



GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET

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**MANAGEMENT RESPONSE TO THE SEMI-ANNUAL EVALUATION REPORT OF THE
INDEPENDENT EVALUATION OFFICE**

INTRODUCTION

1. The Secretariat welcomes the *Semi-Annual Evaluation Report of the Independent Evaluation Office: November 2018* (GEF/ME/C.55/01)¹, which presents the conclusions and recommendations of one study and two evaluations completed by IEO during the reporting period from July to November 2018, including:

- (a) GEF/ME/C.55/inf.01, *An Evaluative Approach to Assessing GEF's Additionality*²;
- (b) GEF/ME/C.55/inf.02, *Evaluation of GEF's Support to Mainstreaming Biodiversity*³; and
- (c) GEF/ME/C.55/inf.03, *Evaluation of the GEF-UNIDO Global Cleantech Innovation Programme*⁴.

2. This paper presents the Secretariat's management response to the above study and evaluations.

AN EVALUATIVE APPROACH TO ASSESSING GEF'S ADDITIONALITY

3. The Secretariat welcomes the proposed evaluative approach to assessing the GEF's additionality⁵. Looking beyond the global environmental benefits that are directly attributable to GEF-financed projects and programs, the proposed approach expands the way in which the GEF's additionality is defined. It does so by identifying six areas of the GEF's additionality: (i) specific environmental, (ii) legal/ regulatory, (iii) institutional and governance, (iv) financial, (v) socio-economic, and (vi) innovation.

4. The proposed approach is well aligned with the Programming Directions and Policy Recommendations for the seventh replenishment of the GEF Trust Fund (GEF-7)⁶, as well as the GEF 2020 Strategy⁷. These emphasize the need for the GEF to use a variety of influencing

¹ (http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C.54.01_SAER_November_2018.pdf)

² (http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C.55.inf_.01_Additionality_Framework_November_2018.pdf)

³ (http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C.55.inf_.02_Biodiversity_Mainstreaming_Evaluation_Synthesis_Report%20Nov_2018.pdf)

⁴ (http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C.55.inf_.03_GEF-UNIDO_Cleantech_program_evaluation_2018.pdf)

⁵ GEF/ME/C.55/inf.01, *An Evaluative Approach to Assessing GEF's Additionality* (http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C.55.inf_.01_Additionality_Framework_November_2018.pdf)

⁶ GEF/C.54/19/Rev.03, *Summary of the Negotiations of the Seventh Replenishment of the GEF Trust Fund* (http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.19.Rev_.03_Replenishment.pdf)

⁷ (<https://www.thegef.org/publications/gef-2020-strategy-gef>)

models to help catalyze a transformation of key economic systems to curb the deterioration of the global environment. In a similar vein, the GEF-7 results architecture recognizes that there is a need to capture a broader range of benefits generated through GEF projects and programs⁸.

5. The Secretariat fully supports the recommendation that the IEO apply the proposed approach in future evaluations. The Secretariat also takes note of the conclusions, which emphasize the need to better define and document – starting at the time of approval – the changes that GEF projects and programs aim to achieve, beyond the global environmental benefits that are currently measured using a standardized set of core indicators and sub-indicators⁹. While the Secretariat believes that it is critical to focus on the consistent and effective application of the current results architecture, it agrees that there is scope for continuous improvement with a view to fully capturing the added value of the GEF.

EVALUATION OF GEF'S SUPPORT TO MAINSTREAMING BIODIVERSITY

6. The Secretariat welcomes the findings, conclusions, and recommendations of the first IEO evaluation of the GEF's growing biodiversity mainstreaming portfolio¹⁰. The evaluation clearly acknowledges that the mainstreaming portfolio continues to make a significant contribution to the implementation of the Convention on Biological Diversity (CBD). The Secretariat is also pleased to see that the results and outcomes of the existing portfolio are satisfactory, and that there is increasing evidence that GEF investments in biodiversity mainstreaming are resulting in significant long-term impacts and positive biodiversity outcomes.

7. The Secretariat notes with appreciation that the GEF's Theory of Change (ToC) on biodiversity mainstreaming, which has been developed over many years with support from STAP and other stakeholders, is validated by empirical evidence and that it provides a sound basis for project identification, design, implementation, and evaluation. The Secretariat will continue to develop the ToC based on experience.

8. With respect to the recommendations of the evaluation, the Secretariat agrees that mainstreaming is a long-term investment, which requires advocacy, design, implementation, monitoring, and evaluation over successive GEF phases. The GEF-6 and GEF-7 biodiversity strategies emphasize this point and encourage countries and Agencies to pursue design, investment, and monitoring strategies that take a long-term view. This is essential to fully capturing the outcomes and impacts of mainstreaming investments. The Secretariat has already

⁸ GEF/C.54/11/Rev.02, *Updated Results Architecture for GEF-7* (http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.11.Rev_02_Results.pdf)

⁹ ME/GN/01, *Guidelines on Core Indicators and Sub-Indicators* (http://www.thegef.org/sites/default/files/documents/Results_Guidelines_MEGN01.pdf)

¹⁰ GEF/ME/C.55/inf.02, *Evaluation of GEF's Support to Mainstreaming Biodiversity* (http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C.55.inf_02_Biodiversity_Mainstreaming_Evaluation_Synthesis_Report%20Nov_2018.pdf)

conducted one portfolio review¹¹ of the cohort of completed biodiversity mainstreaming projects to assess project outcomes at a portfolio level and to inform future strategy, including the development of the GEF-7 biodiversity strategy.

9. The Secretariat agrees that a critical added value of a GEF biodiversity mainstreaming project is its convening power to bring together multiple ministries to work together. This design feature has become more frequent since CBD COP 13 in Mexico, with government agencies from planning, economic development, agriculture, forestry, fisheries, as well as the biodiversity sector working collaboratively to execute a GEF investment strategy. The analysis of benefits and trade-offs, as well as of socio-economic and ecological outcomes is important for all biodiversity investments, and the Secretariat agrees that it should be strengthened in the design of future mainstreaming projects. Finally, the Secretariat notes that many of the lessons identified in IEO's evaluation have been considered in more recent mainstreaming projects that are not part of the cohort reviewed.

EVALUATION OF THE GEF-UNIDO GLOBAL CLEANTECH INNOVATION PROGRAMME

10. The Secretariat welcomes the evaluation of the GEF-UNIDO Global Cleantech Innovation Programme (GCIP)¹². The program is a key example of how the GEF can engage with the private sector and support small and medium enterprises (SME) in the development of clean technologies and solutions that can deliver global environmental benefits. In particular, the Secretariat agrees with IEO's conclusion that GCIP has proven to be highly relevant for developing countries to realize the potential economic and environmental opportunities associated with a healthy cleantech innovation ecosystem. GCIP supported the development of national entrepreneurship environments in the participating countries, fostering formalization and access to finance for startups, and contributing to the generation of employment in the cleantech sector. Over the medium to long term, these results are expected to have a multiplier effect in supporting the GEF's mission of delivering global environmental benefits at scale.

¹¹ (https://www.thegef.org/sites/default/files/publications/GEF_MainstreamingBiod_11.28.16.pdf)

¹² GEF/ME/C.55/inf.03, *Evaluation of the GEF-UNIDO Global Cleantech Innovation Programme* (http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C.55.inf_03_GEF-UNIDO_Cleantech_program_evaluation_2018.pdf)