

OPS5

FIFTH OVERALL PERFORMANCE STUDY OF THE GEF

Main Conclusions and Recommendations

OPS5 is a comprehensive evaluation that assesses the performance, institutional effectiveness, and impact of the GEF. Overall performance studies are undertaken to inform the next replenishment cycle of the GEF and to identify potential improvements.

OPS5 builds on a solid evidence base:

Analysis of full GEF portfolio

969

projects approved since the close of OPS4

491

completed projects

3,566

projects from pilot phase through Sept. 30, 2013

Field-level evidence

91

small grants projects

54

countries

116

full- and medium-size projects

Evaluations and studies

21

technical documents

33

evaluations and studies

Key messages

Global environment trends continue to decline

TIME →

The replenishment may show no increase in purchasing power, while the GEF has accepted more obligations

By the numbers

Higher level of funding leads to better progress toward impact

50% of completed projects with GEF funding \geq **\$1M** are likely to be continued and expanded by governments and other stakeholders

84% of completed projects with GEF funding \geq **\$10M** are likely to be continued and expanded by governments and other stakeholders

The GEF plays a relatively small but catalytic role in global public funding

\$1 billion

Annual GEF funding

\$10 billion

Global public funding for environmental issues

\$100 billion

Funding needs for action on global environmental issues

versus

\$1 trillion

Global public subsidies that lead to overexploitation of natural resources and environmental degradation

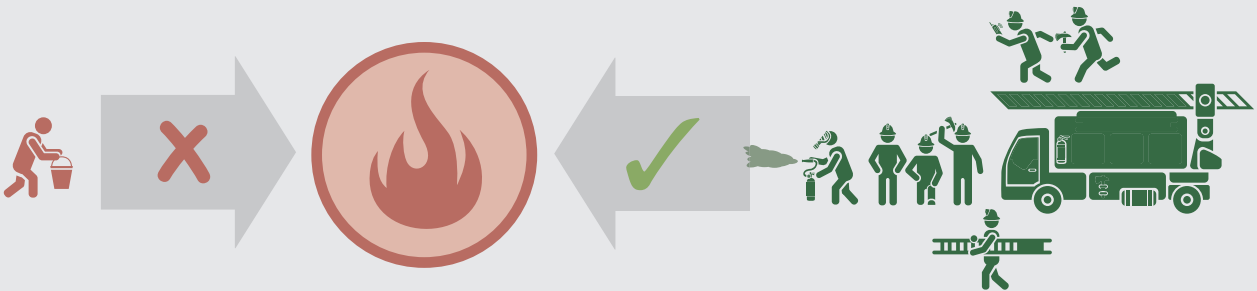
Recommendation

1

OPS5

Key messages

Resource mobilization and strategic choices in the GEF need to reflect the urgency of global environmental problems



Make replenishment arrangements more flexible

Broaden the financing base and invite the EC to become a donor

Encourage donors to contribute to GEF based on their priorities, without being constrained by inflexible pro rata burden-sharing arrangements



By the numbers

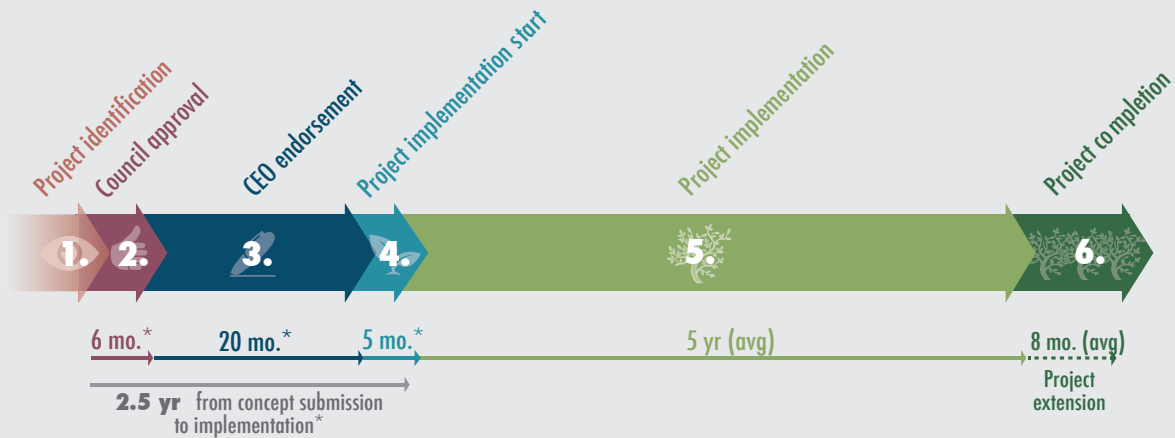
A soft pipeline with 60% coverage of available money would provide a one-time speeding-up of up to \$400 million in transfers to recipient countries



Key messages

The business model of the GEF is no longer appropriate and leads to growing inefficiencies

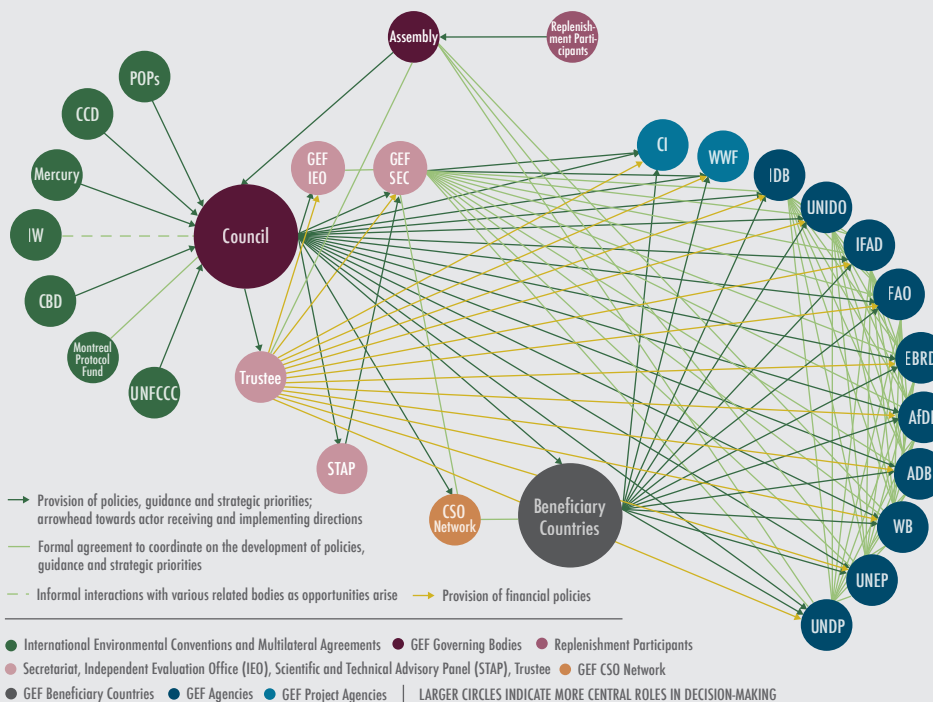
The GEF project cycle is slow



* for 50% of projects, while remaining 50% is still at an earlier stage

The GEF network is complex and overburdened

GEF decision-making structure on policies, guidance, and strategic priorities



Growing number of actors

2013
174



1994
147



1991
71

Key messages

The business model of the GEF needs major overhaul in the GEF-6 period

The move toward programming and programmatic approaches should continue

The Council should approve programming proposals and programmatic approaches

Project proposals should be cleared by the CEO

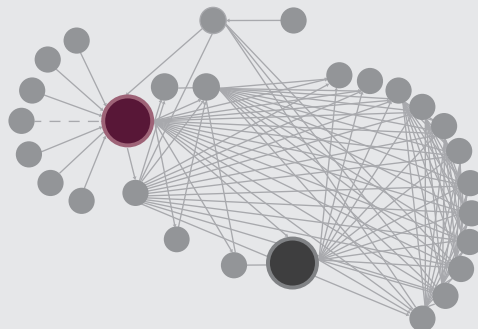


STAP quality assurance role should shift to screening programs and portfolios



The GEF should shift cofinancing considerations to the CEO endorsement and GEF Agency approval stages

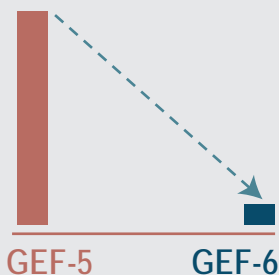
The GEF network should redefine the inclusion of partners at decision points, focusing on Council and country-level decisions



Limit the number of outcome indicators

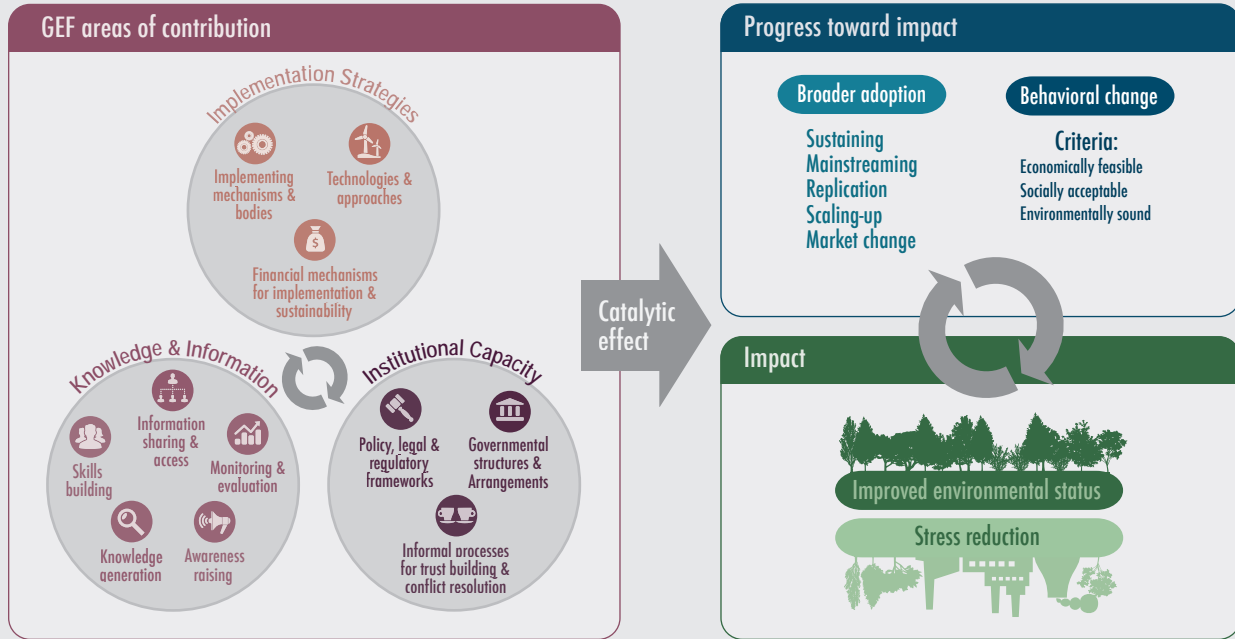
Revitalize public involvement policy

Invigorate the corporate strategy for the Small Grants Programme (SGP)



Key messages

The intervention logic of the GEF is catalytic and successful in achieving impact over time



The intervention logic of the GEF is not only successful at the national level, but also regionally and globally

National scale



Regional scale



Global scale



By the numbers

GEF projects deliver excellent outcomes

20%

80%

More than 80% have satisfactory outcomes

7%

Only 7% of projects show no progress toward impact

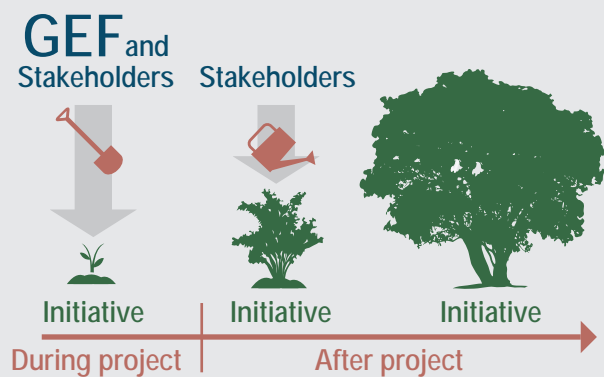
93%

Key messages

To maximize results, the intervention model of the GEF needs to be applied where it is most needed and supported by a better business model

More attention to activities that boost broader adoption of GEF initiatives by governments and other stakeholders

Involve civil society and the private sector in projects, programs, national and regional priority setting, and analysis



Strengthen Strategic Role of the STAP

Revitalize the SGP Steering Committee

Targeted research, focus on learning from completed projects

The committee should provide strategic guidance to the program

Adopt an action plan to implement the GEF Gender Mainstreaming Policy

Implement knowledge management and capacity development strategy



Community of practice of project proponents on better design and implementation





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