

Evaluation for Policymaking: Use and Utility of Evaluation at the GEF

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Evaluation Use



“ We cannot control all aspects of the evaluation. But **we have a responsibility** to think clearly about which elements of the evaluation we want to see used, by whom, and for what purposes. <...>

We cannot leave the process of evaluation utilization to chance or regard it solely as an in-house conversation among colleagues.

”

Source: *Carol Weiss, American Journal of Evaluation, Vol. 19, No. 1, 1998.*

Evaluation Use



“ In commissioning and conducting an evaluation, there should be a **clear intention to use** the resulting analysis, conclusions or recommendations to inform decisions and actions.

The utility of evaluation is manifested through its use in making **relevant and timely contributions to organizational learning, informed decision-making processes and accountability for results.**

Evaluations could also be used to contribute beyond the organization by **generating knowledge and empowering stakeholders.**”

Source: *United Nations Evaluation Group. 2016. Norms and Standards for Evaluation.*



Established in 1991

US\$ 21.5 billion
US\$ 117 billion
leverage

Innovator and catalyst

5,000 projects and programs

Unique partnership

184 member governments
18 implementing agencies

International , private sector, civil society organizations

Financial mechanism

5 major environmental
conventions



United Nations
Framework Convention on
Climate Change



**Convention on
Biological Diversity**



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

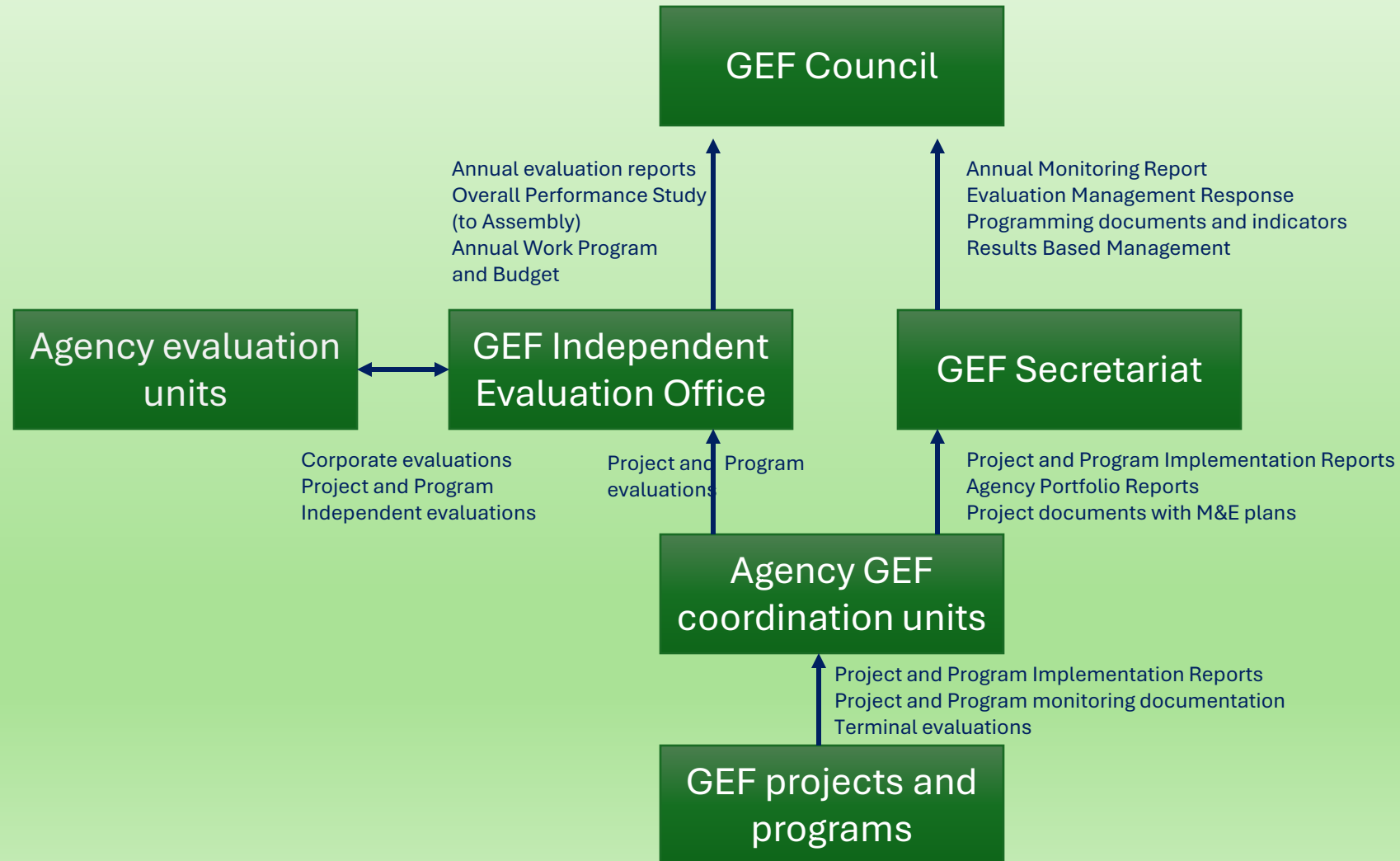


United Nations
Convention to Combat
Desertification

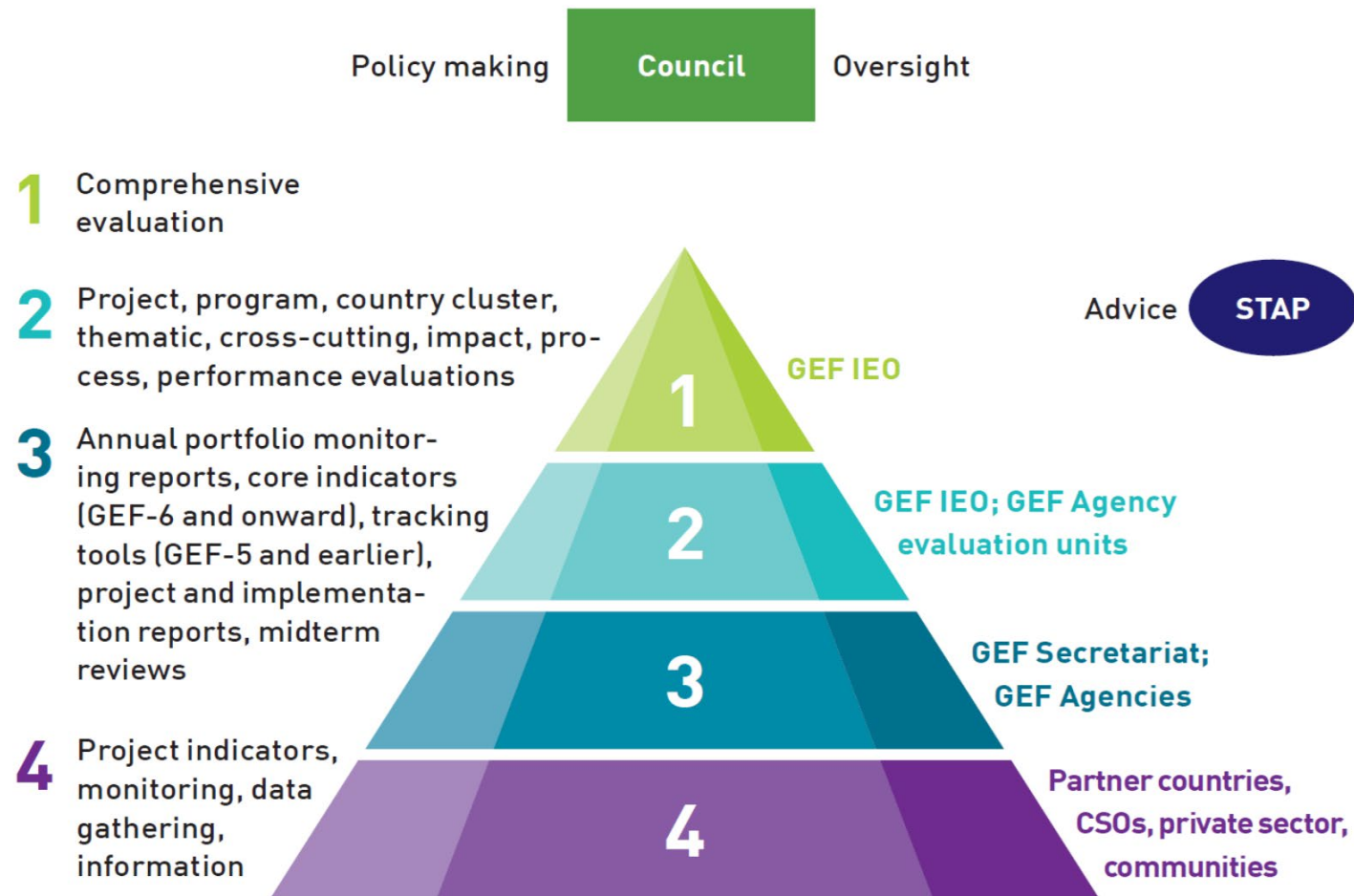


**MINAMATA
CONVENTION
ON MERCURY**

Separate reporting lines for **Monitoring** (through Secretariat) and **Evaluation** (through Independent Evaluation Office)



Evaluation at the GEF



Use and Influence of GEF Evaluations: Examples

Designing for
Transformational
Change

Innovation Window

RELEVANCE

- Climate Change
- Biodiversity
- Land Degradation
- Chemicals and Waste
- International Waters
- Sustainable Forest Management

INTERNAL FACTORS

- Quality of implementation
- Quality of execution
- Pre-intervention analytical and advisory activities
- Partnerships with donors

OUTCOME

- Depth of change
- Scale of change



TRANSFORMATIONAL MECHANISM

A mechanism to expand and sustain the impact of the intervention
(through mainstreaming, demonstration, replication, or catalytic effects)



AMBITION LEVEL AND FOCUS (OF INTERVENTION OBJECTIVES)

- Depth of change
(market and
system focus)
- Scale of change

CONTEXTUAL CONDITIONS

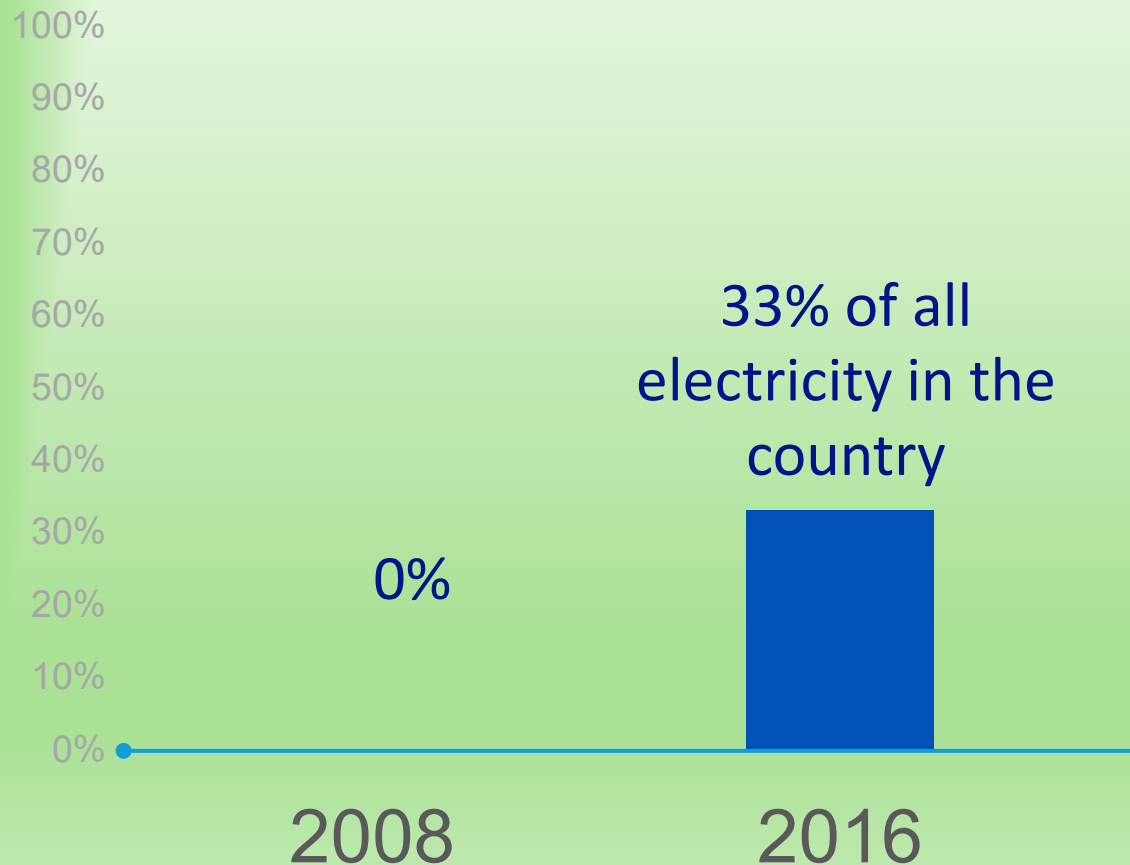
- Government ownership and support
- Implementation capacity
- Policy environment
- NGO & community participation
- Private sector participation
- Economic and market conditions

SUSTAINABILITY

- Financial
- Economic
- Environmental
- Social
- Political

Application: Uruguay Wind Energy Program

Wind power



Relevance

- Decreasing greenhouse gas emissions

Depth of change

- System and market-level
(removing barriers to the wind energy market)

Scale of change

- National

Sustainability

- Credible financial sustainability of investments
- Prices competitive with those of the fossil-fueled alternatives



LESSONS: Conditions for Transformational Change



Clear ambition
in design



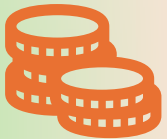
Quality of
implementation and
execution



Addressing market
and system changes
through policies



May be achieved by projects
of different sizes



Mechanisms for financial
sustainability

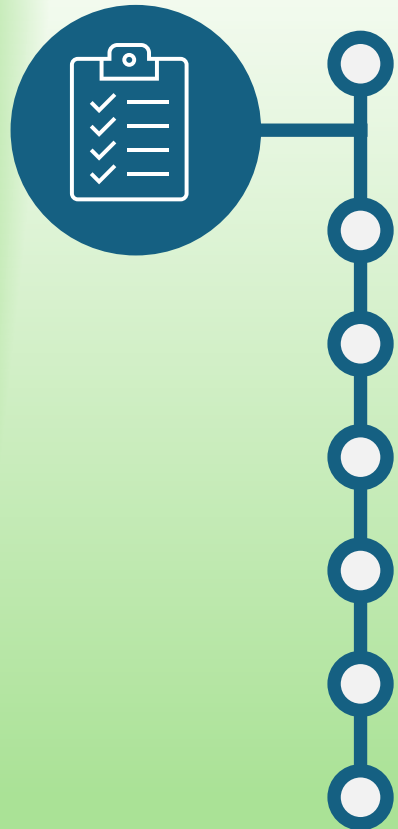
Innovation

- Technology, finance, business models, policy, institutions
- Innovation is associated with higher value added, transformational change, sustainability, scaling up
- Factors affecting innovation: Stakeholder participation, private sector, economic incentives, knowledge and learning, flexible design and adaptive management
- Obstacles: Risk perception, weak M&E

Innovation recommendations and action

- Articulate acceptable level of risk
- Establish a specific window for financing innovation with a higher risk tolerance & for innovative projects
- Testing and piloting new models, tools, and solutions to global environmental problems
- Focus on the generation of knowledge aimed at improving the effectiveness of GEF's core activity

What drove influence and use?



Selection of the evaluation theme re: future directions

Attention to quality and credibility

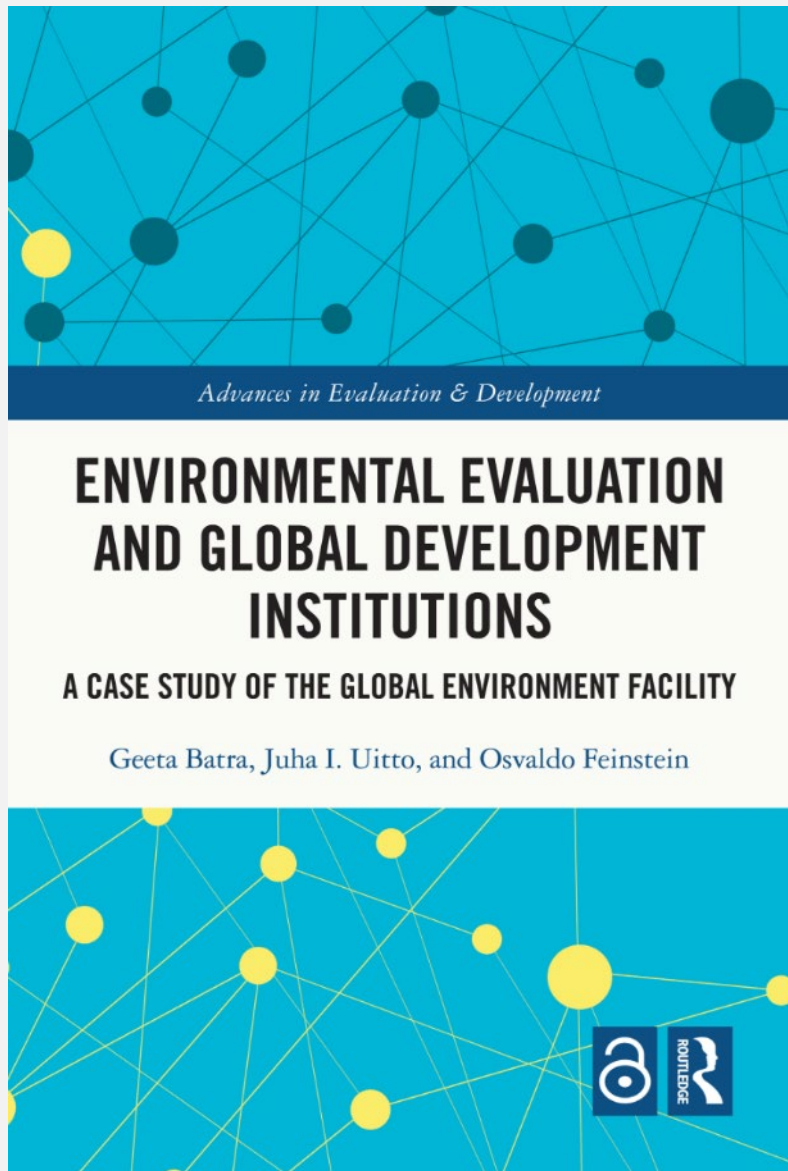
Engaging with stakeholders throughout the process

Relevant and actionable recommendations based on conclusions and evidence

Communication of findings

Champion within the organization / governing body

Timeliness – especially at decision points



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