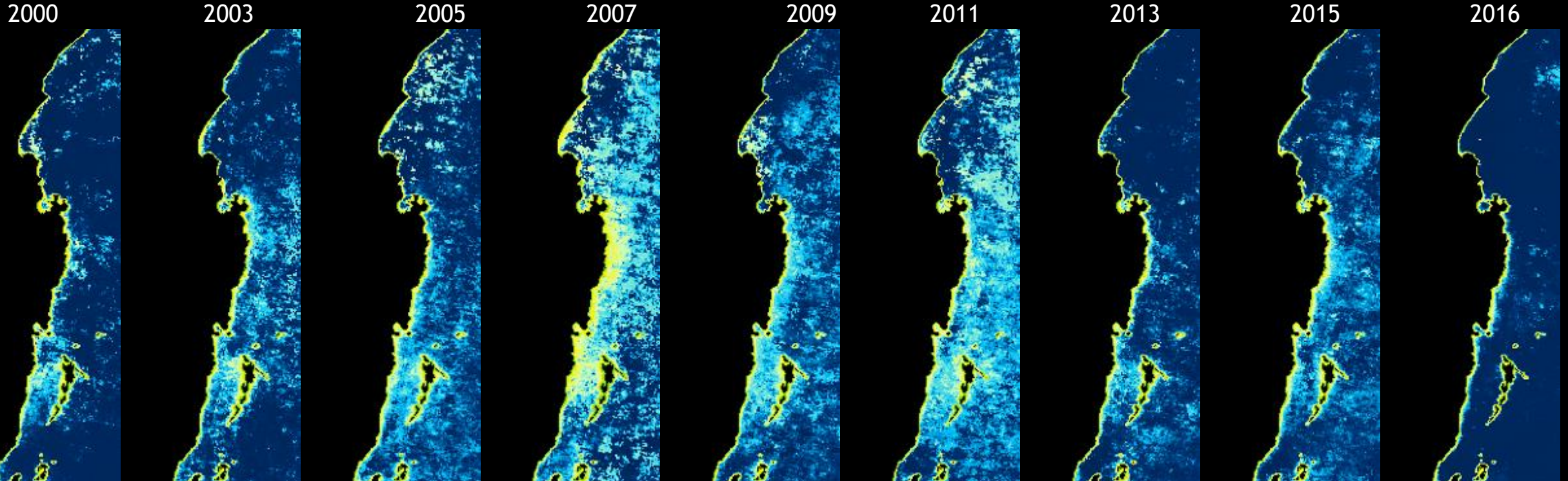


DEMONSTRATING IMPACT

Biodiversity (multifocal): Jordan

DEMONSTRATING IMPACT

International waters: Lake Victoria

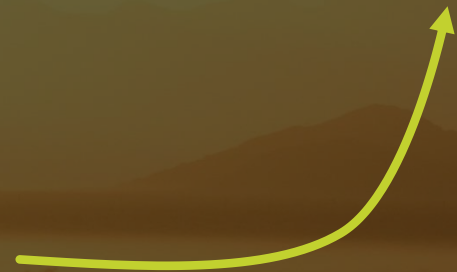


VALUE FOR MONEY

Land degradation

\$1:1.08

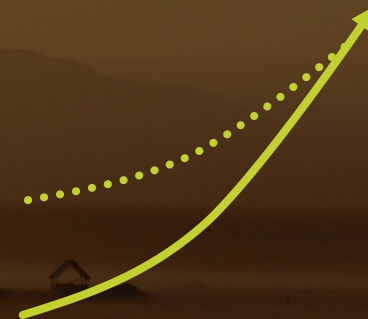
Globally positive impacts on forest cover



Lag time of 4.5-5.5
years for larger
impact



Access to electricity
associated with larger
impact

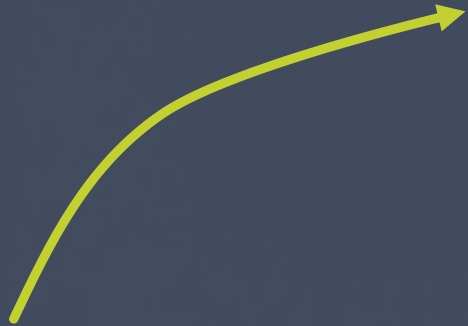


Larger impact observed
in areas with poor initial
conditions

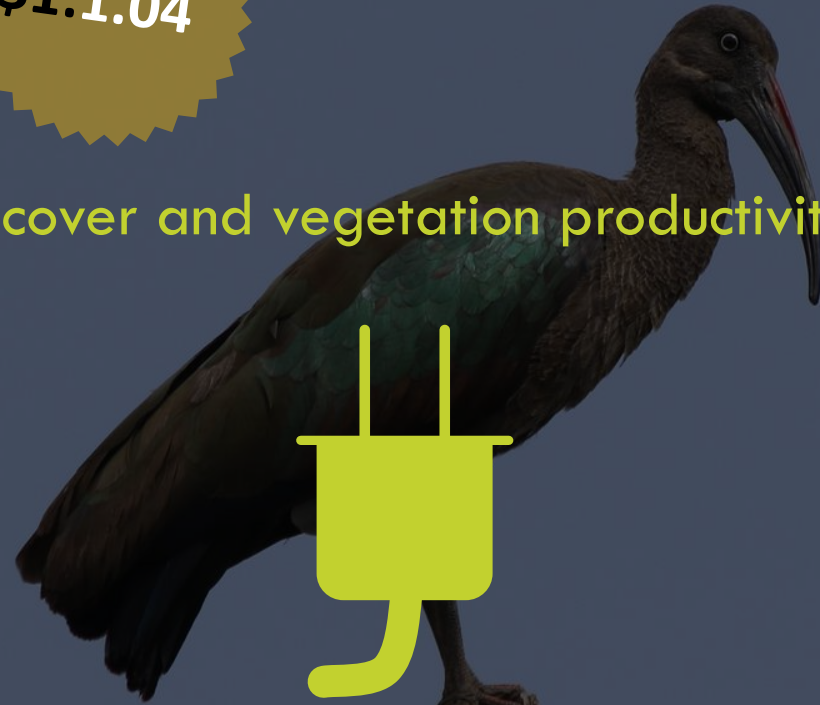
VALUE FOR MONEY
Biodiversity

\$1:1.04

Positive impact on forest cover and vegetation productivity



Noticeable impact
after 1st year



Access to electricity
linked to larger
impact



Performance improved
as projects increased in
size

STRONG POINTS

Private sector programs

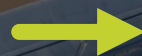
80% satisfactory outcomes



High co-financing
ratio of 8:1



GEF is a
valued
partner



Technical
knowledge



Helps mitigate
risk



Flexible
financing
instruments



CHALLENGES

Private sector programs

80% satisfactory outcomes



Skewed portfolio



Need to find
comparative
advantage



Raise awareness of
the GEF



Improve processes
and mechanisms

Nongrant instruments

78% satisfactory outcomes

LOAN

Most popular

EQUITY

More prevalent recently

GUARANTEES

Mixed evidence on effectiveness

ISSUES

Diversification beyond climate change

Monitoring complexity in financial structures

Setting realistic targets for reflows

Defining a niche for the GEF

SECTION 3

Policies and Institutional Issues

New policies have positive impact



Consolidation of the project cycle



Cancellation policy



Harmonization pilot with the World Bank

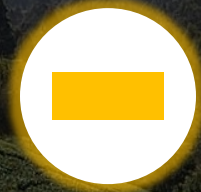
Results-based management system



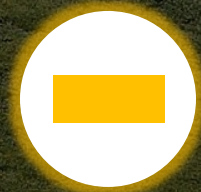
Streamlining the results framework



Improved corporate reporting



Remains complex



Focus on shorter-term results



PMIS database needs upgrading

Knowledge management is getting attention



Only 1 in 3 respondents happy
with mechanisms in place

BUT

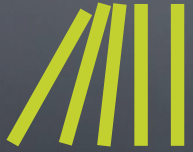


Recognition of shortcomings and
efforts under way



Positive contribution of
STAP

Safeguard policies



Catalyst among many GEF Agencies to strengthen existing safeguard policies



Gaps in the GEF
Minimum Standards



Need for enhanced monitoring
and reporting





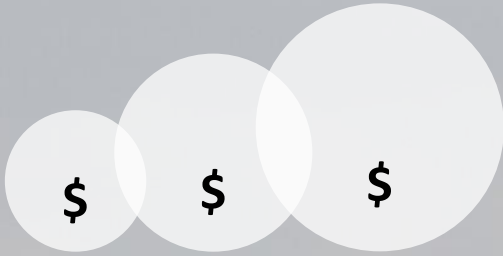
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SECTION 4

Financing, Governance, and Health of the Partnership



Financing



**Modest funding to
meet global needs**



**62%
of completed projects**

**Co-financing
consistent with
policy (6:1)**



**STAR encourages country
ownership but leads to
fragmentation of resources**



Financing: STAR

STAR is a key component of GEF’s ability to support environmental activities in a wide range of countries

STAR is a key component of GEF’s ability to meet country objectives

STAR ensures an equitable resource allocation overall

STAR is being implemented efficiently

STAR enables the delivery of regional projects

STAR enables partnerships between the public and private sectors

72.4%

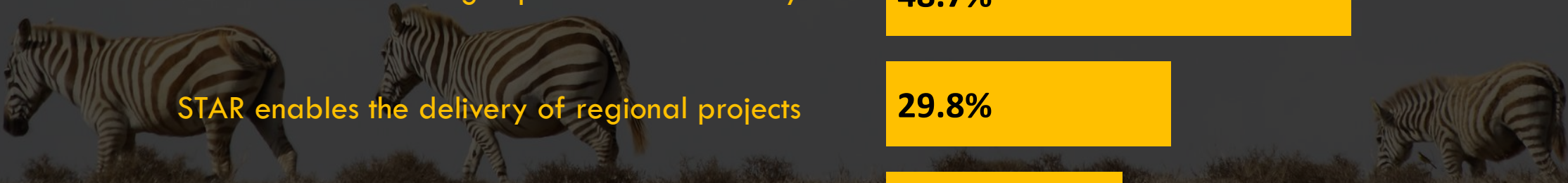
66.6%

57.4%

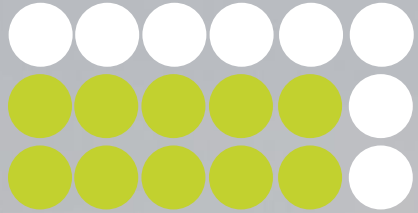
48.7%

29.8%

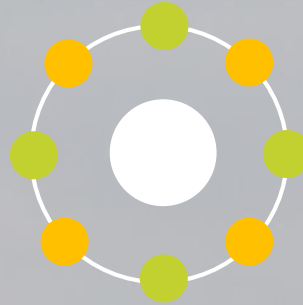
24.7%



Partnership



**From 10 to
18 agencies**



**Increase in access to
new capacities and
networks**

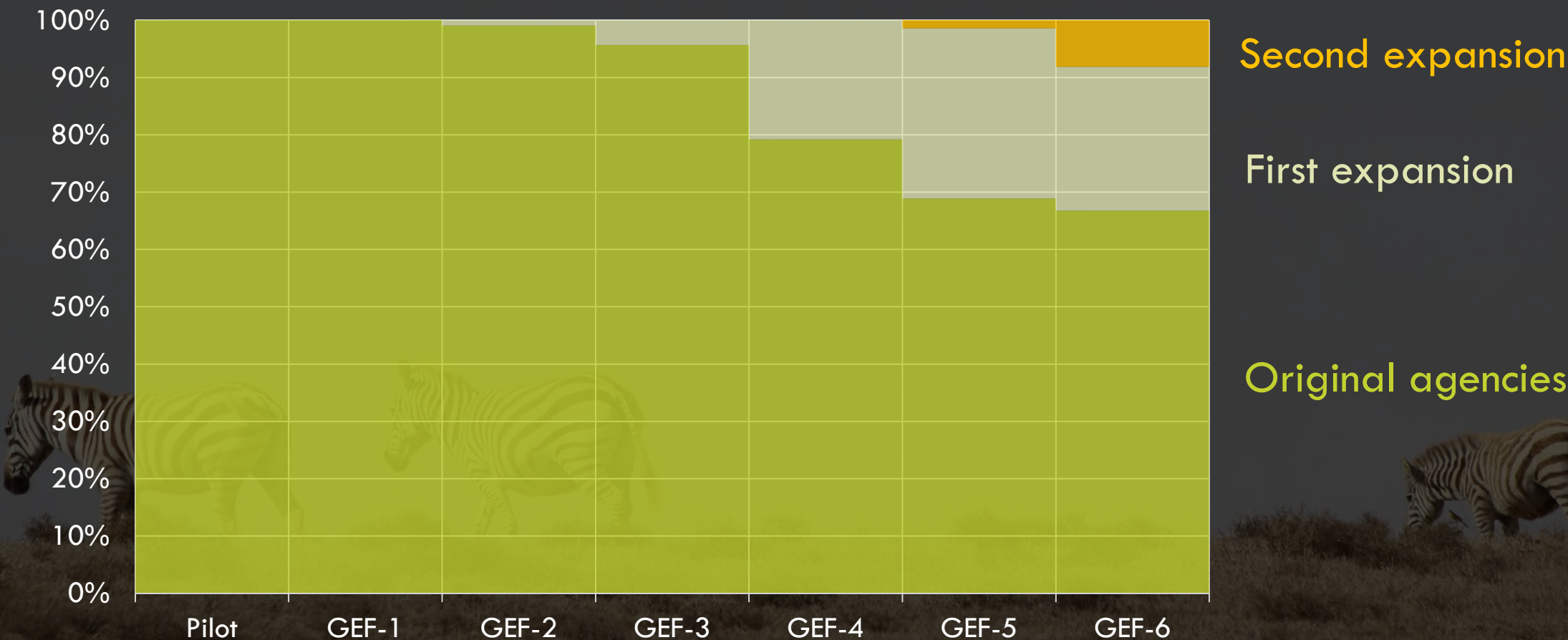


**More competition
and higher
transaction costs**



Partnership

Share of GEF Portfolio by lead agency in million \$

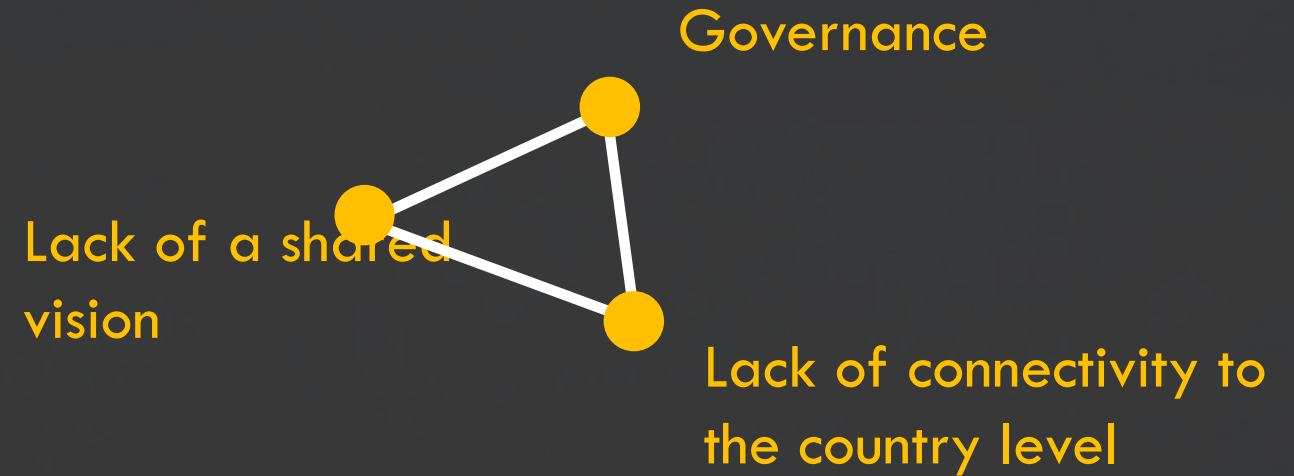


Civil Society Organizations Network

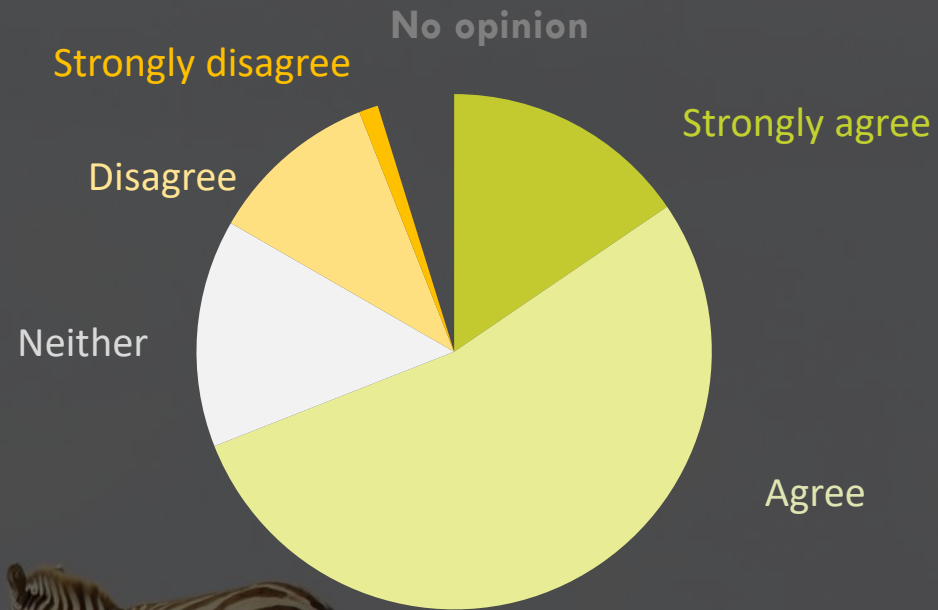
Strong points



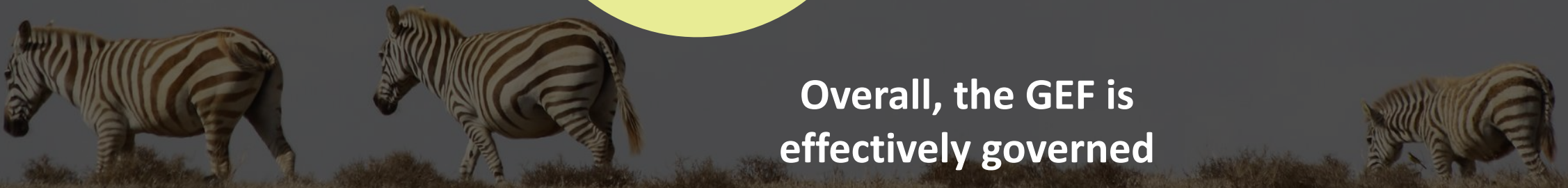
Issues



Good governance



**Overall, the GEF is
effectively governed**





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