



# Global Environment Facility

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GEF Council  
April 22-25, 2008

Agenda Item 6

## FOUR-YEAR WORK PROGRAM AND FY09 BUDGET OF THE GEF EVALUATION OFFICE

**(Prepared by the GEF Evaluation Office)**

**Recommended Council Decision**

The Council, having reviewed document GEF/ME/C.33/1 “*Four-Year Work Program and FY09 Budget of the GEF Evaluation Office*” approves a budget of \$3,907,167 for FY09 to cover the cost of operating the GEF Evaluation Office and implementing its work program, including OPS4.

Regarding FY10 through FY12, Council takes note of the proposed work program and activities and requests the Office to prepare annual budgets for Council consideration and approval in each of its June meetings.

The Office will prepare Terms of Reference for OPS4 for Council consideration, review and approval by mail before July 2008.

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## **EXECUTIVE SUMMARY**

1. The principles behind the four-year rolling work program of the Evaluation Office were approved by the Council in June 2007. The work program during a replenishment period will gradually build up to an overall performance study. Given the fact that the replenishment process will start in fiscal year 2009, the proposed work program for 2009 focuses on two major studies: the mid-term review of the Resource Allocation Framework and the Fourth Overall Performance Study of the GEF.
2. Although fiscal year 2008 still has more than three months to go, in general the Office has delivered the reports agreed upon in the work program. One country portfolio evaluation (in Cameroon) ran into delays and will need extra work in order to ensure quality. In fiscal year 2008 the Evaluation Office expects to spend less than its approved budget. Reasons are achieved economies and lower costs for on-going evaluations and preparatory work for OPS4. It is proposed that a report on the activities and final expenditure in FY08 will be sent to the Council in July 2008.
3. The mid-term review of the RAF will be presented to Council at its November meeting. The evaluation work is on-going and within schedule. The main activities over the next few months include: analysis of data obtained from the GEF Secretariat, a review of the portfolio and extensive consultations (interviews and an electronic survey) with a broad range of stakeholders.
4. The replenishment process of the GEF will start in fiscal year 2009. In order to inform the replenishment process in a timely manner, OPS4 would need to be finalized around the end of FY09, with a presentation of preliminary findings in April 2009. In order to ensure a timely start of OPS4, the Terms of Reference will need to be reviewed and approved by Council through a written procedure. The Evaluation Office proposes to start the process of TOR approval immediately after the Council meeting in April 2008. The emerging key questions for OPS4 have been annexed to this report.
5. In fiscal year 2009, the Annual Reports on GEF Impacts, Performance and Country Portfolio Evaluations will be presented to Council, but the work for these reports will also feed into OPS4. Other on-going evaluations, such as on the catalytic role, will be included in OPS4.
6. The Evaluation Office proposes a budget of \$3,907,167 for fiscal year 2009, a 3% increase vis-à-vis the budget for 2008. If additional funds would be needed for OPS4, this will be proposed to Council in the TOR for OPS4 with accompanying budget. Any higher level funding for fiscal year 2009 would be financed either out of the savings for FY08 or out of the proposed FY10 budget. The overall cap of just over \$15 million as agreed with Council in June 2007 will be maintained.

## WORK PROGRAM AND BUDGET FOR FY09–FY12

7. The work program of the Evaluation Office focuses on its role in the implementation of the GEF M&E policy. It aims to ensure that the Council receives evaluation reports and evaluative information according to the highest international standards, relevant to its decision making process.

8. The four-year rolling work program follows the replenishment periods. At the end of each period the work program will culminate in an overall performance study. As the years progress, the work program will incorporate years of the next cycle. This forecast will be on an exploratory basis, given the fact that the replenishment for that period has not yet taken place and may lead to a revision in the role and work program of the Office. This is relevant for the current four-year work program, because the GEF-5 replenishment process will start in fiscal year 2009.

9. The general structure of the four year work program in a GEF replenishment cycle was approved by Council at its meeting of June 2007:

**Table 1. Four year rolling work program for replenishment period**

Activity	Year 1	Year 2	Year 3	Year 4
Country Portfolio Evaluations	4	4	2	2
Impact evaluations	On-going	On-going	On-going	On-going
Process evaluations	2	2	0	0
Cross-cutting evaluations	2	2	0	0
Focal area evaluations, leading to OPS	0	Start-up	6 focal area evaluations	Synthesis work to produce OPS4
APR	On-going	On-going	On-going	On-going
Special requests	Possible	Possible	Possible	Preferably not

10. A second principle that was approved by the June 2007 Council meeting, was the move towards “streams of evaluative evidence” rather than separate, ad hoc and disjunctive evaluation reports. Although specific evaluation reports will continue to be presented to Council, like the mid-term review of the Resource Allocation Framework, three annual reports will present on-going work on performance, impact and country portfolios.

11. Although no time schedule for the replenishment for GEF-5 has been set, the negotiations will start in fiscal year 2009 and may end at the end of calendar year 2009 (at the end of the first half of fiscal year 2010). This would point to the need to present OPS4 at the beginning of fiscal year 2010 (July-August 2009), with a possibility to report on preliminary findings at the end of fiscal year 2009. This means that the current work program for the Evaluation Office should combine elements of “year 3” and “year 4” of the table above. Translating this to the upcoming fiscal years, the table will look as follows:

**Table 2. Four year rolling work program for FY09-FY12**

Activity	GEF-4		GEF-5 (new cycle)	
	FY 09	FY 10	FY 11	FY 12
Country Portfolio Evaluations	2	4	4	4
Impact evaluations	On-going	On-going	On-going	On-going
Process evaluations	0	Start-up	2	2
Cross-cutting evaluations	0	Start-up	2	2
Focal area evaluations, leading to OPS	Implementation of OPS4	Finalization of OPS4 (beginning of FY 10)	0	Start-up of OPS5
APR	On-going	On-going	On-going	On-going
Special requests	Mid-term review of the RAF	Possible	Possible	Possible

12. In the previous four year rolling work program and budget an agreement was reached that a cap would be maintained for four years of just over \$15 million. This was based on a reconstituted budget for fiscal year 2008 and subsequent 3% increases per year. As can be seen in the table below, the Office currently expects to be able to economize on the total amount for four years. However, the Terms of Reference of OPS4 with accompanying budget may lead to the need to increase the budget for FY09, which can be accomplished within the overall cap by incorporating the savings from FY08 and/or shifting some funds from FY10 to FY09.

**Table 3. Overall cap for EO budget for GEF4**

	FY07	FY08	FY09	FY10	Total
Agreement with Council	\$3,316,634 (actual)	\$3,793,366	\$3,907,167	\$4,024,382	\$15,041,549
Current situation	\$3,316,634 (actual)	\$3,674,610 (estimate)	\$3,907,167	\$4,024,382	\$14,922,793

13. For the current four-year rolling work program and budget, the projected budgets can be found below. Beyond FY10 it is assumed that the work program for GEF-5 would be similar to that in GEF-4. The GEF-5 replenishment may lead to changes that cannot be currently foreseen. The Evaluation Office will prepare a four year work program and budget for GEF-5 on the basis of its replenishment agreement to be presented to Council at its June 2010 meeting.

**Table 4. EO budgets for the four-year rolling work program FY09-FY12**

GEF-4		GEF-5	
FY09	FY10	FY11	FY12
\$3,907,167	\$4,024,382	\$4,145,113	\$4,269,467

### **WORK PROGRAM FOR FISCAL YEAR 2009**

14. The work program for fiscal year 2009 will revolve around two major products that the GEF Evaluation Office is set to produce: the mid-term review of the Resource Allocation Framework and the Fourth Overall Performance Study. In order to accommodate the work that is needed for OPS4 the number of Country Portfolio

Evaluations will go down to two evaluations in fiscal year 2009. However, in fiscal year 2009 the second Annual Country Portfolio Evaluation Report will contain three country portfolio evaluations, because of delays in finalizing the country portfolio evaluation in Cameroon, which could not be included in the first annual report. Furthermore, the Annual Report on GEF impacts will be presented to Council at its November meeting, and the Annual Performance Report will be submitted in the June meeting, together with the Annual Country Portfolio Evaluation Report.

15. On-going work on other evaluations will be included in OPS4, rather than reported on separately. This concerns the evaluations on:

- Capacity Development
- The Catalytic Role of the GEF
- Partnerships and umbrella projects

16. The work program for fiscal year 2009 can thus be summarized in the following table on major deliverables:

**Table 5. Major Deliverables for FY09 (July 1, 2008 – June 30, 2009)**

	<b>Time frame</b>	<b>Report deadline</b>
RAF mid-term review	On-going	November 2008 Council
Annual Report on GEF Impacts	On-going	
Annual Country Portfolio Evaluation Report	July 2008 – April 2009	June 2009 Council
Annual Performance Report	July 2008 – May 2009	
OPS4	On-going	Interim report in March/April, final report at the end of FY09

**MID-TERM REVIEW OF THE RAF – SPECIAL INITIATIVE (FY08 – FY09)**

17. In September 2005, the Council adopted the Resource Allocation Framework (RAF), as a new system for allocating GEF resources to recipient countries in the biodiversity and climate change focal areas during GEF4. Council also requested the Evaluation Office to undertake an independent ‘mid-term evaluation’ of the RAF after two years of implementation. This evaluation is funded as special initiative, recognizing the unique and ad-hoc nature of this mid-term evaluation.

18. In November 2007, the Council approved the Terms of Reference and budget of the mid-term review of the Resource Allocation Framework. The report is scheduled to be presented to Council at its November 2008 meeting. Updates on the progress of the review are available on the GEF Evaluation Office website under ‘RAF mid-term review’, including the work-in-progress Evaluation Matrix, the team composition, and frequently asked questions about the review.

19. Work has started and is progressing well. A team of independent consultants has been recruited and started work together with staff of the Office. The team has developed

all the necessary evaluation tools and held in-depth country consultations at two sub-regional workshops with focal points (in Bali and Belgrade). The team will conduct sessions at four more workshops over the next few months. The RAF was also discussed with GEF Agencies at an interagency meeting in March 2008, and several Agencies have already been visited and consulted. Extensive consultations and semi-structured interviews were launched in April 2008, with organizations providing data for the indices; agency task managers and regional coordinators, the GEF Secretariat; STAP; members of past RAF task forces and working groups.

20. The contracting for the Delphi study of the indices has, however, taken longer than anticipated, given that the competitive launch for bids did not yield a sufficient range of offers. The Office has taken steps to broaden the scale of announcement to reach qualified institutions and is in discussion with some companies on options. If a full-scale Delphi study proves too ambitious with the time and resources available, the Office is developing an alternative with an expert panel to provide the assessment.

21. Over the next months, documentation review, statistical analysis of original indice data obtained from the GEF Secretariat, and the portfolio review will be completed. A side event for the Bonn Biodiversity convention conference has been requested. The team made a proposal of cooperation to the GEF NGO network and established a schedule for consultations and outreach to the NGO community. An electronic survey among broad range of stakeholders will be launched during May 2008. Extensive consultations are envisaged on the draft report during September 2008.

#### **FOURTH OVERALL PERFORMANCE STUDY OF THE GEF**

22. At the Council meeting in June 2007 a plan of action for OPS4 was approved in principle by the Council, taking into account Council member comments. In particular, this proposed plan provides an overview of issues that should be evaluated by experts from outside the Evaluation Office, to minimize conflicts of interest. Three categories fall in this category: 1) an assessment of stakeholders' perceptions; 2) case study evaluations of the governance of the GEF, the Trustee, and the GEF Focal Points; and 3) the evaluation of the GEF M&E system. In addition, the Office proposes to set up a quality assurance mechanism (through the appointment by Council of two quality assurance advisors). An updated version of the plan of action can be found below.

**Table 6: Updated plan of action for OPS4**

<b>What</b>	<b>Who</b>	<b>How</b>	<b>When</b>
OPS4 approach paper and TOR	GEF Evaluation Office	Extensive consultation	April-June 2008
Results: - relevance - impact and - effectiveness	GEF Evaluation Office	- Focal areas - Cross cutting issues - Country Portfolio Evaluations - Impact evaluations - Synthesis for OPS4	Preparatory work started - will continue until April 2009
Performance - efficiency	GEF Evaluation Office	- APR, Focal areas evaluations, and process evaluations - synthesis for OPS4	On-going - synthesis April/May 2009



<b>What</b>	<b>Who</b>	<b>How</b>	<b>When</b>
Stakeholders perceptions	Independent consultant firm, specializing in stakeholder consultations GEFEO support	Tender	October 2008-April 2009
Specific case studies: - governance, - Trustee and - GEF Focal Points	Independent experts GEFEO support	Case studies to be tendered	January – April 2009
GEF M&E System	Professional peer review	Professional peer review mechanism	November 2008-April 2009
Quality Assurance of OPS4	Quality Assurance Advisors	To be proposed by GEF Evaluation Office and to be appointed by Council	On-going

23. Of this plan of action, the preparations for the evaluative work in the six focal areas have started. Furthermore, a first identification of potential key questions for OPS4 has taken place. These key questions have been attached as annex I to this work program. It is proposed that they will be developed into Terms of Reference for OPS4 which will be approved by Council through written procedure in the coming months.

24. The same procedure as adopted for the mid-term review of the RAF can be followed. For that evaluation, first an approach paper was published on the website, which led to a broad series of comments and suggestions, which were incorporated in draft terms of reference. These draft terms of reference were subjected to a round of comments and suggestions of Council members, which led to a proposal for a final terms of reference tabled at the GEF Council meeting in November 2007. Approving terms of reference for OPS4 at the Council meeting in November 2008 would be too late to ensure a timely conclusion of OPS4. It is proposed to keep the process of developing the terms of reference confined to the month of May, so that Terms of Reference of OPS4 can be approved in June. This is a tentative schedule, as the number and depth of comments and suggestions cannot be predicted.

25. The final draft Terms of Reference of OPS4 will contain a detailed budget. Furthermore, it will then become clear whether OPS4 can be undertaken within the budget allocated to the GEF Evaluation Office for fiscal year 2009. If more funding would be needed, a Council decision on a supplementary budget will be proposed. The GEF Evaluation will propose such funding either from savings in fiscal year 2008 or from the tentative budget for fiscal year 2010, so that the overall cap for funding of the GEF Evaluation Office over the four years of GEF-4 will remain \$15,041,549 as approved in principle by Council in June 2007. Currently the Office expects to be able to fund OPS4 from the regular budget for fiscal year 2009.

## **OTHER EVALUATIONS**

### **Country Portfolio Evaluations**

26. Country Portfolio Evaluations play an increasingly important role in capturing aggregate portfolio results and the performance of GEF at the country level. The number of country portfolio evaluations conducted by the office has steadily increased since their

introduction in 2006. A total of seven of these evaluations have now taken place, in Costa Rica, Samoa, the Philippines, Benin, Cameroon, Madagascar and South Africa. The first three evaluations were presented separately to Council, but this year the Office has synthesized the evaluations in Benin, Madagascar and South Africa in its first Annual Country Portfolio Evaluation Report. The evaluation in Cameroon is not yet finished due to quality problems in the first draft of the report. When that evaluation is finished it will be included in the next Annual Report. It is proposed that the choice for the two additional country portfolio evaluations will be included in the approach paper and TOR for OPS4. No country portfolio evaluations have yet taken place in Europe, Central Asia and Middle-East/Northern Africa.

### **Impact Evaluation**

27. In fiscal year 2009, the Office will evaluate the impact of GEF support to the phasing out of ozone depleting substances. This evaluation, for which joint work with UNEP and UNIDO is foreseen, will include field visits in countries where GEF support was given (Eastern Europe and Central Asia). At the same time, quasi-experimental evaluations will be supported, reanalyzing existing data sets to explore the issue of GEF impacts. Opportunities will be explored further with UNEP and STAP. The on-going work will be reported on in the second Annual Report on GEF Impacts, to be presented to Council in November 2008.

### **OVERSIGHT**

#### **Annual Performance Report (APR)**

28. The 2009 APR will be presented to the June 2009 Council meeting. The APR will continue to report on issues such as accomplishments of results, including verified ratings of project outcomes and project sustainability, process and factors that affect attainment of these results, and progress on implementation of Council decisions. It will also include the GEF Agency Performance Matrix. The matrix presents the Evaluation Office's response to the Council request, covering 15 performance parameters previously identified. The 2008 APR will also continue to report the verification of ratings and terminal evaluations quality through field visits to countries and projects. The results of the APR will also flow into OPS4.

#### **Program Indicators**

29. Work on program indicators in fiscal year 2009 will be integrated into OPS4. It is possible that work on indicators will lead to sub-studies that can be published as evaluation documents of the office. However, first priority will lay with OPS4.

### **KNOWLEDGE SHARING**

30. The knowledge sharing initiatives in the office flow from the strategy set out in the M&E Policy. A number of guidelines have recently been issued to govern and streamline all procedures related to knowledge sharing activities in the office. Furthermore, the website is being restructured in order to make it more interactive and user friendly.

Several new innovations are anticipated including a search function, a database for evaluation reports, a news section, sign-up/email-alert and dissemination function. The website will also include a Wiki, allowing greater interaction with web users.

31. The website will play an increased role in supporting capacity at country level, through the strategic dissemination of evaluation results and lessons learned. A 'results page' drawing on the analysis of various evaluation reports is under development. In addition, modules designed for the GEF focal points will be included on the website of the GEF Country Support Programme. New channels of sharing lessons and disseminating results are being explored. In particular, wider participation in new knowledge networks is being pursued. This foresees better links with academic and research centers of excellence and evaluation networks.

#### **INTERNATIONAL WORKSHOP ON EVALUATING CLIMATE CHANGE AND DEVELOPMENT (SPECIAL INITIATIVE)**

32. The International Workshop will take place at the Bibliotheca Alexandrina in Alexandria, Egypt, May 10-13 2008. In fiscal year 2009 it will have a range of follow-up activities. These will include a formal publication of key findings and issues, the establishment of knowledge repositories on the evaluation of climate change and development and the start up and support of a range of networks through which interested professionals can share ongoing work.

#### **PARTICIPATION IN EVALUATION NETWORKS**

33. The GEF Evaluation Office has played an active role in evaluation networks, particularly in the United Nations Evaluation Group (UNEG). UNEG is a professional network that brings together the units responsible for evaluation in the UN system including the specialized agencies, funds, programs, and affiliated organizations. The Evaluation Office has been a member of UNEG since 2005. The GEF Evaluation Office has also participated in meetings of the Evaluation Cooperation Group of the International Financial Institutions. It is expected that the Office will be invited to become a member of this network, given the fact that the GEF itself is a financial institution and five of the GEF agencies are members. Through the membership of these two networks the GEF Evaluation Office is fully informed of developing international standards and practices, relevant to the GEF. Furthermore, it can promote the mainstreaming of sustainable development evaluation in both networks.

34. The UN Evaluation Group and the DAC Evaluation Network have developed a framework for professional peer reviews based on previous experiences of assessing the evaluation function of UNDP and UNICEF, and internationally recognized standards. A peer review of the GEF's evaluation function is planned for the second half of 2008 which will feed into OPS4.

#### **BUDGET FOR FISCAL YEAR 2009**

35. The Office's budget for fiscal year 2009 is determined and based on the following principles:

- It is an activity based budget, determined by the work program necessary to achieve the Office's objectives and proposed outputs, in particularly the preparation of OPS4;
- It is reviewed and approved by Council;
- It assumes at least a 3% inflation rate annual increase;
- As requested by Council the proposed budget does not include special initiatives;
- It is based on international standards and follows World Bank procedures;
- Integrates the cost of OPS4 within the Office's regular budget.

36. The budget for fiscal year 2008 of the Evaluation Office, approved by Council in June 2007, was \$ 3,793,365. Current expectations are that at the end of fiscal year 2008 \$ 3,604,367 will be spent. Economies have especially been achieved in preparatory work for focal area studies, which will lead into OPS4.

37. The proposed budget for fiscal year 2009 is a 3% rise due to inflation costs over the budget for fiscal year 2008, as has been agreed upon with Council in June 2007. It has to be noted that inflation levels in the US are above 4% since November 2007<sup>1</sup>, and that the exchange rate of the US dollar make operations of the GEF Evaluation Office in countries that have not pegged their currency to the US dollar increasingly expensive.

**Table 7. Budget and expenditure for FY08 according to activities, including special initiatives funded by the Council.**

	<b>Budget</b>	<b>Estimated as of June 30</b>
<b>Fixed Costs</b>		
<b>Staff Costs</b>	1,759,747	1,895,067
<b>General Operations Costs</b>	272,620	292,757
<b>Management &amp; Advisory Support</b>		
Travel	60,000	55,000
Advisors	50,000	72,500
<b>Knowledge Management</b>	150,000	65,934
<b>Publications, Media &amp; Web</b>	116,000	91,976
<b>Contingencies</b>	64,000	71,240
<b>Variable Costs</b>		
<b>Evaluations</b>		
OPS4	235,000	100,000
Capacity Building	51,000	105,960
Catalytic Role	140,000	79,226
4 Country Portfolio Evaluations	500,000	550,000
Impact evaluations	135,000	114,908
Partnership/umbrella projects	50,000	0
<b>Oversight</b>		
APR	190,000	151,442
Program Indicators	20,000	28,600
<b>Total</b>	<b>3,793,367</b>	<b>3,674,610</b>

<sup>1</sup> See [http://www.inflationdata.com/Inflation/Inflation\\_Rate/CurrentInflation.asp](http://www.inflationdata.com/Inflation/Inflation_Rate/CurrentInflation.asp) (viewed on March 22, 2008)

<b>Special Initiatives</b>	<b>Approved budget</b>	<b>FY07</b>	<b>FY 08 (estimate)</b>	<b>FY09</b>
Evaluation of the Small Grants Program	400,000	200,610	107,950	91,438
International Workshop	25,000	25,000	0	0
RAF mid-term review	500,000	0	121,300	378,700

**Table 8. Budget for FY09 for Council approval according to activities**

	<b>FY09 GEF EO Budget</b>
<b>FIXED COSTS</b>	
<b>Staff Costs</b>	
Staff salaries and benefits	2,073,017
Staff training	36,000
<b>General Costs</b>	
Office Space, Equipment and Supplies	131,450
Communications and Internal Computing	144,200
Representation, Hospitality & Meetings support	10,000
<b>Subtotal Fixed Costs</b>	<b>2,395,667</b>
<b>VARIABLE COSTS</b>	
<b>Evaluations</b>	
Country Portfolio Evaluations	192,500
Impact Assessments	95,000
<b>Oversight</b>	
GEF Annual Performance Report	100,000
<b>OPS4</b>	825,000
<b>Participation in Networks</b>	20,000
<b>Knowledge Management</b>	100,000
<b>Management &amp; Advisory Support</b>	
Travel	50,000
STC Advisors	30,000
<b>Publications, Media, Web</b>	100,000
<b>Subtotal Variable Costs</b>	<b>1,512,500</b>
<b>TOTAL FY09 GEF EO Budget</b>	<b>3,907,167</b>

**Table 9. Proposed budget for FY09 for Council approval according to type of expenses**

<i>Expense Categories</i>	<i>FY09 GEF EO Budget</i>
<b>Staff Costs</b>	
Salaries and Benefits	2,073,017
Travel	57,500
Training	36,000
<b>Sub-total</b>	<b>2,166,517</b>
<b>Consultants</b>	
Fees (long-term)	300,000
Fees (short-term)	500,000
Travel	300,000
<b>Sub-total</b>	<b>1,100,000</b>
<b>Contractual Services</b>	
Contracts with firms	255,000
<b>Sub-total</b>	<b>255,000</b>
<b>Publications, media, web and outreach</b>	100,000
<b>Sub-total</b>	<b>100,000</b>
<b>General Operations</b>	
Office Space, equipment and supplies	131,450
Communications and Internal Computing	144,200
Representation, Hospitality & Meetings support	10,000
<b>Sub-total</b>	<b>285,650</b>
<b>TOTAL FY09 GEF EO Budget</b>	<b>3,907,167</b>

## **HUMAN RESOURCES**

38. The Evaluation Office has experienced a steady growth of its activities. In order to maintain the high standard and quality of evaluations and other products of the office, it has been necessary to hire professionals to maintain quality. In FY08, three new professionals, in the areas of knowledge management, oversight and evaluations, have been hired. The use of consultants has diminished accordingly.

## **ANNEX I – DRAFT KEY QUESTIONS FOR OPS4**

### **Role and “niche” of the GEF**

- What is the coverage of the GEF in tackling major global environmental and sustainable development problems?
- Who are its partners and is its current partnership mode (through additionality) still relevant?
- Are the six focal areas still relevant and sufficient to deal with major global environmental and sustainable development problems?
- What is the added value and niche of the GEF?

### **Results of the GEF**

- Which concrete, measurable and verifiable results (outcomes and impacts) have been achieved by the GEF in its six focal areas?
- Which impacts, intended and unintended, can be reported on global environmental and sustainable development problems?
- How do the achieved results and impacts relate to the intended results and the problems that were targeted?
- How do the results of global and regional projects compare to those of national and local projects?

### **Relevance of the GEF for the multilateral environmental agreements**

- To what extent has the GEF followed the guidance of the conventions for which it is a/the financial instrument?
- To what extent has the GEF been able to promote international cooperation in environmental areas that have not previously been covered by international agreements?
- Has the GEF been able to provide feedback on its experiences, lessons learned and perspectives to the multilateral environmental agreements?

### **Relevance of the GEF for national environmental and sustainable development policies**

- To what extent has the GEF been able to support improved policies on environment and sustainable development at the national level both within and across sectors?
- To what extent has the GEF supported technology transfer?
- To what extent has the GEF been able to support national and local changes in economic and social behavior that ensure the sustainability of global benefits?
- What have been the achievements of the GEF in national capacity building, especially in Small Island Development States and the Least Developed Countries?
- To what extent has the GEF been able to play a catalytic role?
- To what extent has GEF support been additional and/or incremental?

### **Performance issues affecting results of the GEF**

- Is the governance system of the GEF adequate and up to international standards and did it manage the GEF well?

- Are the strategies, modalities and interventions of the GEF substantiated through practice?
- To what extent has the GEF been cost-effective in achieving results?
- Is the GEF's composition, structure and division of roles and responsibilities effective in meeting its mandate, operations and partnerships?
- How much co-financing has been realized, and what has been the contribution of this co-financing towards global environmental benefits?
- Have trade-offs between global environmental benefits and local development benefits been handled adequately in the GEF, and if so, how?
- Has the RAF succeeded in allocating funding to ensure a maximization of global environmental benefits through performance and potential benefits, and if not, how should the system be fine-tuned or changed?
- Is the GEF sufficiently taking into account the varying capacities of countries including Small Island Developing States (SIDS), Least Developed Countries (LDCs), emerging economies?
- Are the GEF Agencies succeeding in maximization of global environmental benefits through project preparation and implementation, and if not, what are alternatives for implementation of projects and programs?
- To what extent have global environmental issues been mainstreamed in GEF Agencies?

#### **Monitoring & evaluation, science & technology and knowledge sharing**

- How is the GEF portfolio managed and monitored in GEF agencies and member countries, and how do these efforts support results and the reporting on results?
- How is the GEF portfolio evaluated by the GEF Evaluation Office and GEF agencies, and how is the GEF M&E policy implemented up to international standards and best practice?
- To what extent have projects and programs incorporated state of the art technology and science and what has been the role of STAP in this regard?
- How successful has STAP been as intermediary with the global scientific and technology community?
- How successful has the GEF been in incorporating lessons learned and sharing knowledge throughout the GEF agencies and member countries?
- How successful is the GEF in communicating its policies, procedures and results?

#### **Resource mobilization and financial management**

- How effective has the GEF been in mobilizing resources for tackling global environmental and sustainable development problems?
- How have the funds of the GEF been managed by the Trustee and the GEF Council?
- How have human, financial and administrative resources been managed throughout the GEF?
- Have fiduciary standards been met?