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JOINT EVALUATION OF THE SMALL GRANTS PROGRAMME
FULL REPORT

(Prepared by the GEF Evaluation Office)

GEF Evaluation Office **UNDP Evaluation Office**

Joint Evaluation of the GEF Small Grants Programme

-Full Report-

October 15, 2007

ACRONYMS

CBO	Community-Based Organization
COMPACT	Community Management of Protected Areas for Conservation
CPMT	Central Programme Management Team
CPS	Country Programme Strategy
EU	European Union
FSP	Full Size Project
GEF	Global Environment Facility
ICRAN	International Coral Reef Action Network
IFAD	International Fund for Agricultural Development
IUCN	International Union for the Conservation of Nature and Natural Resources
JICA	Japan International Cooperation Agency
LDC	Less Developed Country
M&E	Monitoring and Evaluation
MSP	Medium Size Project
NBI	Nile Basin Initiative
NC	National Coordinator
NGO	Non-Governmental Organization
NSC	National Steering Committee
NTEAP	Nile Trans Boundary Environmental Action Project
OP	Operational Phase
POP	Permanent Organic Pollutant
PRA	Performance & Results Assessment
RAF	Resource Allocation Framework
SEDESOL	Secretaría de Desarrollo Social (Ministry of Social Development in Mexico)
SGP	Small Grants Program
SIDS	Small Island Developing State
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNOPS	United Nations Office for Project Services
WB	World Bank

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1. BACKGROUND

1. The Global Environment Facility (GEF) created its Small Grants Programme (SGP) in 1992. The report '*Hands on Action for Sustainable Development – 1992-2002,*' which documents SGP's 10 years of history, summarizes SGP's principal objectives as follows:

- Develop community-level strategies and implement technologies that could reduce threats to the global environment if they are replicated over time.

- Gather lessons from community-level experience and initiate the sharing of successful community-level strategies and innovations among Community-based Organizations (CBOs) and Non Governmental Organizations (NGOs), host governments, development aid agencies, GEF and others working on a regional or global scale.

- Build partnerships and networks of stakeholders to support and strengthen community, NGO and national capacities to address global environmental problems and promote sustainable development.

- Ensure that conservation and sustainable development strategies and projects that protect the global environment are understood and practiced by communities and other key stakeholders.

2. While the main objectives of the programme have evolved to become more specific, the SGP has always functioned as a window to directly finance initiatives of non-governmental organizations (NGOs) and community based organizations (CBOs) that generate global environmental benefits in ways that also address country sustainable development priorities. SGP also seeks to reach poor and marginalized populations, including women and indigenous populations. Since its inception SGP has been implemented by UNDP on behalf of the three implementing agencies of the GEF – UNDP, World Bank and UNEP. The United Nations Office for Project Services (UNOPS) is the executing agency for SGP. Within UNOPS, the management functions of SGP are largely divided along the lines of the global programme and country programme functions. At the global level SGP is managed by the Central Programme Management Team (CPMT), which is led by a Global Manager. The country programmes are led by a National Coordinator. Country programming and grant review and approval, and overall programme oversight is done by a National Steering Committee

3. The SGP has gone through four replenishments in three periods. For each of the periods, the SGP objectives, with reference to the generation of global environmental benefits and the links with other GEF operations, were gradually defined and made more specific.

4. The **Pilot Phase** (June 1992 – December 1996) demonstrated the viability of the small grants approach and the potential contributions of community-based activities to the GEF's mission. In five years the programme expanded to 50 countries. Features such as decentralization, stakeholder participation and flexibility were introduced during the Pilot Phase and have been since mainstreamed in the programme.

5. The **Period of Consolidation** included Operational Phase (OP) 1 (January l997 – February 1999) and a part of OP 2 (March 1999 – December 2002). During this period, the GEF Council required that the SGP funded activities be linked to the existing GEF Focal Areas (Biodiversity, Climate Change, and International Waters) and to other GEF projects. A strategic framework, operational guidelines, and country programme strategies were developed to address links to other GEF projects and to align the country programmes with priorities of the participating countries. Initial steps were taken to put into place a monitoring and evaluation (M&E) system to track and assess global environmental benefits. During this six-year period there was little expansion of the SGP – from 50 countries in 1996 it had expanded to only 61 countries by the end of 2002. At the approval of the SGP Operational Programme 2, the GEF Council made the SGP a corporate programme of the GEF. This change was consistent with Council's intentions to more closely link SGP operations with other GEF activities. This has resulted in smoother transitions from one operational programme to the next and also has implied that SGP needs to report on programme progress on an annual basis.

6. The **Period of Expansion** corresponds to a part of OP 2 (Jan 2003 to Feb 2005) and OP 3 (March 2005 – June 2007) when the SGP expanded into 41 new countries and one country graduated from GEF funding, increasing the total number of participating countries of SGP to 101[1]. Of the new countries, 68 percent (28) were least developed countries (LDCs) and/or small-island developing states (SIDS). During this period two new focal areas were introduced (Land Degradation and Persistent Organic Pollutants) and overall programme management systems were further developed. During this time the SGP was required to develop strategic country portfolios, strengthen links with other GEF projects and establish knowledge sharing mechanisms. The GEF Council also laid greater emphasis on some requests made during previous phases. These requests include reduction in proportion of management costs, an increase in monitoring of global environmental results, an increase in cofinancing mobilized by the SGP and development of country programme sustainability frameworks.

7. Presently the SGP is going through a transition to a fourth period. This new period is driven mainly by the implementation of the GEF Resource Allocation Framework (RAF), a rapid expansion of the programme to new countries – especially SIDS and LDCs – and the ongoing discussions regarding graduation of mature programmes. A multi agency Steering Committee has been formed and through this committee the GEF Secretariat and other agencies are increasingly involved in decision making regarding the SGP.

8. **SGP Grants:** The maximum grant size for regular projects is 50,000 US dollars, but most of the SGP grants are generally in the range of 20,000 to 35,000 US dollars: the average for the full grants made during OP 3 was about 28,000 dollars[2]. Grants are awarded directly to NGOs and CBOs. When needed grantees may be given a planning grant, generally lower than 2000 US dollars, to prepare project grant proposal for a full grant. From inception till end of the OP2, NGOs implemented 70 percent of the project grants whereas CBOs implemented 27 percent of them – the remainder was implemented by other institutions. During the OP 3 due to greater emphasis on building institutional capacities of the local communities a greater proportion of projects were implemented through CBOs (39 percent).

[1] During this period the Polish Government decided to graduate from all GEF assistance. As a result, the Polish SGP is presently closing. All operation will be completed by early 2008

[2] SGP provides planning grants and full grants. Planning grants have similar objectives to the project development funds of larger GEF projects and tend to be under US 5 000 dollars.

9. **Thematic Focus of Project Grants:** Since the inception a substantial proportion of project grants have been in the Biodiversity focal area. However, this share has been consistently declining – it was 65 percent during the Pilot Phase and it declined to 47 percent during OP 3 (table 1). The share of Climate Change projects has been stable at around 16 percent, whereas that of the Land Degradation focal area, which was included as a new focal area during OP 3 increased significantly to 17 percent (table 1).

Table 1: Share of focal areas in the project portfolio

Focal Area	Pilot Phase	OP1	OP2	OP 3	All Phases
Biodiversity	65%	61%	57%	47%	54%
Climate Change	14%	15%	17%	16%	16%
International Waters	6%	6%	5%	6%	6%
Multi Focal Area	12%	15%	16%	11%	14%
Persistent Organic Pollutants	0%	0%	0%	4%	2%
Land Degradation	3%	3%	4%	17%	8%

(Source: SGP Database)

10. **Past Evaluations of SGP.** There have been three programme evaluations of the SGP. The first was managed by the UNDP Evaluation Office (UNDP, 1995) and the subsequent two evaluations by UNDP-GEF (UNDP, 1998; 2002). These evaluations, particularly the second and third, were primarily oriented towards improving SGP's operations and design and towards distilling lessons. These evaluations have also been the basis for GEF Council decisions regarding programme expansion and requirements for replenishments. The SGP has implemented Council decisions pertaining to programme consolidation and expansion during various stages in evolution of the programme. While SGP has incorporated the recommendations of successive evaluations, when seen from the GEF Corporate perspective these evaluations had the following gaps:

- No assessment of the extent to which SGP grants and country programmes contribute to the generation of global environmental benefits.
- No assessment of the cost effectiveness of the SGP
- No assessment of the exchanges, complementarities, and other links between SGP and other GEF Projects.
- Trade-offs between global environmental benefits and benefits to local populations of SGP grants were not assessed**.**

2. SCOPE AND METHODOLOGY

At its meeting in June 2006 Council requested the GEF Evaluation Office to undertake an independent evaluation of the Small Grants Programme, for which Council agreed to make available $ 290,000. In addition, $ 110,000 was transferred from the SGP funds to the evaluation, in lieu of which SGP would not be required to undertake a final evaluation at the end of its current replenishment phase. The GEF Evaluation Office invited the UNDP Evaluation Office to participate in the Evaluation. The approach paper for the study, which was published at the GEF Evaluation Office website in February 2007, was jointly developed. The field studies for the Evaluation were conducted during March to June 2007. The first draft of the evaluation report was shared with SGP on 18th September 2007 for the due process of checking for factual errors and errors of analysis.

11. The primary objectives of the Evaluation are to assess:

- Relevance of the results of the SGP to the GEF mandate and operations, and to country sustainable development and environmental priorities
- Effectiveness of the SGP in generating global environmental benefits
- Efficiency of SGP in engaging the community based groups and NGOs to address the global environmental concerns
- The key factors affecting results of the SGP
- The M&E systems of the SGP

12. This evaluation was conducted jointly by the Evaluation Offices of the GEF and UNDP and in total 25 evaluators were involved at different levels. The evaluation assessed the results of the SGP, the factors that affect these results and the M&E systems of the programme. It also traced the evolution of the SGP, the changes that have taken place in the programme and the drivers of these changes. The findings were interpreted to draw conclusions and make recommendations to the GEF council.

13. The evaluation collected both qualitative and quantitative data to make inferences about the SGP. The quantitative data was used primarily to determine the prevalence of observable facts across the SGP portfolio. The qualitative methods, on the other hand, focused on identifying and understanding the factors that affect the results.

14. Datasets for analysis were generated from a variety of sources such as literature review, country programme case studies, project sample survey, interviews, and online survey. The datasets generated through these approaches were related and complementary. The inferences about the SGP have been drawn by using these approaches. On issues where data was gathered using more than one approach, the data from such approaches was first analyzed in isolation and was then triangulated to identify the points of convergence and divergence. This was done to reduce threats to validity of inferences (See Annex A for a detailed methodology description).

15. **Literature review.** A review of GEF council documents, documents pertaining to CPMT guidance on various aspects of the SGP, SGP database, past evaluation reports of the SGP, country programme strategy documents, project documents, progress and completion reports was conducted to determine the council expectations from the SGP, the guidance provided to the country programmes, the evolution of the SGP and the challenges it continues to face. SGP database was

analyzed to know about the characteristics of the SGP project portfolio. The expenditure statements of the SGP country programmes were analyzed to identify the factors that affect management costs of the SGP country programmes. Literature review pertaining to other non-SGP small grant programmes alongside interview of the staff of such programmes was conducted to know more about the relative efficiency of the SGP.

16. **Country programme case studies.** The country programme case studies were prepared to assess the performance of the selected country programmes in achieving the expected results, the factors that are affecting achievement of results and M&E system in the country. For selection of the SGP country (or sub-regional) programmes for case studies, the country programmes were classified into two different groups considering the total number of projects, disbursement and age of the country programme[3]. Twenty country programmes, 10 from each group, were randomly selected. In addition, two country programmes – Mexico and the Philippines – were also selected[4]. The studies for the first group were carried out by teams including an evaluation officer from the GEF or UNDP and a country consultant who invested from 30 to 40 days in each. For the countries selected from the second group desk studies, supported with field verification for most of the country programmes, were conducted.

17. **Project sample survey.** To evaluate performance at the project grant level, SGP-GEF project grants in randomly selected countries were categorized into "closed" projects and project still "under implementation." A sample of six closed project grants and six under implementation project grants was randomly drawn[5]. In all 229 grants (110 closed and 119 under implementation grants) were selected[6]. For various reasons not all project grants were reviewed[7]. In all, 180 project grants were assessed on project results including project outcomes, risks, learning and interaction with the stakeholders; 191 project grants were assessed for M&E related issues; and, 187 were assessed to determine the population groups targeted by the project grant. Performance of 107 project grants was field verified by evaluators. Overall, since none of the project grants that were eventually dropped from the sample were dropped due to performance related issues, the gathered data provides a fair reflection of the overall project portfolio. The analysis of the data was done after taking into account the probability weights of the assessed project grants. Due to lack of sufficient projects from the Pilot Phase and OP 1, whenever comparisons have been made across OPs the sampled projects from these phases have been classified into one group (See Annex B).

[3] The first group consisted of programmes were among the top 35 programmes both in terms of total number of SGP-GEF projects and total grants made, and had implemented a SGP project before 1997. Twenty eight country programmes met the specified criteria. The second group consisted of all the sub regional or country programmes that were not included in the first group

[4]Mexico was selected to specifically learn from its experience in adopting regional targeting of the SGP-GEF program, Philippines was selected opportunistically so as to benefit from the "GEF Country Portfolio Evaluation" being conducted by the GEF Evaluation Office during the period when SGP Evaluation was being conducted. Intensive field studies were conducted in all the countries selected from the first group

[5] The number six per field visit country was arrived at to as a reasonable number that would be required for making inferences at the global portfolio level and will be feasible for the evaluation given the time and money constraints. It was anticipated that it may not be possible to assess all of the sampled project grants.

[6] The overall number was lower than 120 each because in some of the country programmes the completed or under implementation SGP projects were less than six. It was anticipated that most of the grants that were under implementation would have been completed by the time field surveys were conducted

[7] The evaluation was not able to visit Iran and was unable to get a translator in time for translating the project documents and reports from *farsi*. Apologies are extended to the Iran SGP Country Programme which was ready to receive the evaluation. Therefore, performance of sampled projects from Iran was not assessed. The project grants selected from the Vietnam country programme were assessed only on M&E related issues. Further, 11 projects were dropped due to inaccessibility of the project grant site and unavailability of sufficient secondary information. In addition, 14 of the surveyed projects were identified as management cost related grants. These grants were considered as programme management costs and were, therefore, dropped from consideration.

18. **Interviews.** A series of interviews were conducted with the CPMT officials, country programme teams, members of the National Steering Committees, ex-staff members of the SGP, grantees, the SGP programme partners, UNDP officials, UNOPS officials, and beneficiary groups, to gather information on issues pertaining to performance of the programme. Structured instruments were used to document factual information on performance of the projects and the programme. Semi-structured instruments were used primarily to assess the factors that affect the achievement of the project and programme results.

19. **Online survey.** After collating information collected from the above specified sources, some data gaps were identified. An online survey was designed to address some of these gaps. The survey was targeted to the national coordinators of the SGP country programmes[8]. Seventy two national coordinators participated in the survey. This survey gathered additional information on issues related to country programme strategy, knowledge management, programme support provided by the CPMT, partnerships, and interaction of the country programmes with other stakeholders of the SGP.

20. **Limitations:** The project grant sample was drawn from project grants listed in the SGP database. Since not all of the grants that have been made so far, especially those from the OP 3, have been recorded in the database the unrecorded project grants remain unverified. Resource constraints allowed only for a total of about 200 projects to be reviewed. While this number is sufficient to make broad conclusions at the global portfolio level it is not sufficient to make conclusions at the country programme level and across regions. Similarly, the number is not sufficient to capture smaller variations in programme performance across OPs.

[8] The online survey was opened on 29th of Aug 2007 and was closed on 7th of September 2007. Sixty respondents completed the survey while twelve dropped out without completing the survey

3. RELEVANCE AND RESULTS

Conclusion 1: The SGP has a slightly higher success rate in achieving global environmental benefits and significantly higher rate in sustaining them than Medium and Full Size Projects

21. The Evaluation findings suggest an impressive track record for the SGP. Ninety three percent of the project grants from OP 3 have been rated in the satisfactory range (moderately satisfactory and higher) in terms of overall outcome. In comparison, 82 percent of the project grants from the Pilot Phase and OP1, and 91 percent from OP2 were rated in the satisfactory range. If projects from all the phases are considered together, 90 percent of all SGP project grants reviewed were rated by the evaluation in the satisfactory range (see table 2). SGP project grants are on target to meet and exceed the benchmark of 75 percent of GEF Projects achieving satisfactory outcome rating that was agreed upon in the GEF-4 replenishment agreement.

Table 2: Overall Outcome Rating for the Reviewed Project Grants

Rating	Percentage of Projects
Highly Satisfactory	24%
Satisfactory	43%
Moderately Satisfactory	23%
Satisfactory Range	***90%***
Moderately Unsatisfactory	6%
Unsatisfactory	3%
Highly Unsatisfactory	0%
Unsatisfactory Range	***10%***

(Projects reviewed =180; projects rated =167, unable to assess = 13)

22. Sustainability of outcome rating provides an indication of the likelihood that benefits from the project grant will continue long after the project grant is closed[9]. The evaluation found that outcome sustainability of about 80 percent of the grants were in the low risk range, whereas outcomes of the remaining 20 percent faced "significant" or "high" levels of risks (See table 3). The risk profile of grants across the OPs has remained stable (see table 4). Thus, benefits from most of the completed projects are likely to continue in future.

Table 3: Risks to Sustainability of Outcomes

Risk Category	Percentage of Projects
No or Little Risk	41%
Moderate Risk	39%
Low Risk	***80%***
Significant Risk	18%
High Risk	2%
High Risk	***20%***

(Projects reviewed =180; projects rated =159, unable to assess = 21)

[9] Risks to project outcome sustainability were assessed in four dimensions: financial, socio-political, institutional framework and governance, and environmental

23. When compared to completed GEF full size (FSPs) and medium size projects (MSPs), which are rated using similar criteria by the GEF Evaluation Office, SGP projects are rated slightly higher for project outcomes and significantly higher for sustainability.[10]

Table 4: Trends in Risks to Sustainability of Outcomes

Risk Category	Pilot Phase and OP1	Phase 2	Phase 3
Not Risky	78%	81%	81%
Risky	22%	19%	19%

(Projects reviewed =180; projects rated =159, unable to assess = 21)

Conclusion 2: SGP has contributed to numerous institutional reforms and policy changes in the recipient countries to address global environmental issues.

24. Replicating, scaling up, and mainstreaming local community activities have been emphasized since the beginning of OP 1. The SGP has made important contributions to the development of country capacities to address global environmental issues in ways that also contribute to country sustainable development priorities. Almost all country programmes reviewed include among their achievements some form of replication, mainstreaming of the practices or technologies they introduce, whether at the local, provincial or national level – this is true for even those countries where the SGP has not been operational for long.

25. The evaluation found that in all 22 country programmes SGP has contributed to the formulation and or implementation of policies. They do so by cultivating relationships with civil society organizations, local, provincial and national governments, academic institutions, other global organizations, and the private sector. Country programmes seek to influence policies and institutions trough awareness raising, sharing of knowledge; and developing or strengthening institutional capacities.

26. **SGP has contributed to develop local policy instruments.** SGP influenced local policy in the reviewed country programmes. In Vietnam lessons from SGP project grants have been included in the Municipal guidelines. In the Philippines the lessons from SGP project grants became a basis for drafting municipal environmental ordinances (i.e., establishment of marine sanctuaries, hunting bans, deputation of fish wardens and forest protection volunteers, among others).

27. **SGP has contributed to national policy formulation.** 13 of the 22 country studies reported examples on how SGP has provided input to national policies. In Poland SGP projects were instrumental for developing the national agro-biodiversity plan with a focus on traditional species and products, which supports both the EU environmental measures and the Convention on Biological Diversity. In Ghana, SGP has made contributions to several national policies, e.g. the National Biodiversity Strategy (2002), the National Strategic Energy Plan, and the National Wildfire Policy. In Turkey the SGP contributed to Turkey's first conservation-oriented management plan for a salt.

[10] *Annual Performance Report 2006*, GEF (Council June, 2007. Document GEF/ME/C31/1) in page 2 reports that that 84 % of the GEF medium size and full were rated with outcomes marginally satisfactory or above and 61 percent rated in sustainability as marginally likely or above.

28. **SGP has facilitated access to broader markets.** Five out of the 22 country studies report that the SGP supported market expansion for the products generated in the projects[11]. In four of these countries the private sector is a partner of the program, and plays a critical role in scaling up. In Ghana**,** after an SGP grant, JICA assisted the women's groups with new technologies to produce *shea* butter soap for the Japanese market. Smartex Timber adopted the project *Bio-prospecting of Thaumatococcus Danielli*, a natural sweetener and other non-timber forest products for the conservation of tropical forests and transformed it into a processing company producing sweeteners for the pharmaceutical companies, with funding from a private bank in Germany. In Mexico, SGP supported an umbrella organization through which community groups of individuals can access credit, technical assistance and, thus export organic honey.

29. **SGP as an incubator.** In Mexico the SGP is presented as an "incubator of initiatives", where significant processes under broad implementation today started in the past as small actions funded and promoted by SGP. These actions increased in relevance, achieved greater coverage and financial independence, and ended either as autonomous organizations or highly relevant programmes. One of the initiatives is the Local Risk Management Programme, where the SGP played a catalytic role in lowering community risks when natural disasters occur.

Conclusion 3: The SGP has contributed to direct global environmental benefits while also addressing the livelihood needs of local populations.

30. Evidence from the country studies and from the field-verified grant sample suggests that SGP's global environmental benefits, or contribution to processes that are likely to result in global environmental benefits, are considerable. However, the evaluation also found that of the 22 country programmes reviewed in three SGP might have generated more global environmental benefits if its grants were not as dispersed across the country and/or had the country programme chosen to focus on a region with relatively higher globally significant biodiversity in the country. With the exception of Ozone Depleting Substances, SGP was active in all focal areas.

31. **Biodiversity Conservation**: All 22 country programmes examined by the evaluation have activities in biodiversity. In this focal area country programmes are contributing to the conservation of endangered species, the reduction of threats to endangered ecosystems, and the conservation of protected areas. In Turkey, a SGP grant resulted in significant reduction of illegal pearl mullet fishing. Pearl mullet is listed as an IUCN Red List and is endemic to Van Lake. The ratio of spawn fishing to winter fishing outside the reproductive period has been reversed. In Ghana the programme has placed 250,000 ha of land outside the gazetted protected forests under effective community management. These areas include globally significant biodiversity areas, important bird areas, biological corridors and traditional protected areas. In Romania several projects are improving the protection of key species (such as the Black Sea Dolphins, White Storks and Golden Eagles), and local reserves / Protected Areas.

32. SGP conservation activities normally involve community groups and result in direct benefit to local populations. For example, country programmes supported management of forests buffer zones of protected areas and promoted the conservation of agro-biodiversity, resulting in economic gains for the local populations. SGP country programmes also supported ways to add economic value to biodiversity conservation through ecotourism or development of specialty markets. Other

projects in Ecuador, Mexico, Cuba, Malaysia, Romania, Niger and Vietnam have contributed to the control of invasive species affecting local production or have supported the conservation of agricultural biogenetic resources or medicinal plants.

33. **Climate Change Mitigation**: Seventeen out of the 22 SGP country programmes reviewed have contributed to the reduction of greenhouse gas emissions by introducing renewable energy sources and energy efficient alternatives, such as the fuel efficient stoves in Pakistan. These include solar panels, solar heaters, small hydroelectric plants, and biomass-based generators (mostly installed in remote off grid areas and can provide marginal populations with a more reliable energy source, save labour, and improve health conditions). For example in Poland the small grants have contributed to the replacement of inefficient and polluting heating systems in private houses and public buildings with more efficient systems that may also be based on renewable sources of energy (particularly biomass). In the Philippines a total of 26 hydro-power plants with an average 21 kW generation capacity have been established in rural areas. This has reduced the use of kerosene-wick lamps by thousands in communities located in off-grid areas and has led to a resultant decrease in CO2 emissions by the local communities: a 25 kW micro-hydropower plant at full operation displaces about 170 tons of CO2 per year. In Vietnam, the programme tested paddy rice irrigation methods that were found to reduce methane emissions by 15 percent.

34. **Protection of International Waters**: Eight of the 22 country programmes have contributed to the reduction of environmental stresses of international waters often in collaboration with larger International Waters GEF projects. For example, in Romania SGP supported the adoption of agricultural techniques to reduce runoff of agricultural nutrients and other contaminants. In Jordan, the SGP helped reduce stress in the Gulf of Aqaba by introducing environmentally friendly fishing practices and marine ecotourism, and by raising awareness and knowledge of threats to the gulf. Two SGP projects (introducing glass-bottom boat for marine ecotourism) regulated the supply of tourist services and improved income for the operators.

35. **Prevention of Land Degradation**: In five countries the SGP is introducing environmentally sound agricultural, pasture and forest management practices that help conserve soil and that improve productivity. In some desert environments the SGP is testing ways to protect oasis ecosystems in collaboration with local communities. In Niger, where land degradation and desertification are identified by the government as the main environmental problems in the country, SGP is focusing on projects related to dune stabilization, soil protection, land restoration, the protection of oasis basins, and construction of social infrastructures in order to increase the productivity of the arable and pastoral lands. In Kenya, SGP supported SALTLICK, an NGO that promoted the sustainable harvesting, processing and sale of gum-arabic, as one strategy for ensuring that the respective trees, especially the *Acacia Senegal*, were less targeted by unsustainable practices, such as charcoal production. In Jordan the SGP has introduced forest management and community-based water conservation practices in the Jordan River Valley and Ajloun.

36. **Elimination of Persistent Organic Pollutants**: In six countries SGP projects are contributing to the reduction in the use of POPs by introducing POPs substitutes and promoting adoption of more environmentally friendly practices in the management of pesticides. In Iran, the SGP promotes the elimination of pesticides and herbicides by introducing integrated pest management approaches. In Guatemala SGP projects have introduced methods of growing organic crops that substitute the use of POPs. In Niger, a SGP project has raised awareness about the health and environmental hazards of the use of chemicals used by women associations working in clothes dying in the capital city of Niamey.

37. The analysis of data gathered through the project survey, strongly supports the country case study finding that states that country programmes are generating global environmental benefits, or promoting processes that contribute to global environmental benefits. . The survey assessed the extent to which the expected outcomes of project grants were relevant to global environmental priorities (relevance) of the GEF and the extent to which the sampled project grants were actually achieving the expected outcomes (effectiveness). A very high percentage of the reviewed grants were rated in the satisfactory range for outcome relevance (96 percent) and for outcome effectiveness (94 percent). Thus, a vast majority of grants of the SGP portfolio are contributing directly to global environmental benefits (see table 5).

38. **Tradeoffs:** The evaluation found that some projects involved trade-offs between the local and global benefits. For example, the design of some SGP projects in Belize[12], Dominica[13] and Jordan[14] included livelihood components that don't directly lead to global environmental benefits but were critical in mobilizing the local communities for environmental conservation activities. Many of the project grants that aim at ecotourism involve such tradeoffs. This said a majority of grant project activities generated both local and global benefits simultaneously.

Table 5: Relevance and Effectiveness of Outcomes (percentage of projects)

Rating	Outcome Relevance	Outcome Effectiveness
Highly Satisfactory	50%	37%
Satisfactory	34%	42%
Moderately Satisfactory	11%	15%
Satisfactory Range	***96%***	***94%***
Moderately Unsatisfactory	3%	4%
Unsatisfactory	1%	2%
Highly Unsatisfactory	0%	0%
Unsatisfactory Range	***4 %***	***6%***

(Relevance: Projects reviewed=180; projects rated=180, unable to assess=0; Effectiveness: Projects reviewed =180; projects rated =167, unable to assess = 13)

Conclusion 4: The SGP has made significant progress in targeting its efforts to help the poor.

39. While there is room for improvement in targeting the poor, indigenous peoples, and women, the extent to which SGP grants target them seems adequate given overall programme objectives. Focusing on poor populations has been an important objective of the SGP. According to the OP3 project proposal, "since its inception, SGP grant-making has been directed principally towards poor and marginalized communities, through their own community-based organizations (CBOs) or assisted by local or national non governmental organizations (NGOs)."[15] While formal documents submitted to the council do not claim that the overall SGP targets the poorest and the most

[12] Gales point preservation and conservation project (BZE/97/13); and, Capacity building and Infrastructure for Sarteneja Wildlife Environment and Ecotourism Team (BZE/OP3/1/06/07).
[13] Wammae Letang Fresh Water Lake ecotourism and site conservation (DMA/UNF/02/11); Petite Savanne Integrated Project (DMA/UNF/02/12); and, Giraudel Environment Conservation and Economic Development (DMA/UNF/03/02).
[14] Women in Natural Resource Management and Improved Community Livelihood in Um Ayyash (JOR/05/10).
[15] Project Document: GEF Small Grants Programme: Third Operational Phase (2005-2007); page 5.

vulnerable, in some formal communications the SGP has made a case that it indeed targets the poorest and the most vulnerable[16].

40. This evaluation assessed the target beneficiaries of the sampled project grants. The evaluation found that since inception, 60 percent of projects directly or indirectly targeted the poor or the poorest (see table 9). Compared to the earlier phases, a greater proportion of OP 3 projects (72%) now either directly or indirectly target the poor or the poorest. An even greater improvement is evident when the percentage of projects that directly target the poor or poorest is considered.

Table 9: Target Group of SGP Project Grants

Focus on Poor	**Pilot Phase and OP1**	**OP2**	**OP3**	**Overall**
Directly Targets the Poorest	5%	14%	21%	14%
Directly Targets the Poor	27%	31%	42%	34%
Indirectly Targets the Poor or the Poorest	25%	10%	9%	13%
Targets the poor directly or indirectly	***57%***	***55%***	***72%***	***60%***

(N=200, n=187, UA = 13)

41. A greater percentage of project grants target poor communities in regions where poverty rates are higher (see table 10). It can be inferred that the significant gains made during the OP3 in targeting the poor are also driven by the rapid expansion of the SGP programme into least developed countries (LDC).

Table 10: Target Groups of SGP Project Grants across regions

Focus on Poor	Africa	Asia	ECA	LAC	SIDS	LDC
Directly Targets the Poorest	30%	20%	4%	2%	2%	21%
Directly Targets the Poor	35%	46%	28%	30%	17%	62%
Indirectly Targets the Poor or the Poorest	11%	8%	4%	26%	20%	6%
Targets the poor directly or indirectly	***76%***	***74%***	***36%***	***58%***	***39%***	***89%***

(N=200, n=187, UA = 13)

42. As per the SGP database, at least 15 percent of SGP grants of OP 3 explicitly target indigenous people. The evaluation confirms that the reviewed country progammes were indeed reaching indigenous people and other ethnic minorities. However, more than specific targeting, in most instances indigenous people and other ethnic minorities were benefiting from the SGP project grants because they are generally settled in remote biodiversity rich areas that have been selected as geographic focus area by the respective SGP country programmes. The evaluation also found that a high proportion of the project grants in Latin America are benefiting indigenous peoples. Several SGP country programmes have also developed specific tools to promote participation among marginal populations including *Almanario* in Guatemala and processes for developing video-based grant proposals (Malaysia). The SGP has also participated in several regional and global forums where it presented tools and lessons learned relevant to indigenous peoples.

43. As per the SGP database 26 percent of the SGP grants target women. Though many other project grants do not specifically target women, women participate in implementation of such projects as members of the local community. Of the 22 country strategies reviewed, only one

[16] Communication of the SGP Global Manager of May 14, 2007 to the SGP Evaluation Team.

country strategy did not consider women to be a priority target group. This country programme also had a very low number of projects focused on women. The evaluation also found that in another country the SGP is working with a large number of women groups some times involving heavy manual work, with few man in the community assisting. Thus there is a possibility that in some SGP country programmes due to their country specific context may not consider women as a priority target groups whereas in some other situations participation of women could be in roles that contribute little to their empowerment.

44. The evaluation concludes that the SGP is targeting the poor but not the poorest and most marginal groups. It is important to recognize that reaching these populations – especially the poorest and the most marginal – is extremely challenging and involves additional costs. It is one thing to align livelihoods benefits for the local populations with global environmental benefits; it is another to find socio-economically sustainable pathways for the poorest and most marginal. Some of the poorest and most marginal that live in remote and isolated places that have control of natural resources and have robust social organization are logical targets of GEF interventions. On the other hand, the poorest and most marginal are often difficult to identify in many countries, especially since many are migrant or itinerant laborers, lack access to natural resources, and have fluid forms of social organization. In such situation they may not be a legitimate target group for the SGP. Given that the GEF's primary mandate is addressing global environmental concerns rather than poverty alleviation, the SGP's current levels of efforts to reach out to the poorest and most marginal populations seem appropriate.

Conclusions 5: The SGP country programmes, especially the older ones, are effective in promoting the GEF agenda.

45. The evaluation found that the 22 reviewed country programmes were effective at reaching civil society organizations and influencing local policies. However, major gains were observed when national policies were influenced. Of the reviewed 22 programmes, 13 (eleven of 15 old[17] programmes and two of the seven younger[18] ones) reported to have influenced policies at the national level in a substantial manner. The SGP has been able to build strategic alliances with academic institutions, governments, global agencies, and the private sector. In addition, it has been effective at reaching out to all stakeholders, raising awareness, and sharing knowledge. The decentralized structure of the SGP, checks and balances that facilitate transparency in decision making, and its continued presence in the participating countries have contributed to the SGP's effectiveness in promoting the GEF agenda.

46. **Developing or strengthening institutional capacity.** The evaluation found that in all the 22 country programmes that were examined the SGP has contributed to the development of capacities of civil society organizations (NGOs, community-based organizations, their networks, trade organizations, etc). In 13 of the 22 cases — including nine of the fifteen old programmes and four of seven younger programmes — the programme contributed to the strengthening of government institutions. Support towards the symposium on the sustainable development of northern Kenya and support to the Kenya Forest Working Group for the creation of its website and for publicity are examples of how the SGP has been instrumental in providing timely institutional support to key institutions and networks lobbying for better management of the environment. Likewise, the SGP in

[17] Country programme started before 1999.
[18] Country programme started in or after 1999.

Cuba has succeeded in strengthening local institutional capacity to upscale and mainstream global environmental concerns.

47. **Reaching out to stakeholders, raising awareness, and knowledge sharing.** In all the 22 participating countries, projects supported by the SGP promoted outreach activities at the local and national level. They did so by means of publications, mass media, learning events, and in three cases (Barbados, Jordan, and Niger) through the use of information technology. In Ecuador, Las Brisas wetlands local communities were interested in the studies and the eventual formal declaration of their region as a Protected Area because of the potential of bringing tourism activities and income to the communities. Due to the community mobilization, the environmental awareness created by the activities, and education, relevant processes started to take place. For example, the establishment of an Organic Farmers Association, and of 2 women organizations (Nanter Nua and Palta Sol Naciente), each of which developed different environmental projects. In Poland, some NGOs (e.g. PTOP Salamandra) are currently training Police and Customs officers in the implementation of the UN Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), thus transferring their knowledge of biodiversity to fight against smuggling and illegal trade.

48. Country contexts provide the opportunities and constraints for the programme to succeed. The legal and institutional framework, market conditions and the prevailing attitudes toward environmental regulation, availability of partners — such as capable civil society organizations (NGOs, CBOs, their networks, universities, research centers and other non-governmental organizations) —, and sources of financing are the country context variables that affect the SGP's performance. In all cases examined, the SGP country programmes seemed to be well adapted to country conditions; the SGP has been flexible in its overall approach, its staff has showed high level of skills and commitment, in particular the National Coordinators. Most SGP country programmes are cost-effective instruments that engage community groups in global environmental concerns and contribute to the livelihood needs of local populations.

49. The six following aspects of the SGP approach to establishing and supporting national country programmes have been important to its success.

37. **Decentralized Decision Making**: Since its inception, UNOPS has worked closely with Resident Representatives[19] of the UNDP to select countries that have the right conditions for a grants programme. Once a country is selected, the CPMT negotiates with the government the overall orientation of the programme and creates an independent structure with a locally-based National Coordinator and a National Steering Committee (NSC). Throughout this process, the UNDP Resident Representative offers guidance. The NSC and the NC are responsible for developing a Country Programme Strategy (CPS) on the basis of a set of guidelines provided by CPMT and frequently in consultation with country programme stakeholders.

38. **Governance.** Several checks and balances are critical to effective decentralized decision making. First, during programme start up, the selection of the National Coordinator is carried out by the UNDP Resident Representative based on the criteria developed by the CPMT and must ultimately be approved by the CPMT. Second, The National Coordinator is accountable to the CPMT on substantive and programmatic issues and is accountable to UNOPS and the UNDP Resident Representatives on administrative and financial management issues. And, third, the NSC is

[19] A Resident Representative is the highest ranking diplomat of the UNDP staff in any country.

composed of respected individuals from civil society, government, academia, private sector, and media. The NSC members serve on a voluntary basis and they bring greater transparency and credibility to the programmatic and grant making process. An active involvement of the government in National Steering Committees is particularly helpful to influence policies. In Cuba, Egypt, the Philippines, and Vietnam, where the governments are engaged at various levels in the SGP activities, contributions also take place at different levels. While this system has worked well for most programmes, it faced problems in three of the 22 reviewed countries. In one, the selection of the NSC seemed to be explicitly controlled by the National Coordinator and in other two other programmes there were reports on potential 'conflict of interests' during grant allocation.

39. **Independence.** Country programming and grant review and approval is carried out by the National Steering Committee including the National Coordinator, under overall oversight of the UNDP Resident Representatives regarding. This governance structure has worked because it is transparent and because is generally considered to be fair by civil society organizations, government agencies and other stakeholders.

40. **Stakeholder Participation.** Stakeholder participation has been one of the strengths of the SGP since inception. Ninety seven percent of the projects reviewed during this evaluation were rated in the satisfactory range on stakeholder participation and the performance on this parameter has been stable across the OPs. Project grantees engage with the relevant GEF FSPs/MSPs, the government agencies and with other civil society institutions to foster linkages and learn from their experience. They also incorporate mechanisms for conflict resolution in the project design. At the country programme level, the NSC has representation from diverse set of stakeholders including NGOs, government agencies, UNDP, private sector, and academics. In addition, the country programmes also actively seek participation of policy advocacy groups, government agencies, multilateral organizations, global environmental convention representatives of the recipient countries, and GEF FSPs/MSPs in developing country programme strategy.

41. **Partnerships:** The SGP partnerships vary in terms of their objective, complexity, intensity of engagement and geographical scope (local to global), size and diversity of partners. Partnerships contribute in-kind or financial resources that in most cases are critical to the success of the projects. Many partnerships are established at the local level by the grantees often as part of the project preparation process, with support from SGP National Coordinators often. Partnerships with universities, research institutions, government agencies and NGOs have provided technical support on new technologies, production practices and/or marketing. Partnerships with volunteer services and NGOs have helped the program provide better monitoring and supervision of project activities. Partnerships with other governments, other donors and the private sector have also provided financial resources for regular program activities or to take up activities that, even though essential for meeting the needs of local populations, are not allowed through use of GEF funds. In Pakistan, the SGP partnered with British Petroleum through the company's Social Responsibility Department. Other partnerships are initiated at the central level some of which are managed globally by CPMT and others which are managed at the national level. CPMT identified 20 of their "top global partners" as representative of the partnerships that SGP highly values and pursues, referred as 'primary partners', which are operational, and have or will be contributing in-kind and/or financial resources to the programme (See Annex C). Out of the twenty primary partnerships seven were established with other GEF operations that are regional or global. Five partnerships were established with other UN Agencies and other eight partnerships were established with bilateral agencies and international organizations. Several of the global or regional partnership particularly those taking place with other GEF International Waters operations, The UN Foundation

(COMPACT) and ICRAN, have an ecosystem approach and allow for a broader programmatic operational outlook.

42. In many instances partnerships were found to be critical for sustainability of results as they link community groups with institutions and organizations that can provide ongoing support once the SGP grant ends. They have also been important to mainstream into other institutions the lessons and knowledge generated in projects. In Vietnam, for example, an important factor contributing to the adoption of SGP lessons by provincial governments is the SGP involvement of local governments in project financing and implementation[20]. Active involvement of the Environment Ministry in the NSC contributed to the adoption of SGP projects lessons in the drafting of the national Law of Ecotourism. In interviews with representatives of major global or regional partners, the evaluation found that most of the partnerships established alliances with the SGP because of the knowledge and experience the SGP has in working directly with the communities as a way to start influencing national policies. Furthermore, in most cases these partners initiated the contact with the SGP. Some concerns expressed by partners are related to: (a) Delays in time because of administrative problems, contract templates that were not acceptable to UNDP, financial modalities, and other bureaucratic procedures. One partner stated that "although SGP has given support to overcome problems, they still persist". (b) Unclear communication that produced different expectations and capabilities at the outset of the agreement. (c) Lack of visibility, for example in the SGP web site.

43. **Programmatic Approach:** SGP programmes that establish good track records and demonstrate that they are there to stay are in a better position to influence broader processes – sometimes with far reaching impacts. Further, after completion of their startup phases, programmes learn from their experience and retain institutional knowledge. As a result they don't have to "reinvent the wheel," which is very often the case for the small grant components of the GEF FSPs and MSPs.

[20] The government of Viet Nam has approved a law according to which 1 % of the national budget is assigned to provincial governments. The link with SGP allows local government to partner with projects that qualify for central government financing at the same time that they qualify for SGP grants.

4. EFFICIENCY AND COST-EFFECTIVENESS

Conclusion 6: All country programmes reviewed had interaction with other GEF projects.

44. In most instances SGP assists other GEF projects by providing inputs to their design and by implementing components. Collaboration also takes place when there is congruence in location and focus of operations. Due to lack of guidance to promote interaction between SGP and GEF projects, cooperation between them takes place in an ad hoc manner. Proactive National Coordinators and participation of GEF focal points and managers of other GEF projects in the NSC or a similar mechanism facilitate collaboration.

45. The review of the 22 country studies included in this evaluation shows that in all countries there are instances of mutually supportive interactions between SGP and larger GEF operations. In comparison, a 1998 study commissioned by the GEF/SGP Coordination Unit of the UNDP found that only 53 percent of the 34 countries that were surveyed reported operational and/or advisory links between SGP and GEF projects.

46. In general SGP has a closer cooperation with GEF projects implemented by the UNDP. Of the examples identified in the country case studies, 52 percent of the GEF projects that had interaction with the SGP were implemented by UNDP, followed by 34 percent implemented by the World Bank, and the remaining 14% implemented by UNEP.

47. Interactions between SGP and GEF projects vary in terms of their operational formality, but most of them could be classified as follows below.

48. **SGP supports small projects that are aligned with the objectives of MSPs and FSPs.** Eighteen out of 22 country case studies reported that SGP had provided grants that directly supported the objectives of larger GEF projects. In Kenya the SGP is collaborating with the COMPACT programme and the UNEP/IFAD/GEF MSP Mount Kenya East Pilot Project for Natural Resource Management. In Poland there are examples of direct synergies as SGP contributed to the launching of MSPs in the sectors of sustainable transport and renewable energy. One of them, addressing sustainable transport through the promotion of cycle ways, led to the development of the MSP in Gdansk, which focused on the development of an urban cycle way. In addition, SGP supported the preparation of technical documentation for the biomass MSP. In Iran SGP grants complemented larger GEF projects aiming to conserve globally endangered species, such as Asiatic Cheetah and Siberian Cranes.

49. **SGP supports or contributes to the design of FSP or MSPs.** Twenty-one of the 22 country programmes identified SGP as a significant player in informing the project design of FSPs and MSPs, particularly through lessons learned on ways to involve community groups in environmental projects. In Mauritania and Mexico, the GEF and the World Bank have used the SGP tools to develop their manual for micro grants and apply the monitoring tools of the SGP for the analysis and selection of proposals. In Ghana the FSP "Northern Biodiversity Conservation" was designed with strong inputs from the SGP; moreover, the NC participated in the project design, inception and implementation. In Egypt, the NGO that implemented the SGP project "Conservation of Biodiversity in Rangelands of the North Western Costal Zone" contributed to the preparatory

activities that led to the FSP "Conservation and Sustainable Use of Medicinal Plants Project in Arid and Semi-arid Ecosystems." In some cases, for example when SGP takes on spin offs from MSPs, the reverse process happens**.** In Romania three of the SGP projects in international waters were built on the World Bank projects "Control of Agricultural Pollution" and "Strategic Partnership for Nutrient reduction in the Danube/Black Sea Basin". In the Philippines the project "Biodiversity Conservation in Mt. Isarog Natural Park", was a spin-off from the UNDP/GEF-MSP "Sustainable Management of Mt. Isarog Territories".

50. **SGP implements a component of a GEF project.** Five out of the 22 country programmes were found to implement grants with funds originating from larger GEF projects. The reasoning underlying this type of interaction is that the SGP has experience in putting into action community-based measures and incentives. The SGP country programmes in Egypt and Kenya are currently implementing small grant components of the GEF Nile Basin Initiative project which is jointly implemented by UNDP and the World Bank.

51. **SGP generates outcomes that are subsequently up scaled by or mainstreamed into MSPs or FSPs.** In five out of 22 country programmes that were examined large GEF projects have benefited from the organizational capacities of SGP grantees, and some small grants have graduated as MSPs. In Saint Lucia an SGP grant was catalytic in creating the regional FSP "OECS Protected Areas and Livelihoods Project". In Pakistan the SGP "Torgar Conservation Project" was up-scaled to a GEF MSP with a budget of US 1.2 million dollars for "Sustainable Use of Biodiversity in Balochistan". In Kenya the MSP on "Commercial Insects" is up scaling the lessons from several SGP grants. In some cases FSPs have supported the sustainability of SGP grants. For example the Community Investment Fund in Ghana funded some earlier SGP grantees for expansion of their activities to commercial levels (cocoa and seedlings in the Tarkwa District). Two small SGP grants in the north of Ghana laid the foundations for scaling up through a FSP that aims at expanding the elephant corridors as well as developing the local medicinal plants.

52. Effective communication, networking capacity, and knowledge sharing seem to enable productive links between SGP and other GEF projects. The pro-activeness and experience of the National Coordinators with larger GEF projects, and the cooperation and support available from the GEF Focal Point in UNDP seem to be critical. SGP interaction with agencies greatly depends on how active they are in each country or the geographical locations where GEF operates. For example in Kenya there is significant collaboration between SGP and UNEP, mainly because the UNEP headquarters are located in that country. Two other factors seem to help: first, membership of the GEF focal point and implementing agencies representatives in the NSC; and second, the national coordination mechanism established by GEF focal points to respond to the RAF. Conversely, lack of knowledge and awareness of GEF programmes, divergence between focal area and geographic location, and MSP and FSP preparation delays seem to decrease the likelihood of strong linkages between SGP and other GEF programmes. For example in the cases of Ecuador and Mexico, interaction between SGP and GEF projects has been limited by the small number of GEF projects that are implemented in the areas where SGP is working. There are also misunderstandings regarding the GEF policies on the interactions among agencies. Some project managers held the impression that the GEF projects were not allowed to include funds for other GEF activities such as the SGP. During interviews several National Coordinators and managers of FSPs and MSPs also indicated that there is a need for clearer guidance to facilitate collaboration with larger projects. Thus while some interactions between SGP and GEF larger projects are taking place, they have not been adequately institutionalized. Interactions tend to be ad hoc and largely dependent on individual initiative. There is no clear guidance or requirement for GEF Agencies to interact with the SGP.

Conclusion 7: The SGP's overall knowledge sharing practices have been satisfactory

53. "Knowledge sharing" encompasses the generation, organization, and dissemination of past relevant knowledge. Effective knowledge sharing is critical if the SGP is to function as a nimble and adaptive organization. Knowledge generation takes place within the SGP both through centralized and decentralized processes, which include: field testing of new technologies, evaluating new operational procedures, maintaining the SGP database, documenting the experiences of project grants, and conducting focal area or geographically focused evaluation studies. Much of the knowledge generated through these processes is converted into written, pictorial, and/or video records. This information is shared with the country programme teams through internet-based forums, publications, field visits, the SGP website, as well as through national, regional, and global workshops. A communication strategy developed by the SGP in 2001 guides its knowledge management efforts. As per the SGP expenditure statement for OP 3, a majority of the reported expenses on knowledge sharing activities were incurred by the CPMT. Although only a small proportion of the reported programme management expenditure of the country programmes is on knowledge sharing activities, a considerable proportion of expenses on such activities are met through management grants.

54. CPMT's knowledge sharing activities are geared towards meeting the needs of a varied set of audiences. This evaluation looked at how these activities are meeting the needs of the SGP country programmes. Available data suggest that in general country programmes find the knowledge products developed by the CPMT useful. Three out of four National Coordinators reported that knowledge products prepared by the CPMT, which include publications, presentations, and movies, are "frequently" or "always" useful for addressing their country programme needs. In addition, NCs reported that, among these products, the CPMT-developed PowerPoint presentations, the guidance documents on SGP strategies and policies, and the SGP database were especially useful. However, products such as CMPT movies, its guidance on how to make a video project proposal, and its advice on publishing articles in scientific journals were not useful. Currently, there is no system in place to systematically seek feedback from intended users on the usefulness of SGP knowledge products. This prevents the CPMT from assessing the demand for, and effectiveness of its knowledge products.

55. This evaluation also looked at the extent to which SGP country programmes were sharing experiences with each other. Three out of four NCs reported they were adopting a tool, technology, practice or lesson that was first developed, tested or reported from another SGP country programme. For example, the country programme in Belize is using an adapted version of *Almanario* (a flip chart) developed by the Guatemala country programme to facilitate the project design process. Additionally, NCs stated that regional and global workshops, exchange visits, and internet-based forums helped them to learn about the experiences of other country programmes. However, some of the NCs also opined that regional and global workshops, and exchange visits, are costly options for knowledge sharing.

56. In addition, this evaluation assessed the extent to which generated knowledge was being adopted at the project level and rated project grants on a six point scale. This scale ranked how projects incorporated learning from past SGP and other GEF projects and, when required, demonstrated flexibility in using approaches developed elsewhere to address unexpected implementation challenges. A very high percentage (97 percent) of the reviewed projects was rated in the "satisfactory range" on project learning (see table 11).

Table 11: Project Learning

Rating	***Percentage of Projects***
Highly Satisfactory	14%
Satisfactory	72%
Moderately Satisfactory	12%
Satisfactory Range	***97%***
Moderately Unsatisfactory	3%
Unsatisfactory	0%
Highly Unsatisfactory	0%
Unsatisfactory Range	***3%***

(N=180, n=151, NA=29)

57. While these results are encouraging, adopting a system that integrates feedback from intended users on SGP knowledge products would further strengthen the knowledge management system.

Conclusion 8: Although M&E has improved significantly, there is scope for further improvements

58. Compared to the earlier phases, the performance of the SGP in M&E has shown significant improvements at the project grant level. There is, however, scope for further improvement in tracking of progress of the country programmes and in improving the structure and quality of information in the SGP Database.

59. The evidence gathered during this evaluation shows that 81 percent of the project grants incorporated M&E activities in the project design. Significant improvements were observed in specification of sufficient relevant indicators, availability of completion reports and in reporting on the specified indicators in the completion reports. Compared to 14 percent for Pilot Phase & OP 1 and 39 percent for OP 2, during OP 3 54 percent of the completed project grants had both specified sufficient relevant indicators and had reported on all or almost all of these indicators in the project completion reports (see table 12). Despite the gains made in specification of sufficient relevant indicators and in reporting on these indicators, there is scope for further improvement in these areas.

Table 12: Proportion of grants for which sufficient relevant indicators were specified and adequately reported on in the completion report

Phase	Sufficient relevant indicators specified	Completion reports that cover all or almost all the specified indicators available	Sufficient relevant indicators specified and completion reports that covered all or almost all of the specified indicators available
Pilot Phase and OP 1	38%	42%	14%
OP2	57%	69%	39%
OP3	69%	91%	54%
All OP's	58%	64%	34%

60. The country programmes are responsible for monitoring the overall progress of the country project portfolio, updating the entries pertaining to the country programme in the SGP database, and conducting country programme level thematic and portfolio evaluations. To monitor the progress of the projects the country programme teams interact with the grantees and other stakeholders through field visits, use of telecommunications and workshops & meetings. The project survey data shows that the country programme team visited 96 percent of the project grants at least once during a project's life cycle – more than half of the project grants were visited three times or more. These field visits provide country programme teams with an opportunity to verify the physical and financial progress of the project and to monitor progress towards achievement of expected outcomes. However, barring exceptions such as Ecuador, most country programmes do not document the findings of field visits in a systematic manner. Although use of telecommunications for communicating with the grantees is not new to SGP, during the OP 3 (FY 2005 and 2006) reliance on it increased substantially. This has made communications swifter and more cost efficient for many country programmes, especially for those where it is difficult to visit the project site due to geographical constraints (example: Eastern Caribbean sub regional programme based in Barbados).

61. Workshops and meetings conducted at the country programme level requiring participation of the grantees is another platform for monitoring the progress of the project grant portfolio. It is estimated that during OP 3 the total expenditure on workshops and meetings conducted at the country programme level was about five percent of the total management costs of SGP[21]. During OP 3, the country programmes also tracked the outcomes of the completed SGP project grants by conducting post completion evaluations. On many instances the information from such case studies have been compiled and published.

62. The CPMT tracks progress of the country programmes primarily through Performance & Results Assessment (PRA) of national coordinators and quarterly financial reports. The PRA tool tracks performance of the national coordinators in the key performance areas and is also used as a proxy by the CPMT to assess the progress of the country program[22]. Although PRA is an effective instrument to track performance of the national coordinators, performance of national coordinators is far from an ideal proxy for tracking the overall performance of the country programme. There could be situations where despite good performance of the national coordinator, the overall performance of the country programme is poor, and vice versa. Further, linking of country programme performance to that of the national coordinator creates disincentives for the national coordinators to report frankly on country programme performance. It was found that the financial reports were being compiled and used effectively for planning and control.

63. The CPMT is responsible for designing and maintaining the SGP database and the country programmes are responsible for entering data on a rolling basis and for ensuring the quality of these data. In addition, CPMT provides guidance to the country programmes on data entry and on maintaining data quality. The database maintains fairly detailed information on project objectives and results. It is linked to Google Earth, which helps locate the geographical coordinates of project sites, and it provides a photo gallery with pictures pertaining to individual projects. Key word

[21] It is estimated that the expenditure on management cost related grants was about three million dollars during OP 3. Of this at least more than a third was spent on meeting and workshops with the grantees. In addition, 350,000 dollars of the reported management costs was spent on national level workshops and meetings.

[22] The key performance areas tracked include knowledge management; improving accessibility of SGP; partnerships; country programme governance; shift to impact orientation; grant delivery; cofinancing; corporate program; project sustainability strategies and plans; and, networking, up scaling, replication and mainstreaming.

searches through the public interface of the database make it easily accessible. Despite having some features that are more advanced than that of the GEF database, there are many areas where there is scope for the SGP database to improve. The most important of these is quality of information maintained in the SGP Database. Since there are multiple sources of data entry, the SGP database is prone to errors and high incidence of errors in the uploaded data limits the extent to which the database could be used for monitoring and reporting purposes. Other areas that require attention include linking up planning grants with their respective full projects so that they are reported as part of their respective full projects, gathering information on important dates pertaining to project life cycle, distinguishing between approved expected an actual co-financing, and between approved & actual SGP financing, and reduction in time lag in uploading of data.

Conclusion 9: The SGP is a cost-effective instrument for the GEF to generate global environmental benefits through NGOs and community based organizations.

64. The efficiency of the SGP was assessed by evaluating its performance in terms of management costs, mobilization of cofinancing, efficiency of country programmes, efficiency in grant delivery, delays through the project grant life cycle, and efficiency of project outcomes. To determine SGPs overall cost effectiveness, its performance in these issues was looked at simultaneously with an assessment of effectiveness of the SGP grants and country programmes in generating global environmental benefits. It was found that overall SGP was efficiently converting inputs into outputs both at the project and country programme level. Since SGP's project grants and country programmes have also been effective in generating global environmental benefits, it is a cost effective instrument for the GEF to generate global environmental benefits by engaging NGOs and community based organizations.

65. **Management Costs.** The management costs incurred by the SGP seem to match well with the services that it provides. During OP 3 the management costs of SGP, including the project fees paid by the GEF to UNDP for hosting the SGP and project grants made by the SGP to address programme management issues (i.e. management grants) in the recipient countries, were 31 percent of the total expenditure. Using the same methodology, the management costs during OP 2 were 37 percent of total expenditure. Thus, there has been significant reduction in the proportion of management costs of the SGP during OP 3 and this has been done alongside improvements in reporting, M&E, and knowledge management. The analysis of the management costs incurred at the country programme level and by the CPMT shows that if the SGP were to operate at a higher programme expenditure level then the average management costs would be likely to decline due to efficiency gains. The overall management costs of the SGP seem to be consistent with the costs reported by other small grant programmes. Given the differences in management costs related reporting practices, the scale of operation, and the geographical focus areas of the reviewed programmes, any attempt at comparison of the management costs of SGP with other programmes will be imprecise in nature. Acknowledging this limitation, the assessment of the reported management costs of the eleven programmes reviewed by the evaluation shows that such costs are generally in a range of 20 to 35 percent. It seems that the management costs of SGP are in the upper middle range of programmes for which data could be reliably gathered. However, compared to other programmes the SGP provides more services for these costs. It gives more attention to building the capacities of the grantee institutions and to conducting programme level M&E. Compared to most programmes that are global in scope the SGP also has a more substantial presence in its programme countries.

66. So far the Council's expectation from the SGP on management costs has been anchored by arbitrary figures: 25 percent for OP 3 and 24 percent for OP 4. Although the reported management costs tended to be around the prescribed proportion, the method by which management costs were calculated has not been uniform and transparent. For example, during OP 2 to calculate the proportion of management costs the management costs charged to GEF funding were divided by the sum of total GEF investments and cash cofinancing. A review of the expenditure records of UNOPS, however, shows that during OP 2, in addition to meeting the management costs from GEF funds, SGP was also meeting it from the cofinancing mobilized at the global programme and the country programme levels. In addition, a part of the management cost requirements was also met by making project grants that focused on addressing management costs related issues. For example during OP 2, 4 percent of the total GEF funding was spent on management grants. For OP 3 the management costs were reported only as a proportion of the GEF investments. However, although at a reduced level of 3 percent, the practice of making project grants that addressed management issues continued. Reporting of management grants (i.e. project grants made by the SGP to address programme management issues) as project grants is not a good practice because it conceals the true management costs of the programme. A detailed discussion on management costs of SGP is provided in the paper "Technical Paper on Management Costs of the Small Grants Programme" available at http://thegef.org. on the Evaluation Office site.

67. **Mobilization of Co-financing.** SGP was expected to mobilize an additional dollar in cofinancing for a dollar of GEF financing. Until March 2007 the SGP reported to have mobilized about 0.90 dollars from non-GEF sources per dollar of GEF financing. The reported cofinancing is evenly split between cash and in-kind contributions. About 88 percent of the total reported cofinancing has been mobilized at the project grant level. The Evaluation found that almost all of the cofinancing reported by the SGP for OP3 conforms to the manner in which the term is defined by the GEF. However, the reported cofinancing mobilized until March 2007 suggests that mobilization of cofinancing is slightly behind target. It is unlikely that the target for mobilization of cofinancing would have been fully met by end of June 2007, when OP 3 closed. However, it should be recognized that OP 3 closed earlier than originally planned.

68. **Efficiency of the Country Programmes.** The analysis of management costs of SGP shows that there are significant variations in the management costs in recipient countries. The key determinants of variation in management costs across recipient countries include total investment in grants, cost of living, and whether the programme is in the start up phase.

69. Among the regions where SGP operates, after accounting for the management costs incurred at the global programme level on a *pro rata* basis[23], on average the programme management costs were 27 percent in Asia, 30 percent in Africa, 33 percent in Europe and Central Asia and 35 percent in Latin America. The management costs were especially high for the country programmes operating in the SIDS. The Evaluation found that when the country specific context is taken into account, programme management is either efficient or very efficient in all cases reviewed. The efficiency of outcomes of the SGPs country programmes is enhanced considerably by the results of their contributions to broader processes, such as the development of organizational capacities to address global environmental threats, expansion of green markets and/or inputs in the formulation environmental diverse policy instruments. While the results of these broader processes, or of most grants for that matter, can not be fully attributed exclusively to the respective SGP country

[23] The management costs incurred at the global programme level have been allocated to each country programme as a fixed proportion of the total investments in project grants made it.

programmes, it was evident during the field visits and interviews with institutional partners that these initiatives are often started or promoted by SGP country programmes and that their contributions are often sought and acknowledged as important.

70. **Efficiency in Grant Delivery.** In addition to the SGP, GEF engages NGOs and CBOs to generate global environmental benefits through FSPs and MSPs. A review of the GEF's FSP – excluding the Small Grants Programme – and MSP portfolios shows that 37 percent of such projects included a small grants component[24]. Compared to 282 million dollars invested in SGP up to OP 3, GEF has invested at least 440 million dollars in the small grants component of FSPs and MSPs. An estimated 22 percent of this investment was through establishment of trust funds. Many of these trust funds are governed by a steering committee that primarily comprises of representation from NGOs and CBOs.

71. A portfolio review of the GEF-financed completed biodiversity focal area FSPs, implemented by the World Bank, shows that of the amount allocated for the small grants components, on average about 62 percent had been disbursed by the time projects ended[25]. The non disbursed amount from the small grants component of FSPs and MSPs that establish a trust fund is generally spent on the small grants. However, for projects that don't establish a trust fund, the non-disbursed amount is either allocated to other components of the project or remains unspent. In comparison, of the amount allocated to SGP for small grants during OP 3 at the end of February 2007, with four month still remaining for the OP 3 to close, 98 percent had been committed and 53 percent disbursed to the small grants. Since the SGP operates in a programmatic manner, it is expected that within a year of the end of OP 3, almost all of the amount allocated for grants will have been disbursed. Moreover, in contrast to SGP, there is little reporting on performance of individual grants of the small grant component of FSPs and MSPs. Overall, the SGP seems to be more effective than other GEF instruments in reaching NGOs and CBOs through small grants.

72. The terminal evaluation reports of the completed GEF projects that have small grants components provide insights on why FSPs and MSPs face greater problems in implementing the small grant components. Four factors seem to affect disbursement of small grants in FSPs and MSPs:

- Most projects underestimate the time it takes to make a well functioning small grant disbursement mechanism operational. For a small grants mechanism to work, executing organizations have to be identified, steering committees put in place, grant review protocols, accounting, supervision and monitoring systems developed, eligible grantees have to be identified. By the time these prerequisites are met grant making is often way behind schedule.

- For about 60 percent of GEF projects that have small grants component, this component comprises less than a third of the total project expenditure. Consequently, in many projects small grants components receive lesser management attention contributing to poorer performance of this component.

[24] These components are often referred to as sub grants, sub projects, micro projects, pilot projects alternative livelihoods, community grants and/or village grants in the project documents of FSPs and MSPs.
[25] The assessment was done only for the Biodiversity FSPs implemented by World Bank because the Evaluation had access to a dataset prepared by Ms. Claudia L. Alderman, a consultant to the World Bank, as part of a review of the small grants components within the Biodiversity FSPs of the World Bank. This data is not available for other agencies.

- Unlike the SGP country programmes, the institutions involved in implementing the small grants components of the FSPs and MSPs did not have had an opportunity to go through the learning process that allowed SGP to address operational difficulties that are faced in the start up stage.

- In instances where no endowment for small grants has been created, after the project ends there are no structures in place to disburse the grants from the unspent amount and to supervise the performance of the grants made.

73. **Delays through the Project Life Cycle.** The Evaluation examined the project life cycle duration for the SGP projects using the data gathered on the projects sampled to assess project performance. It found that the average time lag for approved project grant proposals between their submission and approval by the NSC is three months (table 6). Start of project implementation took on average an additional three months. Thus SGP grants in average take about six months from submission to start of project implementation. Although two thirds of the projects are completed without any delay, delay in project completion on average adds about five more months to the project cycle (table 7)[26]. The average duration of the project cycle – from project proposal submission to project completion – is estimated to be about two and a half years.

Table 6: Time lag between project proposal Submission and Approval

Phase	**Within two months**	**Within Six months**	**Average**
Pilot Phase & OP1	26%	89%	4 months
OP2	44%	91%	3 months
OP3	57%	90%	3 months
All Phases	47%	90%	3 months

Table 7: Delays in Project Completion

Phase	No delay	One to six month	Six months to an year	More than a year	**Average**
Pilot Phase & OP1	72%	11%	3%	15%	6 months
OP2	63%	1%	16%	20%	5 months
All Phases	66%	4%	12%	19%	5 months

74. **Efficiency of Project Outcomes**. To assess the cost effectiveness of the project grants it is essential to know the extent to which efficient technologies and processes were used to achieve the project outcomes. Ninety four percent of the project grants were rated moderately satisfactory or better in terms of efficiency of outcomes (see table 8). The 'efficiency of outcome' ratings of the SGP grants seem to be better than those for the FSPs and MSPs reviewed by the GEF Evaluation Office for the FY 2006 Annual Performance Report: compared to 94 percent of the SGP project grants only 77 percent of the FSPs/MSPs were rated in the satisfactory range**.** The performance of the projects in terms of efficiency of outcomes (94 percent in satisfactory range), when assessed

[26] It is still early to be able to assess the delay in completion of the project grants of OP 3 as a significant proportion of projects from OP 3 are still under implementation. Data on project grants from the earlier phases shows that implementation of about two thirds of the project grants is completed without any delay and on average delays during project grant implementation adds six month to the project cycle. Overall, it seems that various land marks in the life cycle of projects are accomplished without much delay contributing to efficient implementation of project grants.

together with the effectiveness of the outcomes (94 percent in satisfactory range) indicates that project grants are cost effective in generating global environmental benefits.

Table 8: Efficiency of Outcomes

Rating	**Percentage of Projects**
Highly Satisfactory	34%
Satisfactory	45%
Moderately Satisfactory	15%
Satisfactory Range	***94%***
Moderately Unsatisfactory	5%
Unsatisfactory	1%
Highly Unsatisfactory	0%
Unsatisfactory Range	***6%***

(N=180, n=164, UA = 16)

Conclusion 10: Automatic graduation of country programmes older than 8 years from SGP risks reducing the cost effectiveness of the overall GEF portfolio.

75. During its June 2007 meeting, the Council, while taking decision on the Work Program (Agenda Item 14), requested the GEF Evaluation Office, "*to include in its on-going evaluation of the Small Grants Programme (SGP), to be considered by the Council at its next meeting, an analysis of the graduation policy of the SGP, and in particular, the impact of the policy on LDCs and SIDS.*" This section presents an ex-ante analysis of the graduation policy for the SGP country programmes.

76. The 'Guidelines for access to the GEF Small Grants Programme,' which was circulated as a communiqué dated December 15th 2006 by the Chief Executive Officer of the GEF to the national Focal Points, articulates the GEF's policy on graduation of SGP country programmes. It states that "*beginning 2007, any country which has benefited from the GEF SGP for more than 8 years will be required to present a plan to graduate from GEF funding (core and RAF resources) on completion of the GEF-4 cycle.*" This graduation policy has been made necessary by the funding limits on SGP in GEF-4 in the replenishment agreement.

77. The present graduation policy will lead to graduation of more than 40 countries from GEF funding by July 2010. The key advantage of the graduation policy, as outlined in the December 2006 communiqué, is that it allows CPMT to concentrate on newer country programmes and on establishing programmes in countries that have not been covered by SGP so far. However, due to graduation of older country programmes the SGP programme structures established in the graduating participating countries are likely to be disbanded or else they are likely to pursue other sources of funding that may or may not be aligned with global environmental objectives. During interviews conducted as part of this evaluation, National Coordinators of the countries that will graduate expressed that after graduation while resource mobilization from non-GEF sources will not be difficult, it will be difficult for them to mobilize resources that allow them to focus on generating global environmental benefits. This presents a risk to the long term investments made by the GEF in these countries through the SGP. The policy has, therefore, generated a lot of concern among various stakeholders of the GEF. It was discussed during the June 2007 GEF Council meeting. The Council decided to postpone taking a decision on it and requested "*an analysis of the graduation*

policy of the SGP, and in particular, the impact of the policy on LDCs and SIDS[27]" to be included in the on-going SGP Evaluation.

78. Cost-effectiveness is one of the basic principles outlined in the 'Instrument for the Establishment of the Restructured Global Environment Facility (May 2004).' According to the instrument "*the GEF shall ensure the cost-effectiveness of its activities in addressing the targeted global environmental issues*[28]." Graduation of mature country programmes from the GEF funding is likely to have cost-effectiveness implications for the GEF operations. The evaluation found that GEF's SGP portfolio is as cost effective or more cost effective compared to its FSP and MSP portfolio or the small grant components within its FSP and MSP portfolio. Further, since the country programmes that would automatically graduate are among the better performing SGP country programmes, it is likely that GEF will lose the SGP country programmes that, generally speaking, are more cost effective than its FSP and MSP portfolio. Thus, automatic graduation of the old SGP country programmes from GEF funding is likely to lead to a marginal decline in the cost effectiveness of the overall GEF portfolio.

79. The evaluation found that a continued presence has allowed SGP to cultivate partnerships, to gain credibility based on its project grant implementation experience, and to communicate its experience to inform environmental policy dialogue in recipient countries. Often SGP country programmes have also been effective in raising awareness and supporting other voices to address global environmental concerns at the national level and have frequently established strong linkages with the government agencies by eliciting participation of the government officials in the National Steering Committee of SGP country programmes. Thus, if older country programmes were to graduate, GEF will lose an effective instrument to influence policy dialogues in these countries.

80. In addition to the above discussed benefits, for old SGP country programmes in SIDS and LDCs other considerations are also important. In SIDS, where recipient countries have limited absorptive capacity, in most situations small size grants are an appropriate scale at which GEF may undertake interventions to generate global environmental benefits. For example, the "GEF Country Portfolio Evaluation: Samoa (2007)" concluded that the modalities that require smaller scale of investment are appropriate for Samoa, which is both a SIDS and an LDC. This is also underscored by the fact that in many SIDS countries such as Barbados, Dominica, Micronesia, Fiji, Saint Kitts, Saint Vincent and Grenadines, no 'single country' FSP has been implemented so far.

81. In LDCs, despite generally having a high need for assistance, the capacities of the national and local institutions are often a major constraint. The SGP Evaluation found that SGP is contributing to developing and complementing institutional capacities in LDCs and thereby enabling them in undertaking FSPs and MSPs more effectively. For example, in Mauritania, based on the lessons learnt through implementation of project grants, SGP has provided inputs to designing and implementation of GEF funded MSPs and FSPs. In Niger the SGP is assisting the Niger Basin Authority (NBA) to administer and implement a micro-credit component of a GEF funded 'Reversing Land and Water Degradation Trends in the Niger River Basin' FSP.

[27] Joint Summary of Chairs, GEF Council Meeting, June 12-15 2007 (Document Dated: June 18, 2007), Decision on Agenda Item 14 – Work Program, page 9, paragraph 34.
[28] Instrument for the Establishment of the Restructured Global Environment Facility (May 2004): Section – Basic Provisions; Paragraph 4 in pg 10.

Conclusion 11: SGP Country Programmes operate at maximum cost efficiency at an annual expenditure level of $ 1 to 1.1 million.

82. Up to the GEF-3 cycle, financial allocations to the participating countries through SGP were not regulated. Within the GEF resources allocated to the SGP, the CPMT determined the allocations for each participating country. In December 2006 the SGP Steering Committee decided that from July 2007 financial allocations to the participating countries from indicative RAF allocations of the country and core SGP funds will be regulated by five criteria.

83. The **first criterion** puts a cap on the GEF contribution to the SGP country programmes to 2.4 million dollars, i.e. 600,000 dollars per annum, regardless of whether this contribution is accessed through RAF country allocations or core SGP grant allocation. The advantage of a cap on maximum expenditure for country programmes, if set at an appropriate level, is that it allows the GEF resources to be spread more equitably among the participating countries. Further, it prevents participating countries from diverting resources from other priorities of the GEF to SGP. A cap that is set too low, however, may have a negative impact on the overall programme efficiency of SGP.

84. Analysis of the country programme expenditure data for participating countries of SGP for FY 2006 and 2007 shows that the cap of 600,000 dollars is likely to negatively affect the overall efficiency of the SGP portfolio. Expenditures incurred at the country programme level involve two major components: country programme management costs and project grant made. The emphasis of council decisions made in past has been on keeping the ratio of programme management costs low vis-à-vis the project grants made. The management costs that are incurred at the country programme level include fixed costs such as staff salaries and rent, and variable (or semi variable) costs such as M&E, traveling, and publications. Since the aim is to reduce the management costs as a proportion of total expenditure, both average management costs (total management costs/total expenditure) and marginal management costs (incremental management cost per unit of incremental expenditure) are important. Figure 2 is a schematic presentation of how management costs of SGP country programmes vary with change in their total expenditure[29] (see annex 1 for the model used[30]). The marginal costs are the lowest at 800,000 dollars expenditure level. At levels higher than this, the marginal cost increase as capacity constraints of the country programme team start to kick in. However, since marginal costs are still lower than the average costs, operations at a higher level continues to lower the average costs. The most desirable level of operation of the country programmes is reached when both average and marginal costs are equal.

85. Analysis of the SGP country programme expenditure data (FY 2006 and 2007) for participating countries shows that the average management costs are the lowest when country programmes operate at an annual expenditure level of 1,000,000 to 1,100,000 dollars. While estimates for country programmes differ based on whether a programme is a non LDC/SIDS or a SIDS and/or LDC, on the age of the programme, on whether substantial amount of cofinancing has been mobilized at the country-programme level, etc, the relationship between management costs and total programme expenditure is similar (See Annex D).

[29] The figure is based on FY 2006 and FY 2007 financial data for the SGP country programmes. It excludes management costs incurred by CPMT and UNOPS but adjusts reported management costs to include management grants.

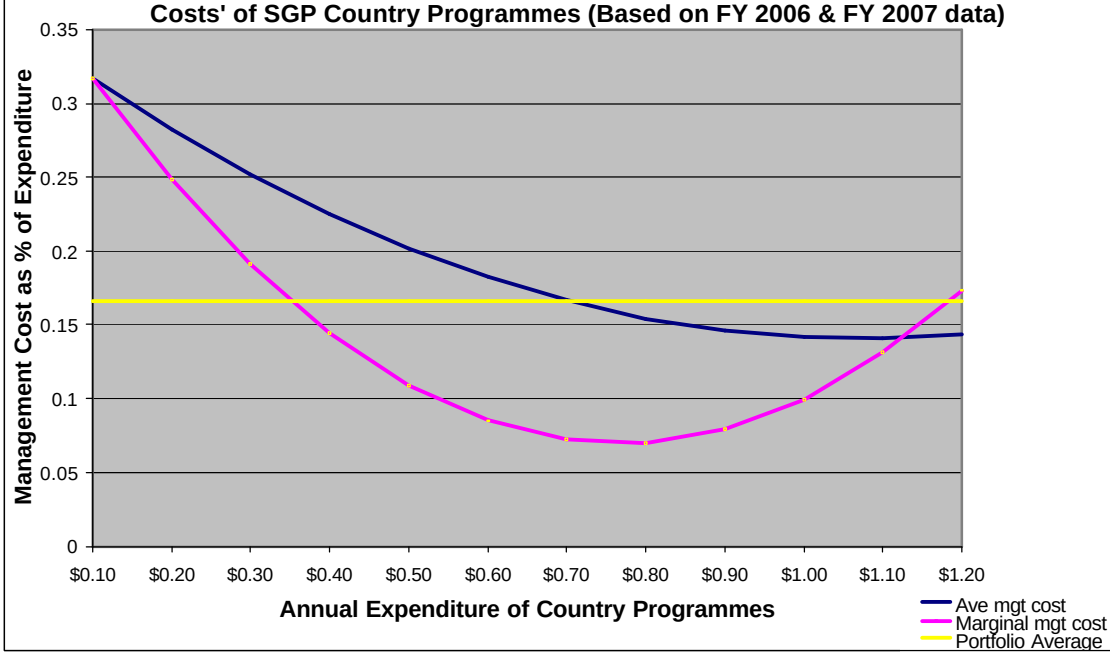
[30] Although Annex 1 presents only one model, other models were also used and it was found that the finding presented here is not sensitive to the models used.

86. Due to cap of 600,000 dollars on the country programme expenditure more than 34 countries will lose opportunity to operate at a level where grant making is more efficient with respect to management costs. Based on the models used the point where average management costs are the lowest may slightly differ. However, the point is substantially higher than the proposed cap of 600,000 dollars per year.

87. The **second criterion** underscores the preferential treatment for the group allocation countries under RAF in accessing SGP's core funding. It specifies that for the countries that are under group allocation the maximum limit for LDC/SIDS is 600,000 dollars per year and for non-LDC/SIDS is 400,000 dollars per year. Giving a preferential treatment to the group allocation countries, especially LDC/SIDS, in terms of access to core SGP funding will allow these countries to gain access to additional GEF resources, without drawing up on their RAF allocations. On the flip side, as discussed before, the caps are likely to affect some of the countries that have been spending more than the specified cap.

88. The **third criterion** specifies that the countries which have indicative RAF country allocations up to15 million dollars in either climate change or biodiversity focal area can draw up to 300,000 dollars from SGP's core budget each year with a matching amount expected from their RAF allocations. This arrangement puts a cap on the amount that could be provided from SGP's core funding at 300,000 dollars per year. This prevents flow of resources from the LDC/SIDS and other group allocation countries to the countries that have individual indicative RAF allocations. However, due to the overall cap of 600,000 dollars and the criteria of exact matching such countries do not have an option to allocate a greater proportion of their indicative RAF allocations to SGP.

Figure 2: Schematic Presentation of 'Total Expenditure Vs. Management Costs' of SGP Country Programmes (Based on FY 2006 & FY 2007 data)



89. The **fourth criterion** requires the countries that have indicative country allocations of more than 15 million dollars in either the climate change or biodiversity focal area in GEF-4 to meet all the SGP funding requirements through their RAF allocations.

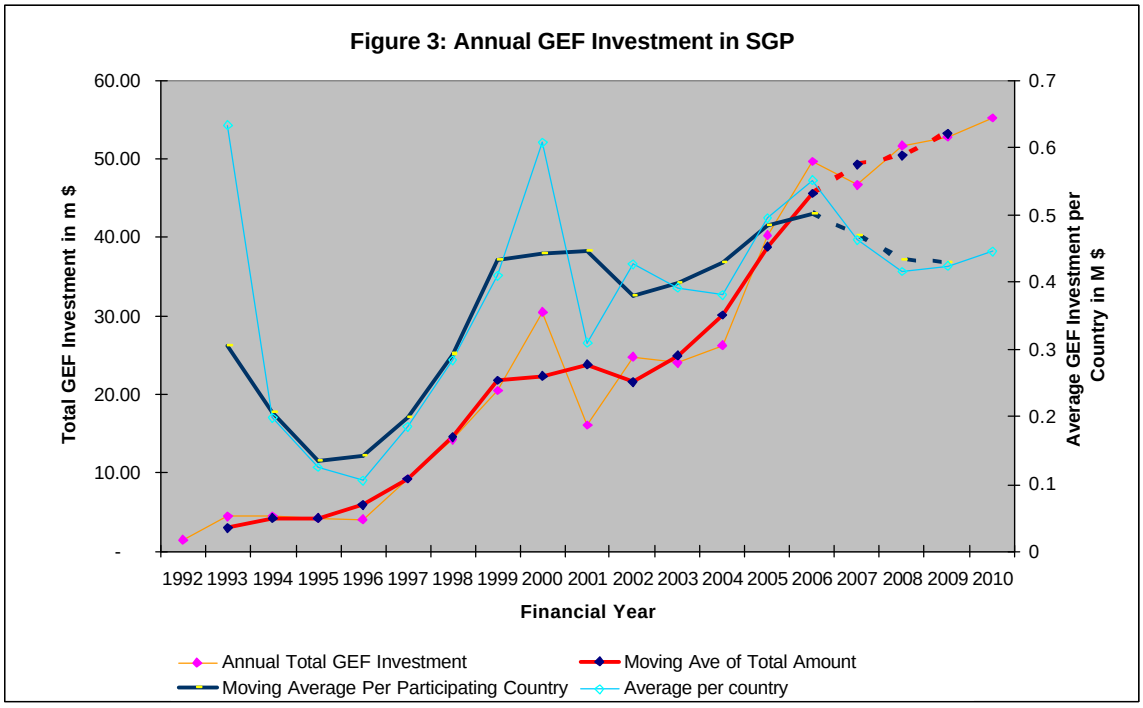
90. The second, third and fourth criteria aim to provide greater support to the countries that have lesser access to the RAF funding through SGP core funds. Countries that have greater access to GEF funds through RAF are required to commit more – thus, these criteria institutionalize country drivenness of GEF operations through the SGP modality.

91. The **fifth criterion** makes an exception for the new participating countries by making them entitled to 150,000 dollars through core SGP funds for its first year in programme regardless of their RAF allocation status. Such countries may use a matching amount from their individual indicative RAF allocation during the first year. The criterion, therefore, has the effect of putting a cap of 150,000 dollars for the group allocation countries and of 300,000 dollars for the individual allocation countries during the first year of SGP operation in the country. After the first year, however, the fifth criterion becomes redundant. The past experience of SGP shows that during the first year of operation the focus of the country programme is more on setting up mechanisms, and on identifying and approaching grantees, than on making grants. Even though the criterion places a low cap during the first year, this cap forces the country team to focus more on setting up systems than on making grants. This is a desirable outcome from GEF's perspective.

92. Among the criteria, in terms of their effect on cost efficiency, the implications of the first criteria are most consequential in as far as it places limits to the second, third and fourth criteria.

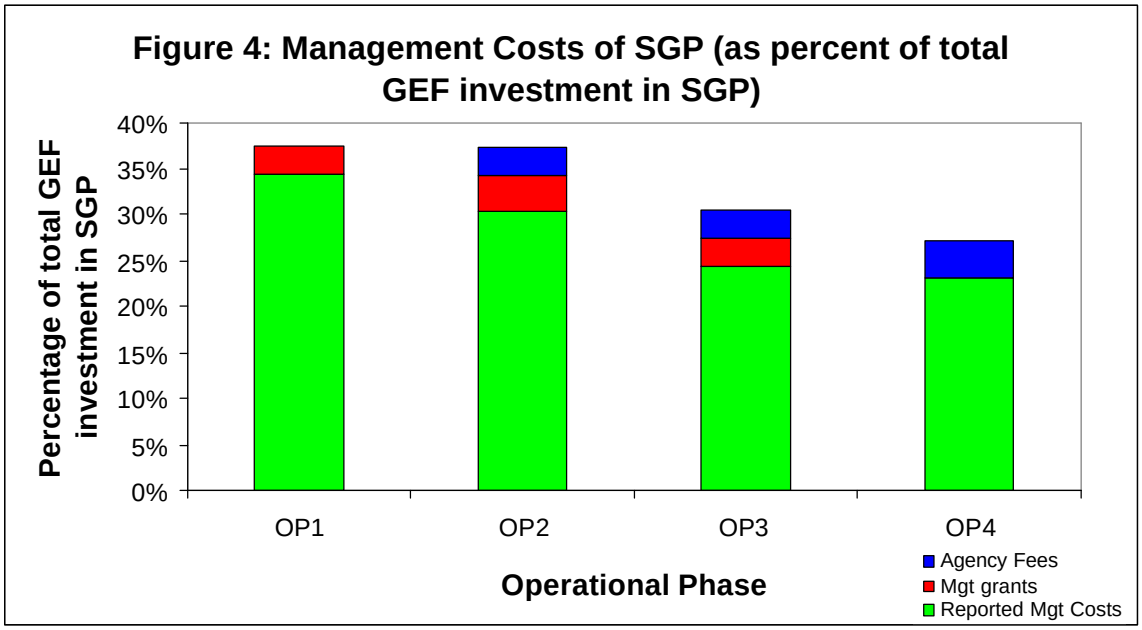
Conclusion 12: The higher level of GEF investments in SGP during OP 3 facilitated SGP in operating at greater cost efficiency levels than OP 1 and OP 2

92. **Level of GEF investment in SGP.** Compared to earlier phases, during OP 3 there was a substantial increase in GEF investments in SGP. For OP 2 GEF invested about 26 million dollars per annum and about 430,000 dollars per participating country (all figures are inflation adjusted and include project fees paid to UNDP). During OP 3 the GEF investments increased substantially to about 49 million dollars per annum and to about 500,000 dollars per participating country. For OP 4 although the total allocated investment per annum has increased to about 57 million dollars, the investment per participating country will decline from about 500,000 dollars to about 430,000 per annum. Figure 3 presents the real annual investment of GEF in SGP both in absolute (left Y axis) and per participating country terms (right Y axis) during different periods. Although the allocated GEF investments per participating country are lower in OP 4 than in OP 3, they are either similar to or higher than the level of investments per participating country during other operational phases.



93. **Reduction in Management Costs.** Compared to earlier phases, the management costs of SGP reduced during OP 3. For OP 1, OP 2 and OP 3, UNDP had committed to keeping the management costs of SGP under 25 percent of the GEF grant amount (excluding the project fees to UNDP). For OP 1 and OP 2, management costs financed by GEF funding were reported as a percentage of an amount that included SGP grants made from and management costs financed from GEF funding, and cash cofinancing from non-GEF sources invested in SGP grants. In comparison, for OP 3 and also for OP 4 the management costs financed by GEF funding are reported as a percentage of total GEF funding for the SGP. Thus, despite no change in the nominal target, the management costs related reporting practices changed from OP 2 to OP 3. After making adjustments for the changes in reporting practices the management cost estimates, including project fees paid to UNDP and management grants (i.e. project grants made to address country programme management issues), were 37 percent for OP1 and OP2, and 31 percent for OP 3 (see Figure 4). In comparison, during OP 4 the allocations for management costs for OP 4 are expected to be about 27 percent[31]. Thus, from OP 1 to OP 3 the programme management costs dropped substantially and council expects that the management costs drop further during OP 4.

[31] The allocation for management costs is 24% of the SGP budget excluding the project fees paid to UNDP. The management costs are 27% of the total GEF investment when project fees are added.



94. **Factors affecting reduction in management costs.** Reduction in management costs from OP 2 to OP 3 was accomplished by SGP simultaneously with meeting the Council's expectations on increasing programme services such as M&E and knowledge sharing. A major factor that allowed SGP to accomplish these improvements was that from OP 2 to OP 3 the GEF investments in SGP, both in absolute and in per participating country terms, increased substantially (see Figure 3). Increase in the total annual investment allowed CPMT to operate at a greater cost efficiency level. Similarly, increase in investments per participating country allowed the country programmes to operate at a more cost efficient level (see Figure 2). The gains, thus made, reflect in terms of reduced proportion of management costs during OP3.

95. The Council expects SGP to reduce management costs to 27 percent during OP 4. Since during OP 4 the GEF investment per participating country will decline, SGP country programmes will be at less cost efficient levels of operation. Therefore, reducing management costs will involve making trade-offs. 'The Small Grants Programme Project Document: Fourth Operational Phase (GEF 4)' lists the measures that the SGP will adopt to reduce its management cost (page 42, paragraph 175). Based on the feedback from the National Coordinators it seems that only a few of the planned measures – eliminating global workshops and renegotiating rent of country office premises – will reduce management costs without affecting overall performance of SGP. The efficacy of other measures such as reduction in allocations for knowledge sharing, M&E, capacity building of the country teams, technical assistance, and country programme auditing will lead to a reduced level of programme performance.

Conclusion 13: The current management model of SGP has reached its limits and is not suitable for a new phase of growth

93. UNDP is the Implementing Agency and UNOPS is the executing agency of the SGP. The management functions of SGP are largely divided along the lines of country programme and global programme functions. Country programming and grant allocations, including country programme priority setting and grant selection, and overall supervision, monitoring and evaluation of grants takes place at the country level. Generally each recipient country has a SGP National Coordinator

(NC). There are some exceptions, however. Some of the smaller countries, such as the island states in the Caribbean and in the Pacific have been organized into sub-regional programmes and are administered through a sub-regional coordinator. The NC is often associated with and supported by the local UNDP resident office. For 83 participating countries, the SGP country programme is hosted by the local UNDP office. However, of these 83 countries in 22 SGP is operated from premises that are physically located outside the UNDP Country Office. For 18 participating countries, environmental trust funds and NGOs function as national host institutions. National Steering Committees (NSC) provide major substantive contribution to oversight of the programme. The NSC typically comprises representatives from local NGOs, government, academia, UNDP and occasionally co-funding donors, indigenous peoples' organizations, the private sector and the media. The main responsibilities of the NSC are: development of the country programme strategy (CPS), providing advice on the design of grant proposals, approving grants, ensuring monitoring and evaluation, and championing SGP at national forums.

94. Global level functions are carried out by the New York based CPMT and by the UNOPS support team. The functions performed by CPMT include among others: management of the relationship with the GEF Secretariat; development of overall programme strategy; guidance to the country programmes; establishment of the new country programmes, support and trouble shooting; development of global partnerships; and, knowledge management. The UNOPS support team for SGP looks after financial arrangements of the programme, including grant disbursements and other payments, legality of grant agreements, hiring of country programme staff, etc.

95. Except for some relatively minor modifications that are mentioned below, the overall management structure of the SGP described above has remained more or less the same since the Pilot Phase. During this period, however, the number of countries where the SGP is operational has expanded from 50 (in 1995) to 101 (in 2006). Further, there is a wide variation in the capacities across country programmes. Additionally, in response to the Council requests, the SGP has also been paying greater attention to cofinancing, M&E, and knowledge sharing. All these factors together have added to the complexity of CPMT's operations.

96. About 83 percent of the National Coordinators that responded to the online questionnaire rate quality of the support provided by the CPMT to be satisfactory or better. However, in five out of the 22 country programmes reviewed National Coordinators expressed that they were not receiving adequate guidance from the CPMT.

97. **Increasing demands on CPMT**. During OP 1, OP2, and OP3 alongside requesting a decrease in management costs, the GEF Council requested the SGP to, wherever possible, establish links with larger GEF projects, expand the programme to include new focal areas, increase the level of resources mobilized through co-financing, and improve M&E and knowledge management. Since 2003 the programme has expanded rapidly to include many new countries from around 60 in mid 2002 to 101 by the end of 2006. The implementation of the RAF has brought more requirements and constraints to the SGP, and a request from the GEF Secretariat to quickly bring 23 additional countries in to the programme during OP 4 have increased the load of staff in CPMT and UNOPS. In 1996 LDCs and SIDS together constituted about 40 percent of the participating countries of SGP. This increased to 52 percent in 2007. Since LDCs and SIDS pose greater operational challenges the programme expansion to a greater proportion of LDCs and SIDS is imposing greater demands on the CPMT (see figure 1).

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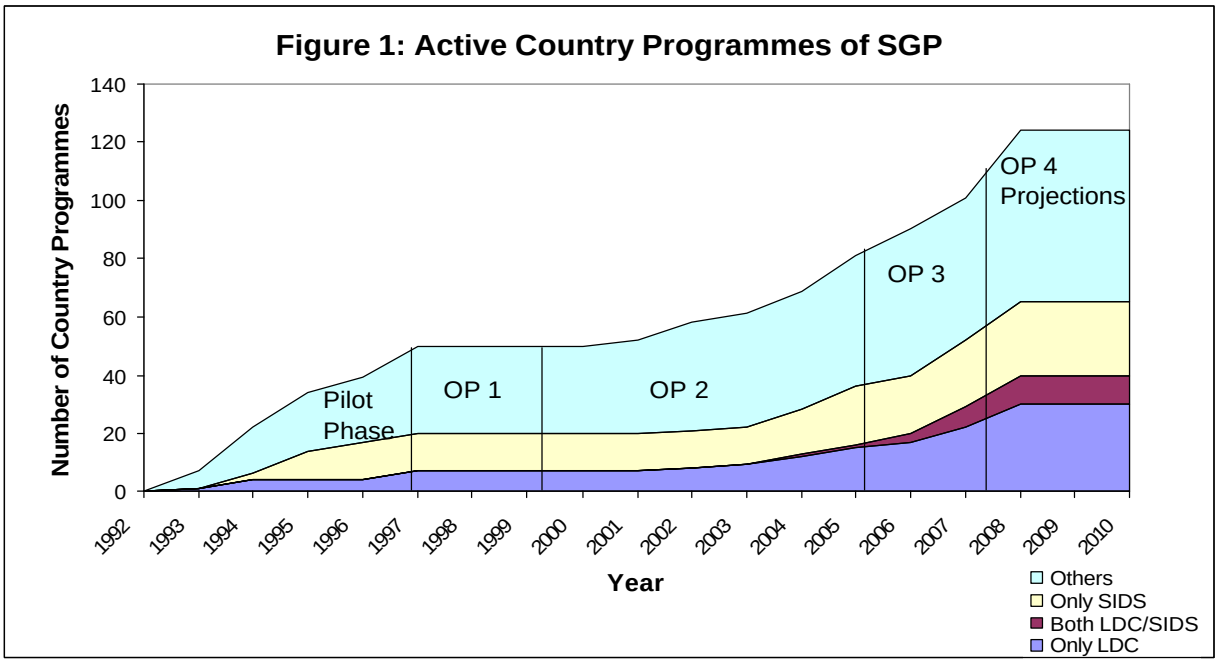

98. The SGP has sought to address these growing and changing programme demands with staff increases in the CPMT and the UNOPS support team for SGP. Professional staff positions went from 3 during most of OP 1 and OP2, to 8 in 2006. UNOPS also increased its staff from 2 to 5 in the same period. Despite the overall good ratings (83% satisfactory or higher) that CPMT got from National Coordinators for support to the SGP country programmes, in its staff's own assessment during 2006-07 the CPMT team was unable to keep up with the growing number of country reports, and provide timely feedback to programmes on country programme strategies[32]. The Evaluation also found numerous references by National Coordinators to disbursement delays by UNOPS. Within the last year an attempt has been made to streamline work by forming regional teams composed of CPMT and UNOPS staff and by assigning some regional functions to the senior National Coordinators. CPMT also streamlined country programme reporting by abolishing semi-annual and biannual reports and introducing performance and results assessments instead. UNOPS has also put into place new systems that have reduced administrative burden and have streamlined disbursements. Nevertheless, during the interviews the CPMT staff communicated as a group and individually to the evaluators that their current workload was beyond what they could manage. They could not see how the SGP would be able to meet the new demands imposed by the guidelines established by the SGP steering committee to access SGP core and RAF GEF funds and include all new countries with in the first year of the OP-4 cycle. Under the present organizational structure, in order to properly respond to management needs of a growing number of diverse country programmes and an increasingly complex organization a considerable increase in human resource inputs will be required.

99. **Differentiated needs of the country programmes.** Many of the programmes initiated in the earlier operational phases have developed very robust structures and reputation in their respective countries and no longer need intensive support from CPMT. Moreover, for such mature country programmes the benefits of remaining as part of a Global SGP are some times outweighed by the limitations imposed by being part of such a structure. Rules that are reasonable for the non-mature country programmes might sometimes prevent mature country programmes from exploring

[32] Interviews of the CPMT staff conducted on July 19th and 20th, 2007.

options that may improve their effectiveness. For example, 50,000 dollar limit for individual regular grants prevents many mature country programmes from undertaking promising projects that may require higher levels of investments from GEF. Although from the perspective of the overall global programme new procedures and protocols are necessary, from the perspective of the matured country programme offices, already burdened by a complex portfolio, interactions with government and other GEF projects and a large array of partners, these requirements imply more administrative, planning and reporting but add little to the country programme. New programmes on the other hand tend to welcome and seek the guidance and support of CPMT and the UNOPS on procedural, administrative and substantive issues. The increasing proportion of SIDS and LDCs in the SGP country programme portfolio also imposes additional complexities to SGP. SIDS country programmes have special characteristics in as far as the participating countries have low absorptive capacity and high management costs. In some cases institutional and human capacities also need strengthening. To operate in some of the SIDS, the SGP has established sub regional offices. The sub regional offices are headed by Sub Regional Coordinators, who are functionally similar to the "National Coordinators." The sub regional offices supervise several part time coordinators that reside at the country level. While this is a step in the right direction, there are indications that SGP is still learning how to work in SIDS for example it is very likely that at least some of the smaller SIDS will require more technical and administrative support and follow-up than that provided by the current structure. In the case of LDCs while there is more need for resources capacities tend to be consistently low which will require proportionally more support than that provided to other countries.

100. **Trend towards lesser consultation with the SGP country programmes**. Since inception, the CPMT has functioned largely to provide guidance and support to the country programmes. The expansion of SGP implies more protocols and requirements to address the management, financial and political support needs of the global systems. Some of these requirements are driven directly by the Council requests such as to increase co-financing, improve M&E, increase reporting on environmental global benefits, and reduce management costs. In the past, when the number of country programmes was lower, it was possible to discuss potential approaches with the country programmes and develop measures to appropriately address council requests. However, the shear number of countries where SGP now operates has made communication and consultation in the development of guidelines and systems more difficult. This has resulted in a trend towards centralization of decision making and lesser two-way communication. After the creation of the SGP Steering Committee centralized decision making has increased further – some of the decisions seem to have been taken without sufficient consideration of the consequences that they might have across the system. Yet most knowledge about the operational issues of the programme continues to reside with the NC and NSCs and the SGP is not benefiting enough from their insights.

101. **Tensions between SGP and other GEF institutions.** During the pilot phase and Operational Phase 1, UNDP implemented the SGP on behalf of other GEF Agencies. At this time SGP was often well coordinated with other UNDP activities such as Africa 2000 and LIFE which had a very similar and some times shared national structure to SGP. The close involvement of country Resident Representatives of UNDP in the selection of countries, National Coordinator and National Steering Committee members also contributed to close working relations between SGP and UNDP Country Programmes. This was, and is still is, a mutually beneficial relationship in as far as SGP benefits from the credibility of UNDP due to its long standing presence in most countries, political support and administrative backstopping. In some cases the link to the United Nations has also proven to be critical given its aura of neutrality. The flip side was that country Resident Representatives some times tried to administer SGP as another country programme. Over

time and with a strong support from UNDP Regional Bureaus and from the UNDP-GEF Executive Coordinator to SGP, this problem has subsided. Such problems do resurface occasionally when a new Resident Representative that is not familiar with UNDP and SGP is posted in one of the countries where SGP country programme is hosted by the UNDP.

102. At the global level the relationship between SGP and other GEF agencies has been distant and at times competitive. How exactly the relationship between SGP and other GEF activities was to take place was not clear initially. From OP 1 onwards, the Council has reiterated the need for SGP to interact more with other GEF projects. During OP 2 SGP was made a corporate programme of the GEF. This has resulted in smoother transitions from one OP to the other, but has also required SGP reporting to the GEF Council prior to the disbursement of each tranche and some oversight by the GEF Secretariat. Until 2006, when the SGP Steering Committee was established, the most significant input of other GEF agencies to SGP was during discussion and approval of OP project documents, similar to any other GEF project. Thus, ownership of the SGP by other GEF Agencies had been low. As the funding and profile of SGP grew, tensions between SGP (UNDP) and other GEF agencies became more apparent. At times focal area team leaders in the GEF Secretariat and some focal area specialist in Implementing Agencies (including some in UNDP) expressed skepticism of "taxing" the focal area resources with out requiring monitoring of the outcomes that are expected by the Council from the respective focal areas. This led to requiring that the SGP monitors environmental results during Operational Programme 3.

103. Since competition for GEF funding has been a constant issue and the programme is required to report to the GEF Council prior to disbursement of each annual tranche, CPMT has sought to reach out to GEF focal points, conventions, NGOs, and other global networks and constituencies to provide information on the SGP accomplishments and to build support for continued funding. Some times the SGP has sought to distinguish itself in ways that are not fully accurate and contribute to tensions with other GEF agencies. For example, CPMT states that "SGP is the GEF funding mechanism for NGOs and CBOs where NGOs and CBOs take the lead in programme management". In reality, there are many GEF projects in which NGOs and CBOs have a strong role in programme priority setting, grant allocation, grant monitoring etc. Some GEF financed environmental funds have been trying out these type of mechanism since the GEF Pilot Phase[33]. Furthermore, *The Reaffirmation of Thinking Globally Acting Locally: Experiences from NGOs and CBOs implementing GEF Projects* (Hisas and Yacob, 2006)[34], a GEF collaborative publication with

[33] Global Environment Facility (1999). Experience with Conservation Trust Funds. Evaluation Report # 1-99. http://www.conservationfinance.org/Africa_Conference/Documents/GEF_ETF_full_report.pdf
In this report, out of the 13 included Funds, 8 received GEF funding. Seven out of the 8 projects receiving GEF Funding include representatives of local NGOs in their governing committee—being responsible for selecting proposals, managing finances, allocating funds, and other aspects of programme management. Moreover, in the GEF publication Global Environment Facility (2003). In Uganda, the World Bank GEF project The Mgahinga - Bwindi Impenetrable Forest Conservation Trust (MBIFCT), a Local Community Steering Committee (LCSC) elected by local communities "is empowered to evaluate all proposals originating with community groups, authorizing small projects directly and referring larger ones to the Trust Management Board. It also determines priorities and selection criteria for community projects and plays a key role in monitoring. The Trust Management Board includes representatives of two government agencies, one national and one international NGO, the tourism industry, one donor, three representatives elected by the LCSC, the Trust Administrator**))**, and three Permanent Secretaries from the ministries of tourism, justice, and finance."
[34] Hisas, L, Yacob, L. (2006). The Reaffirmation of Thinking Globally and Acting Locally. Implementation of GEF Projects by NGOs and CBOs.
http://www.energyandenvironment.undp.org/undp/indexAction.cfm?module=Library&action=GetFile&DocumentAttachmentID=1807

SGP/UNDP, GEF-NGOs Network, and the Swiss government, draws upon the experiences of NGOs and CBOs in the small grants, medium-sized and full-sized project modalities of the GEF, highlighting the realities of challenging work in various partnership mechanisms that enable enhanced implementation and a greater voice for communities in advocating for environmental protection, poverty reduction and local empowerment. The report states that from 1996 to 2006, 309 medium-sized projects received a total GEF allocation of $254.98 million; an NGO was the lead executing agency in 102 of these projects. From 1991 to 2006, 959 full-sized projects have received GEF allocations totaling $7.8 billion; an NGO was the lead executing agency in 22 of these projects. CPMT portrayal of SGP as "unique" in the way it relates with NGOs and CBOs is not in the best GEF corporate interests as by implication it downplays other GEF efforts to partner with NGOs and CBOs.

104. At the country programme level the relationship between the SGP and UNDP has been very collaborative. With other agencies the relationship, although collaborative, is distant. This becomes clear from the fact that some of the FSPs that were implemented by the World Bank did not have linkages with the SGP even through they were being implemented in the countries where SGP was operational.

5. RECOMMENDATIONS

Recommendation 1: The level of management costs should be established on the basis of services rendered and cost-efficiency rather than on the basis of an arbitrary percentage.

105. The assessment of the management costs of SGP shows that a major factor that helped SGP in reducing management costs during OP 3 was that GEF investments in the programme had increased substantially both in absolute terms and in terms of numbers of participating countries. This allowed SGP to operate at a more cost efficient level and, consequently, SGP was able to reduce its management costs without reducing its programmatic services such as M&E, knowledge sharing, supervision, and technical assistance. The Council expects that during OP 4 SGP will be able to reduce its management costs even further. However, even though the allocated GEF resources per annum for OP 4 are higher, the annual allocation per participating country has declined. This implies that the SGP will have to further reduce its management costs although it will be operating at a less cost efficient level of GEF investment. Some of the programmatic services provided by the SGP will need to be curtailed, with entailing risks for the achievement of global environmental benefits. An analysis of the proposed plan for reducing management costs shows that many of the activities being curtailed are critical for effective functioning of the SGP. In order to ensure that the overall effectiveness of SGP does not suffer for OP 4 due to a reduced level of resources per participating country, the management cost expectations by the GEF Council from SGP need to be adjusted.

106. So far the council expectations from SGP on management costs have been anchored by arbitrary figures – earlier 25 percent and now 24 percent. Although the reported management costs also tended to be around the prescribed proportion, the method by which management costs were calculated has not been uniform and transparent, thus making it more difficult for Council to provide guidance. For example, during OP 2 co-financing was included when calculating the percentage of management costs – a practice that was abandoned during OP 3. In both OPs project grants addressed some country programme management cost related issues. This practice needs to be stopped because it does not allow various stakeholders to know the proportion of GEF investments that are being provided to the SGP grantees for addressing the global environmental issues. However, to facilitate SGP in doing so the real management costs of implementing SGP programme need to be recognized and the management cost expectations need to be adjusted accordingly. Furthermore, activities on the country level generating global benefits, for example through knowledge sharing products, should also be recognized as such and should be fundable without being classified as administrative costs.

Recommendation 2: A process needs to start to change SGP's central management system so that it becomes suitable for the new phase of growth and to address the risks of growing complexity.

107. As SGP moves into its next phase of growth and increasing complexity, there is a need to rethink its overall management system. SGP has made some important changes such as the creation of regional teams in CPMT and UNOPS, the identification of 'regional hubs' to assist in programme development and the appointment of sub-regional coordinators in the case of SIDS. But the system is already over burdened. The projected pace of growth and the challenges of bringing LDCs and SIDS into the programme are certain to overwhelm the current management structure

and it will be difficult to maintain the present level of programme effectiveness unless the programme staff at headquarters is significantly expanded. This could lead to a significant increase in management costs.

108. Another option that could be explored is to devolve some of the functions that are presently performed at the CPMT level to regional levels and encourage closer links with UNDP's focal area regional technical teams involved in GEF funded projects. Although this option too may lead to higher management costs it will address the technical assistance needs of the country programmes better. Efforts need to be made to ensure that country programme perspectives have a voice in the SGP decision making process.

109. The new division of roles should be clearly defined as to prevent overlaps and seek effective decisions and support to country programmes. During the exploration of options for a new management system the following specific issues should be addressed:

- Short term needs due to establishment of a large number of new country programmes and the need for continued support to those still under development.
- Devolving some of the functions to the regional level to meet specific needs of SIDS and LDCs and to more effectively draw on UNDP's regional technical teams after assessing the cost effectiveness implications of the measure.
- Incorporating opinion leaders among National Coordinators (or recently retired NCs) into the global SGP Steering Committee as a way to ensure that country programme perspectives inform decisions.
- Rethinking and redefining the relations between the core management team and the GEF Secretariat, UNDP, UNOPS as well as the other GEF Agencies
- Ensuring that CPMT is adequately staffed – the current practice of not filling positions to meet targets in reducing management costs should be discontinued and the new system should incorporate a realistic assessment of services and functions that need to be provided by CPMT.
- Developing guidance for MSPs and FSPs on linking with SGP country programmes.

Recommendation 3: Country programme oversight needs to be strengthened.

110. More attention should be given to the definition of 'conflict of interests' procedures by country programmes and the oversight of the enforcement of 'conflict of interests' procedures. The system should be strengthened to ensure proper follow-up of conflict of interests or other governance related observations made by audits. An audit schedule that ensures that all country programmes can be audited at least once during every Operational Phase should be established and funds for audits should be allocated in each OP. Following GEF disclosure policies audits should be publicly available. Furthermore, independent grievance procedures should be established and be made known. Both the ombudsman in the UNDP country offices (if present) and the GEF ombudsman should be open to receive complaints, so that they can either address such complaints or re-direct them to the appropriate channels.

Recommendation 4: Monitoring and Evaluation needs to be strengthened further.

111. While projects on the whole are well supervised and monitoring of expected results is taking place, there are areas where there is scope for further improvements. So far record keeping on project visits tends to be insufficient. Often sufficient relevant indicators are not specified and even when specified they are not adequately reported upon. The evaluation found numerous instances of

good M&E practices being implemented by the various SGP country programmes, which demonstrates that good M&E is possible for small projects. Another area for improvement is to ensure quality control of information in the SGP database. Presently, the information in the database has a lot of errors and is uploaded with a considerable time lag. SGP also need to assess performance of the country programme performance separately from that of the national coordinators because, although correlated, they are not appropriate proxies.

Recommendation 5: The current criteria for access to SGP resources should be revised to maintain cost efficiency.

112. The decision of the SGP Steering Committee to limit the average annual amount accessed by a participating country to 600,000 dollars during GEF-4 will most likely spread GEF funds more equitably. However, it is also likely to negatively affect the cost efficiency of the SGP country programme portfolio because the maximum limit of 600,000 dollars will constrain SGP from operating efficiently. If the present limit is increased then cost efficiency gains are likely. However, substantial cost efficiency gains that allow the SGP to meet the present management costs expectations of the Council may not be possible if there is no increase in the overall budget available to the SGP. This is so because opportunities to make cost efficiency gains by curtailing management activities, without affecting programme effectiveness, are limited. The overall budget could be increased by mobilizing additional resources from non-GEF sources and/or by increasing the GEF allocations to the SGP.

113. Historically, SGP mobilizes almost an additional dollar per dollar of GEF investment. This is mobilized at the global or/and country programme level, and at the project grant level. Of this the co-financing mobilized at the global or/and country programme level is more relevant for SGP in terms of the cost efficiency implications as it allows the global office and the country programmes to operate at more cost efficient levels – the resources mobilized at the project grant levels have implications primarily for the management costs of the grantee organizations. However, presently only 10 percent (about 6 to 7 million dollars per year) of the total co-financing is mobilized at the global programme or at the country programme level. To make major cost efficiency gains the co-financing mobilized at the global or country programme level may need to increase to about 15 to 20 million dollars. However, the SGP will need support to achieve these levels.

114. One way to increase the limit per country is to allow a higher amount of funding from RAF allocations. Currently, the countries that have indicative RAF country allocations of more than $ 15 million in the climate change or biodiversity focal area are allowed to access SGP resources only through RAF to a maximum limit $ 600,000 per year. Further, for the participating countries that have indicative RAF country allocations up to $ 15 million, the contributions from the core SGP need to be matched by RAF resources with an upper limit of $ 300,000 from RAF. If these limits are increased and the criterion of exact matching is abolished, then countries will have an option to allocate a greater proportion of their indicative RAF allocations to SGP.

Recommendation 6: The intended SGP country programme graduation policy needs to be revised for GEF 5 to address the risks to GEF achievements and cost-effectiveness, especially in SIDS and LDCs.

115. The graduation policy for the SGP country programmes is still evolving. It should be noted that this recommendation and the analysis on which it is based, are reflections on the December

2006 guidelines. These guidelines are the only formal statement on graduation of the SGP country programmes. They states that the SGP country programmes that have benefited from the GEF-SGP funding for more than eight years (at 2007) are to graduate from all GEF funding (core and RAF resources) by July 2010. When they graduate, it is likely that the programme structures established will be disbanded or else would shift work to issues that are of priority to their new financers. This presents a risk to the continuation of the same level of global environmental benefits, for the same price, in these countries, given the fact that the SGP country programmes score consistently higher in outcomes and sustainability than other modalities of the GEF and are cost-effective in how they achieve these outcomes.

116. The argument for graduation from SGP core funding is persuasive. Given the overall budget of the programme and the optimum spending levels per country programme, graduation is a sensible way to ensure that the programme reaches out to new countries and ensures that its success is replicated elsewhere. However, this argument does not hold for RAF resources. By stating that an older SGP country programme will also need to graduate at the same time from RAF resources, the policy is denying recipient countries a modality that has been proven to be one of the most effective and efficient of the GEF.

117. This recommendation proposes to explore how countries could be allowed to continue to fund small grants from GEF in their countries after graduation from SGP. One possible approach is to turn the modality of an SGP country programme into an independent "franchise" that will continue the national success factors of the SGP but not under the management of the CPMT in New York and not receive any core funding from SGP. Funding for such a franchise programme should then be allowed from RAF allocations after graduation from the SGP core programme. A mechanism would need to be developed to calculate ceilings for such allocations, and how to approach funding from group allocations. This should be based on optimum levels of spending taking into account the comparative advantage of SGP to achieve focal area goals. Special care would need to be taken that these independent country programmes would continue to share knowledge and experiences with the SGP and the broader GEF community. A system should also be put in place to replenish country programme funding in a ways that are performance based and are not disruptive to the operations.

118. The details of a franchise small grants programme need to be developed in order for this to be a valid alternative to the present proposal for a graduation policy. The main questions to be answered are:

- How will these programs fit into focal area strategies in the countries concerned?
- What mechanisms will be set in place to ensure the new "franchises" programmatic and grant making independence?
- Would UNDP also be the Implementing Agency for these "franchise" programmes?
- Who would appoint the National Coordinator and the National Steering Committee?
- Who would provide oversight on legal and financial issues?
- Will these programmes go through the same procedures as MSPs and FSPs or will a facilitated procedure be initiated?

119. The current best practices in the SGP on the country level could be turned into a franchise framework that could be adapted to local circumstances, but should contain minimum characteristics that need to be applied in order to qualify as an "SGP modality".. By adopting this as a national modality, such a franchise operation could also be charged to implement SGP

components of Medium and Full Sized Projects. Currently, these components are often under performing.

120. The franchise programs would need to develop results frameworks that link them with focal area strategies and would need to report on their contributions to the goals of focal area strategies. The evidence gathered during this evaluation indicates that the results frameworks of several older country progammes such as Vietnam and Mexico are already congruent with the focal area strategies.

121. For SIDS and LDCs a longer term investment of GEF through SGP is imperative. In SIDS, participating countries have limited absorptive capacity and in most situations small size grants are an appropriate scale at which GEF may undertake interventions to generate global environmental benefits. Although LDCs generally have a high need for assistance, the capacities of the national and local institutions is often a major constraint. SGP contributes to developing and complementing institutional capacities in LDCs and thereby enables them in undertaking FSPs and MSPs more effectively. It is hoped that this analysis and recommendation will feed into the continued development of the graduation policy.

Annex A: Methodological Notes

Approach for Rating Project Performance

Project performance in terms of outcome achievement (results), sustainability of achieved outcomes, learning and interaction with other stakeholders, was assessed using a rating scale. The criteria and the scales used have been described in this section.

Outcomes

The Evaluation Office rated project outcomes based on the level of achievement of project objectives and expected outcomes. The criteria used to assess level of achievement included assessment of ex ante outcome 'relevance'; actual 'effectiveness' in achievement of outcomes; and, 'efficiency' in achievement of outcomes.

- **Relevance**: Were the project's outcomes consistent with the focal areas/operational program strategies and country priorities?
- **Effectiveness**: Are the actual project outcomes commensurate with the original or modified project objectives?
- **Efficiency**: Was the project cost effective? Was the project the least cost option? Was the project implementation delayed and if it was, then did that affect cost-effectiveness?

The performance was assessed on a six point scale. For the overall rating on outcome achievement, relevance and effectiveness were considered as 'critical' criteria; i.e. the overall rating on achievement of outcomes is not higher than the lower rating attained on either or both of the critical criteria. The overall outcome rating was less than or equal to the lower rating on relevance and effectiveness, and/or average of the rating on the three criteria. Of the three criteria, to have an overall outcome rating, a project must have been rated on at least relevance and effectiveness.

- (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Risks to Sustainability of Achieved Outcomes

Risks to sustainability of achieved outcomes were assessed based on financial, socio-political, institutional framework and governance, environmental risks.

- **Financial resources:** Are there any financial risks that may jeopardize sustenance of project outcomes?
- **Sociopolitical:** Are there any social or political risks that may jeopardize sustenance of project outcomes?

- **Institutional framework and governance:** Do the legal frameworks, policies and governance structures and processes pose risks that may jeopardize sustenance of project benefits?
- **Environmental:** Are there any environmental risks that may jeopardize sustenance of project outcomes?

The overall sustainability of the project outcomes was rated based on a four point scale.

- Likely (L): There are no or negligible risks affecting sustainability of project results.
- Moderately Likely (ML): There are moderate risks that affect sustainability of project results.
- Moderately Unlikely (MU): There are significant risks that affect sustainability of project results.
- Unlikely (U): There are severe risks that affect sustainability of project results.

Project Learning and Interaction with other Stakeholders
Project performance was rated on 'learning' and on 'interaction with other stakeholders' on a six point scale, analogous to the one used for Outcomes.

Instruments Used

Project Performance

Information on following was collected:

- Project Data: project name; country; project grantee; GEF focal area; operational program (OP); funding cycle (operational phase).
- Project Dates: planning grant submission to NSC; planning grant approval by NSC; project proposal submission to NSC; project approval by NSC; project start; proposed closing; actual closing.
- Financial (both approved and actual amount): planning grant; project grant; cash cofinancing; in-kind cofinancing; total project cost.
- Project Objectives: Project Objectives as stated in the project document
- Outcomes: Relevance – project relevance to GEF objectives and focal areas and to national priorities; Effectiveness – achieved outcomes and outputs of the project, and capacity development achievements of the project; Efficiency – justification for the project costs when compared to other options, win-wins and trade-offs involved in the project.
- Project Learning: incorporation of lessons from other SGP projects; adaptive management by the project – flexibility in operation.
- Interaction with other stakeholders: interaction with MSPs and FSPs; interaction with government agencies; and, interaction with non government agencies including private sector organizations, civil society organizations, international NGOs, etc.
- Risks to Sustainability of achieved outcomes (results): financial risks, socio-political risks, governance and institutional risks, and, environmental risks.
- M&E: inclusion of monitoring activities; results indicators specified; relevance of specified indicators; supervision visits to the project site by the members of the country programme team; availability of annual performance report and coverage of the specified indicators in the annual report.

Country Programme M&E

The country programme performance on M&E was assessed by collecting information on following issues:

- Does supervision of project(s) progress include review of project M&E and funding expenditures?
- SGP GEF country portfolio (in terms of projects) visited during FY 2005 and during FY 2006?
- What were the most common issues addressed during the site visits? Explain.
- Did all projects closed in FY 05 and 06 provide a Final Project Report?

Online Survey (administered to National Coordinators of SGP)

Online survey was conducted to fill up information gaps in the data collected through other approaches. Following issues were covered in the online survey:

Classification: region; age of the programme; SIDS/LDC status.

- Country Programme Strategy (CPS): CPS status; time taken for preparation; effectiveness of CPS for the country programmes and areas for improvement; strategy for geographical targeting; and targeting of poor.
- Central Programme Management Team (CPMT): Quality of the support provided by the CPMT (on six point scale); significant contributions by the CPMT to the country programme; and areas for improvement for CPMT.
- Knowledge Sharing: adoption of tools, techniques, and technology across country programmes; usefulness of the knowledge products developed by the CPMT; identification of the products that are useful or are not useful.
- Partnerships and cofinancing: Classification of partners by their functional importance to SGP; relative importance of the partners to the country programmes; and cofinancing criteria that is followed by the grantees.
- Interaction with other stakeholders: interactions with national focal points of global environment conventions; quality of support from the UNDP country office; and, areas for improvement.

Annex B: List of Sampled Projects

S. No.	Project Code	Project Name	Country	Project Start	Project Close	Field verification	Issues on which project was assessed		
							Project Performance	Targeting of poor	M&E
1	GEF-STV-94-G05	Ance Cayenne River Project - Clare Valley	Barbados	Nov-94	Dec-00	No	Yes	Yes	Yes
2	BAR/05/05	Strengthening Environmental Stewardship among major stakeholders in the Grenadines Islands	Barbados	Apr-05	Under Implementation (UI)	No	Yes	Yes	Yes
3	GEF-BAR-94-G06	The Cornerstone	Barbados	May-96	Dec-00	No	Yes	Yes	Yes
4	GEF-STL-94-G04	Building Capacity and Capability for Sustainable Environmental Action in the Communities of Praslin and Mamiku while Meeting Specific Strategic Needs	Barbados	Nov-94	May-95	No	Yes	Yes	Yes
5	BAR/05/19	Community based Coral Reef Monitoring and Management	Barbados	Dec-05	UI	Yes	Yes	Yes	Yes
6	BAR/OP3/06//06/04	Ecological Aquaculture for Environmentally Friendly and Sustainable Food Production in Antigua and Barbuda	Barbados	Jun-06	UI	No	Yes	Yes	Yes
7	GEF-BAR-00-G29	Ostins Fisheries Co-Management Pilot Project	Barbados	Jun-01	Dec-06	Yes	Yes	Yes	Yes
8	GEF-STL-94-G03	Popular Education for Community based Coastal and Marine Management	Barbados	Nov-94	Oct-95	No	Yes	Yes	Yes
9	GEF-ANT-00-G31	Sanitation, Solid Waste and the Caribbean Sea Increasing local Capacity for Information Gathering and Problem Solving	Barbados	Jan-01	Dec-01	No	Yes	Yes	Yes
10	BZE/OP3/1/06/07	Capacity Building and Infrastructure for Sarteneja Wildlife Environment and Ecotourism Team	Belize	Feb-06	UI	Yes	Yes	Yes	Yes
11	BZE/05/04	Alternative Livelihoods Through Education and Honey Production	Belize	Sep-05	UI	Yes	Yes	Yes	Yes
12	BZE/UNF-GEF/05/01	Updating of the Baseline Assessment for the Belize Barrier Reef Reserve System World Heritage Site	Belize	Sep-05	Apr-07	Yes	Yes	Yes	Yes
13	BZE/UNF-GEF/04/04	Strengthening Fisheries Monitoring & Data Gathering Capacity for Co-Management of the Lighthouse Reef Atoll Marine Protected Area	Belize	Nov-04	UI	No	Yes	Yes	Yes
14	BZE/04/05	The Promotion of Community-Based Tourism Enterprise to Regional and International Markets	Belize	Nov-04	May-05	Yes	Yes	Yes	Yes
15	BZE/UNF-GEF/04/03	Community Field Studies at Laughing Bird Caye National Park	Belize	Aug-04	UI	Yes	Yes	Yes	Yes

16	BZE/UNF-GEF/02/06	Assessment of Commercially Important Species in Bacalar Chico Marine Reserve Utilizing Traditional Commercial Fishermen	Belize	Aug-02	Aug-05	Yes	Yes	Yes	Yes
17	BZE/UNF/02/05	The Belize Zoo Reef Outreach Education Program	Belize	Jun-02	Mar-03	Yes	Yes	Yes	Yes
18	BZE/UNF/02/07	Training Component of Capacity-Building For Self-Sustainability Project	Belize	Jun-02	Jul-04	Yes	Yes	Yes	Yes
19	BZE/97/13	Gales Point Preservation and Conservation Project	Belize	Dec-97	Nov-02	Yes	Yes	Yes	Yes
20	BZE/93/04	Conservation Management Community Development in the Rainforest	Belize	Sep-93	Dec-94	Yes	Yes	Yes	Yes
21	MAU/CWI/06/02	Projet d'Approvisionnement en eau potable de belel Ournguel	Mauritania	May-06	Dec-06	No	Yes	Yes	Yes
22	MAU/CWI//03	Projet de réseau d'adduction d'eau potable pour le village de PK6	Mauritania	Sep-06	Mar-07	No	Yes	Yes	Yes
23	MAU/SGP/OP3/06/13	Projet de lutte contre la dégradation des terres dans la commune de mâle par des travaux de CES/DRS	Mauritania	Feb-06	UI	No	Yes	Yes	Yes
24	MAU/SGP/OP3/06/15	Projet de protection des écosystèmes pastoraux dans les commune de Boghé, Aére Mbar et El Vraa contre les feux de brousse	Mauritania	Feb-06	Oct-06	No	Yes	Yes	Yes
25	MAU/SGP/OP3/06/19	Protection des Oasis de Chinguity (Abbere, Tindewali, Tekemkent) contre l'ensablement et réhabilitation de l'écosystème environnant à base d'Aristida pungens) Sbatt	Mauritania	Jan-06	UI	No	Yes	Yes	Yes
26	MAU98/G52/04/05/03	Projet de Revalorisation des Ressources Forectières par l'Introduction de Techniques Apicoles Améliorés	Mauritania	Oct-04	Dec-04	No	Yes	Yes	Yes
27	Mau/98/G52/03/12	Action de Développement des Plantes médicinales en Mauritanie:Jardin et Atelier de Transformation a Maata Moulana	Mauritania	Mar-04	Dec-06	No	Yes	Yes	Yes
28	Mau98/G52/03/07	Appui a la Réserve de JEkh Mrah Naam	Mauritania	Oct-03	Mar-07	No	Yes	Yes	Yes
29	Mau98/G52/03/01	Projet de Développement Ecotouristique du Site El Khair de Tigmatine	Mauritania	Oct-05	UI	No	Yes	Yes	Yes
30	Mau98/G52/02/13	Diffusion des Equipepements Photovoltaiques dans le milieu Rural en Mauritanie	Mauritania	Jan-03	Feb-04	No	Yes	Yes	Yes
31	Mau98/G52/02/14	Préservation et Restauration de la foret de Mbeidia 2	Mauritania	Apr-03	Jan-07	No	Yes	Yes	Yes
32	DMA/UNF/02/11	Wammae Letang Fresh Water Lake ecotourism and site conservation	Dominica	Dec-04	Jan-06	No	Yes	Yes	Yes
33	DMA/UNF/02/12	Petite Savanne Integrated Project	Dominica	Sep-03	Oct-05	No	Yes	Yes	Yes
34	DMA/UNF/03/01	La Plaine Hi Grade Pork Processing Project	Dominica	Mar-03	Nov-05	No	Yes	Yes	Yes

35	DMA/UNF/03/02	Giraudel Environment Conservation and Economic Development	Dominica	Aug-03	Nov-05	No	Yes	Yes	Yes
36	DMA/UNF/02/02	Cockrane Eco Village Transformation Project	Dominica	Jul-02	Mar-04	No	Yes	Yes	Yes
37	DMA/UNF/02/03	Community Mobilization and Awareness about COMPACT	Dominica	Jun-02	Dec-02	No	Yes	Yes	Yes
38	GEF-DMA-94-G09	Ecological Agricultural Methods in Weed and Pest Control on Small Farms	Dominica	Oct-95	Oct-96	No	Yes	Yes	Yes
39	NER/OP3/2/06/05	Projet De Lutte Contre Les Feux De Brousse Et De Preservations Des Diversites Biologiques Da Ns La Commune Rurale De Chetimari Departement de Diffa	Niger	Jul-06	UI	No	Yes	Yes	Yes
40	NER/OP3/2/06/07	« Les Plantes Medicinales Au Service Des Populations Demunies » Communauté Urbaine de Niamey	Niger	Jul-06	Feb-07	No	Yes	Yes	Yes
41	NER/OP3/Y2/06/08	Projet de Lutte contre la pollution du Fleuve et préservation de la santé des femmes teinturières contre les effets nocifs des POPs dans la Communauté Urbaine de Niamey	Niger	Jul-06	UI	No	Yes	Yes	Yes
42	NER/OP3/1/06/07	Projet d'équipement en Energie Solaire de Dispensaire, Classes et Lampadaires dans la commune rurale de Gabi (Département de Madarounfa, Région de Maradi)	Niger	Mar-06	Oct-06	No	Yes	Yes	Yes
43	NER/OP3/1/06/09	Projet de Protection/Réhabilitation des terres de culture dans la vallée de Bilandaou (Commune rurale de Doguéraoua /Département de konni)	Niger	Mar-06	Feb-07	No	Yes	Yes	Yes
44	NER/05/03	Réhabilitation des terres dégradées de la zone de pâturage de la communauté rurale de Farin Guémé (Département de Dogon-Doucthi).	Niger	May-05	Apr-06	No	Yes	Yes	Yes
45	NER/OP3/Y1/05/06	Fixation des dunes et restauration de la biodiversité à Garmaga dans la commune rurale de Tadress	Niger	Apr-05	Apr-06	No	Yes	Yes	Yes
46	NER/04/01	Projet de récupération des terres dégradées et de fixation des dunes pour la protection du chenal et de la mare multifonctionnelle de la commune rurale de Toumour (Région de Diffa)	Niger	Nov-04	Jan-06	No	Yes	Yes	Yes
47	NER/04/02	Projet d'appui à la lutte contre la dégradation des terres autour des retenues d'eau de la commune rurale de Kourthèye, Tillabéry	Niger	Oct-04	Jan-06	No	Yes	Yes	Yes
48	NER/04/03	Projet de lutte contre la dégradation des terres et la Désertification par la récupération de la jacinthe d'eau et sa	Niger	Oct-04	Jan-06	No	Yes	Yes	Yes

		transformation à des fins de protection environnementale et de développement socio-économique dans la communauté rurale de SÉNO (Tillabéry).							
49	NER/04/05	Projet de réhabilitation des éoliennes de pompage d'eau pour la diversification des cultures et le reboisement dans les trois communes rurales de Chanyassou, Illéla et Lokoko (Filingué).	Niger	Oct-04	Jan-06	No	Yes	Yes	Yes
50	NER/04/09	Projet d'Appui à la Réhabilitation et à l'Aménagement des Terroirs Pastoraux de Dadin Sarki, Angoual Maloumeye et Angoual Dan Boursa(commune rurale de Miiriah).	Niger	Oct-04	Jan-06	No	Yes	Yes	Yes
51	POL/06/OP3/24	Active bat protection in Pomorskie Voivodship	Poland	Jan-07	UI	No	Yes	Yes	Yes
52	POL/06/OP3/26	Promotion of NATURA 2000 Warminskie Bociany (Warmia white storks)	Poland	Jan-07	UI	Yes	Yes	Yes	Yes
53	POL/06/OP3/14	Elimination of invasive alien plants as an element of active protection of native flora in Wigry National Park	Poland	Nov-06	UI	Yes	Yes	Yes	Yes
54	POL/06/OP3/06	Bio - Rozanystok	Poland	Jul-06	UI	Yes	Yes	Yes	Yes
55	POL/06/OP3/13	Clean Krzyzowki	Poland	Jul-06	UI	Yes	Yes	Yes	Yes
56	POL/05/13	Black Stork Habitats Protection in Bialowieza Primeval Forest	Poland	Aug-05	Nov-06	Yes	Yes	Yes	Yes
57	POL/04/21	Poverty and Environment	Poland	Jan-05	Oct-05	No	Yes	Yes	Yes
58	POL/01/01	Ecological heating system	Poland	Jul-01	Oct-03	Yes	Yes	Yes	Yes
59	POL/00/22	Renaturalization and protection of fish ponds in Kiszkowo	Poland	Dec-00	Jan-02	Yes	Yes	Yes	Yes
60	POL/00/02	Protection of Barn Owl and bats in sacral buildings on the area of Mazovian Lowland	Poland	Mar-00	Dec-00	Yes	Yes	Yes	Yes
61	POL/95/03	Coal to Gas Conversion and Complex Modernization of Heating System	Poland	May-95	Sep-95	Yes	Yes	Yes	Yes
62	POL/03/10	Introduction of Agrobiodiversity in Wigry national Park and its Buffer Zone	Poland	Apr-03	Nov-05	Yes	Yes	Yes	Yes
63	ECU/OP3/1/06/017	Manejo Sostenible de lbosque Bollarrumi--Paccha	Ecuador	Apr-06	UI	Yes	Yes	Yes	Yes
64	ecu/05/008	Promoción de la participación comunitaria en la incidencia poítica para la conservación de la biodiversidad	Ecuador	Aug-05	UI	Yes	Yes	Yes	Yes
65	ecu/04/003	Apoyo al manejo sustentable de los recursos naturales del bosque Achuar	Ecuador	Feb-05	UI	Yes	Yes	Yes	Yes
66	ECU/00/002	Management of the Shrimp Post-larva Fishery and Initiatives for Alternative Crops in the San Pedro-Valdivia-Manglaralto Special Management Area.	Ecuador	Sep-00	Jun-02	Yes	Yes	Yes	Yes

67	ECU/98/006	Agroforestry recovery in the Chaupitranca communities* ECO-HOMODE FOUNDATION	Ecuador	Nov-98	Nov-00	Yes	Yes	Yes	Yes
68	ECU/97/014	Fish re-introduction and sustainable management of the Vinoyacu Grande river watershed AMAUTANAN FOUNDATION	Ecuador	Apr-97	Apr-98	Yes	Yes	Yes	Yes
69	ECU/97/015	Re-introduction of alpacas and conservation of native tree species in the Sangay National Park Buffer Zone (Sisid). SISID COMMUNITY	Ecuador	Apr-97	Apr-98	Yes	Yes	Yes	Yes
70	ECU/95/009	Recycling and management of green areas CASA PARA TODOS COOPERATIVE	Ecuador	Apr-95	Apr-96	Yes	Yes	Yes	Yes
71	ECU/95/012	Community management of highland areas COCAP Community	Ecuador	Apr-95	Apr-96	Yes	Yes	Yes	Yes
72	ECU/95/007	Training in Wildlife Management	Ecuador	Apr-95	Apr-96	Yes	Yes	Yes	Yes
73	ECU/04/015	Alleviate negative impacts of the artisional mining industry in Chinapintza region South Condor range	Ecuador	Feb-05	Apr-07	Yes	Yes	Yes	Yes
74	PAK/OP3/05/08	Environmental eudcation for youth through nature study camps in protected areas.	Pakistan	Nov-05	UI	Yes	Yes	Yes	Yes
75	PAK/04/64	Promotion and Demonstration of Appropriate building Designs for Urban Multan	Pakistan	Jan-05	UI	Yes	Yes	Yes	Yes
76	PAK/04/62	Cotton Plus and Environment	Pakistan	Jul-04	Mar-07	Yes	Yes	Yes	Yes
77	PAK/03/52	Installation of Five Micro-hydel Power Units in Tirah Valley (Khyber Agency)	Pakistan	Nov-03	Apr-04	No	No	No	No
78	PAK/03/46	Ecosystem Management through community participation	Pakistan	Jul-03	Dec-06	No	Yes	Yes	Yes
79	PAK/01/31	Fuel Efficient Stove Project	Pakistan	Nov-01	Oct-02	Yes	Yes	Yes	Yes
80	PAK/01/30	Community Fire Brigade in Soon Sakesar Valley	Pakistan	Oct-01	Dec-04	Yes	Yes	Yes	Yes
81	PAK/01/17	Environmental protection with increase in income	Pakistan	May-02	May-04	Yes	Yes	Yes	Yes
82	PAK/01/21	Fuel Efficient Stoves Project	Pakistan	Jun-01	Dec-06	Yes	Yes	Yes	Yes
83	PAK/00/15	Khura Forest Training & Development Centre.	Pakistan	Dec-00	Feb-03	No	Yes	Yes	Yes
84	PAK/99/05	Conservation of Blind Indus Dolphin through Eco-tourism at Taunsa Barrage.	Pakistan	Jan-00	Jun-04	Yes	Yes	Yes	Yes
85	PAK/97/12	Establishment of Nursery for social forestry	Pakistan	Aug-97	Oct-98	Yes	Yes	Yes	Yes
86	JOR/OP3/Y2/06/04	Sustainable Rangeland Management in Al Faisaliyeh Area/ Madaba Governorate	Jordan	Oct-06	UI	Yes	Yes	Yes	Yes
87	JOR/OP3/Y2/06/05	Pilot Project for the Conservation of Biodiversity in Azraq Oasis Using Information Technology	Jordan	Oct-06	UI	Yes	Yes	Yes	Yes
88	JOR/05/10	Women in Natural Resource Management	Jordan	Nov-05	UI	Yes	Yes	Yes	Yes

		and Improved Community Livelihood in Um Ayyash							
89	JOR/OP3/05/01	Enhancement of Water Efficiency and Improved Local Environment in Al Msheirfeh Area/ Karak Govt.	Jordan	Jun-05	UI	Yes	Yes	Yes	Yes
90	JOR/04/09	Improved Natural Resource Management and Community Livelihood in Dogara	Jordan	Feb-05	UI	Yes	Yes	Yes	Yes
91	JOR/04/02	"Community Livelihood and Improved Land Resource Management in Tubnah village, North Jordan"	Jordan	Oct-04	Oct-06	Yes	Yes	Yes	Yes
92	JOR/04/04	"Conservation of Historical Olive Trees in Ajloun Governorate"	Jordan	Oct-04	Oct-06	Yes	Yes	Yes	Yes
93	JOR/02/10	Upgrading Glassboat Sector in Aqaba Gulf	Jordan	Nov-02	Oct-04	Yes	Yes	Yes	Yes
94	JOR/01/06	Role of Women in Integrated Management of Water and Land Resources in the Jordan Valley	Jordan	Sep-01	Sep-04	Yes	Yes	Yes	Yes
95	GEF-JOR-95-G52-18	Promotion of Important Bird Areas in Jordan	Jordan	Dec-98	Dec-00	Yes	Yes	Yes	Yes
96	GEF-JOR-95-G52-15	Participation of Women in Integrated Pest Management (IPM)/ Mafraq	Jordan	Jul-98	Dec-00	Yes	Yes	Yes	Yes
97	GUA/CWI/OP3/02/06/15	Safe Drinking Water for the Community of Belén, Tacaná, San Marcos, Guatemala	Guatemala	Nov-06	UI	No	No	Yes	No
98	GUA/OP3/02/06/08	Ecological Park in Coatepeque, Quetzaltenango, Guatemala	Guatemala	Nov-06	UI	Yes	Yes	Yes	Yes
99	GUA/OP3/02/06/03	Organic agriculture with potatoes, corn, native and faba beans; establishment of a tree nursery for selling saplings and reforesting alder, cypress, oak and pine trees in Caserío Tuiscajchis, Comitancillo, San Marcos, Guatemala	Guatemala	Oct-06	UI	No	Yes	Yes	Yes
100	GUA/05/12	Organic agriculture with the use of native crops of broad beans, potatoes, beans, colors corns, native pumpkin and soil preservation in Aldea Toj Pac, Sibinal, San Marcos	Guatemala	Nov-05	Nov-05	Yes	Yes	Yes	Yes
101	GUA/05/10	Rescue, conservation and sustainable use of the Ujuxte (brosimum alicastrum) in the Community Agraria La Bendición, Patulul, Suchitepéquez	Guatemala	Jul-05	UI	Yes	Yes	Yes	Yes
102	GUA/04/19	Production of pacaya, beans and hot peppers through organic agriculture in Aldea Toquián Chico, Tajumulco, San Marcos	Guatemala	Dec-04	Dec-05	No	No	Yes	No
103	GUA/04/20	Organic agriculture through training in Paraje Poxotojá, Aldea Xesaná, Santa María Chiquimula, Totonicapán.	Guatemala	Oct-04	May-06	No	Yes	Yes	Yes
104	GUA/02/02	Establishment of agro-forestry systems for	Guatemala	Oct-02	Oct-04	No	No	Yes	No

		the conservation and recovery of local biodiversity in Comitancillo, San Marcos.							
105	PPS-01-2000	Avocado and "pacaína" farming as means of conservation of flora and fauna of the Volcán Pecul rainforest in Nahualá, Sololá	Guatemala	Jun-00	Jun-02	No	Yes	Yes	Yes
106	PPS-06-98	Feasibility study for the ecotouristic center at La Guadalupana Association headquarters in Santa Lucía Utatlán, Sololá	Guatemala	Oct-98	Jun-99	Yes	Yes	Yes	Yes
107	PPS-07-98	Forest enrichment and sustainable management Barrio La Cienega, San Cristobal	Guatemala	Oct-98	Aug-00	No	No	Yes	No
108	PPS-08-98	Agroecological production and commercialization in San Lucas Toliman, Sololá	Guatemala		Feb-00	Yes	Yes	Yes	Yes
109	GHA/06/100	Capacity Development and training for local organizations for effective and efficient operations in GEF/SGP Focal Areas and Poverty Reduction.	GHANA	Jul-06	UI	Yes	Yes	Yes	Yes
110	GHA/05/082	Self initiated community wild life management for ecotourism promotion and restoration of degraded lands in Duasidan Community	GHANA	Jul-05	UI	Yes	Yes	Yes	Yes
111	GHA/05/077	Fian Community Biodiversity and Utilization Project	GHANA	May-05	UI	Yes	Yes	Yes	Yes
112	GHA/05/078	Enchi Sacred Grove Conservation Project	GHANA	May-05	UI	Yes	Yes	Yes	Yes
113	GHA/05/080	Sustainable Environmental Resource Management and Livelihood Technology and Systems Demonstration/Learning Centre for Rural Women in the Akuapem North District	GHANA	May-05	Apr-07	Yes	Yes	Yes	Yes
114	GHA/00/040	Conservation of Elephants and their Habitats along the Red Volta River	GHANA	Sep-00	May-03	Yes	Yes	Yes	Yes
115	GHA/98/025	Conservation of Biodiversity in East Mamprusi	GHANA	May-98	May-01	Yes	Yes	Yes	Yes
116	GHA/98/028	Rainforest for Health: A Traveling Expedition	GHANA	Feb-98	Dec-98	Yes	Yes	Yes	Yes
117	GHA/98/027	Propagation of Rare Medicinal Plants	GHANA	Jan-98	Dec-99	No	No	Yes	Yes
118	GHA/93/009	Reviving the Biodiversity in the Sango Lagoon and Adjacent Wetlands	GHANA	Dec-93	Jun-96	Yes	Yes	Yes	Yes
119	GHA/93/010	Sustainable Agro forestry and Wood fuel usage	GHANA	Feb-94	Jul-98	Yes	Yes	Yes	Yes
120	GHA/06/105	Community based integrated wild fire management and livelihood development enterprises for six vulnerable and high fire prone communities in Afram plains.	GHANA	Jul-06	UI	Yes	Yes	Yes	Yes
121	KEN-GEF-05-006	Kaketa River Rehabilitation Project	Kenya	Jul-06	UI	No	Yes	Yes	Yes
122	KEN-GEF-05-007	Mbuu dam Desilting Project	Kenya	Jul-06	UI	Yes	Yes	Yes	Yes

123	KEN/NTEAP/06/010	Fish Farming in Kuria District	Kenya	Aug-06	UI	Yes	Yes	Yes	Yes
124	KEN/NTEAP/06/013	Western Community Energy and Technology Project	Kenya	Aug-06	UI	Yes	Yes	Yes	Yes
125	KEN/UNF-GEF/04/09	Community Action for Mt. Kenya Forest, the Environment And Sustainable Livelihoods of Adjacent Communities	Kenya	Nov-04	UI	Yes	Yes	Yes	Yes
126	KEN/UNF-GEF/02/07	Brush Against Power Saw - Murals for Mt. Kenya conservation issues	Kenya	Feb-03	UI	Yes	Yes	Yes	Yes
127	KEN-GEF-99-001	Nkunga Sacred Lake Ecotourism Project	Kenya	Nov-99	Nov-02	Yes	Yes	Yes	Yes
128	KEN/UNF/01/08	COMPACT Document and Publicity Project	Kenya	Jun-01	Nov-03	No	Yes	Yes	Yes
129	KEN-GEF-01-025	Conservation and Management of Traditional Groves and Sites of unique Biological, Cultural and Aesthetic Value in Kenya	Kenya	Aug-01	Aug-03	Yes	Yes	Yes	Yes
130	KEN-GEF-94-012	Sustainable Agriculture and Traditional knowledge and herbal medicines	Kenya	Dec-94	Jun-96	No	No	No	No
131	KEN-GEF-93-003	Protection & Conservation of Biodiversity through demonstration centres -	Kenya	Aug-93	Feb-95	Yes	Yes	Yes	Yes
132	MAL/OP3/2/06/FP-53	Empowering Urban Communities to Reduce Their Contribution to Climate Change and Biodiversity Loss	Malaysia	Oct-06	UI	No	Yes	Yes	Yes
133	MAL/05/FP-1-49	Mainstreaming Efforts to Sustain the Mangrove Ecosystem Biodiversity in Providing Livelihood for Local Communities in Sematan, Sarawak, Malaysia	Malaysia	Oct-05	UI	No	Yes	Yes	Yes
134	MAL/04/FP-01/36	Community Support and Action for Environmental and Biodiversity Conservation and Sustainable Use	Malaysia	Aug-04	Feb-06	No	Yes	Yes	Yes
135	MAL/04/FP-08/43	Increasing Biodiversity based Sustainable Opportunities for Single Mothers in Kelantan, Focusing on Essential Oils and Medicinal Herbs and Plants	Malaysia	Aug-04	Aug-06	No	Yes	Yes	Yes
136	MAL/04/FP-12/47	Supporting the Sustainable Livelihood of Local Inshore Fishing Communities via Sustainable Indigenous Fisheries While Promoting the Conservation and Sustainable Use of Fishery and Mangrove Ecosystem Biodiversity-Moving from Critical Awareness to Remedial	Malaysia	Aug-04	Feb-06	No	Yes	Yes	Yes
137	MAL/03/FP-08/35	Developing Community-based Ecotourism for the Indegenous Semelai Community in a Wetland Area of International Importance-Tasek Bera, Pahang: Phase II, Enhancing the Skills and Capacity of SABOT (Semelai Association for Boating and Tourism) to	Malaysia	Apr-04	Feb-06	No	Yes	Yes	Yes

		Promote, Imp							
138	MAL/03/FP-01/28	Promoting Demonstrational Plots for Medicinal Plants and Herbs Biodiversity and their related Traditional Knowledge.	Malaysia	Feb-03	UI	No	Yes	Yes	Yes
139	MAL/03/FP-03/30	Conservation and Sustainable Use of Agro-Biodiversity- An Integrated Pilot Project on Rice Farming in Sarawak, Malaysia	Malaysia	Jan-03	Dec-04	No	Yes	Yes	Yes
140	MAL/02/23	Indigenous Local Community (Orang Asli Temuan Tribe) Working Together to Conserve and Sustainably Use their Environment via Sustainable Livelihoods	Malaysia	Jun-02	Mar-05	No	Yes	Yes	Yes
141	MAL/01/20	Local Community-based Biodiversity Conservation, Sustainable Use and Management in Sabah	Malaysia	Mar-02	Mar-04	No	Yes	Yes	Yes
142	MAL/01/17	Local Community-based Ecotourism and Conservation Training among the Indigenous Semai of Ulu Geroh, Gopeng, Perak	Malaysia	Jan-02	Apr-05	No	Yes	Yes	Yes
143	MAL/01/18	Pilot Local Community Action Plan for Stream/Pond Conservation and the Sustainable Use of its Biodiversity	Malaysia	Jan-02	UI	No	Yes	Yes	Yes
144	Nam-04-10	Building Advisory Services for Clayhouse Construction in Central and Northern Namibia	Namibia	Apr-05	Mar-06	No	Yes	Yes	Yes
145	Nam-04-13	Construction and promotion of bio-gas digesters	Namibia	Aug-05	Apr-07	No	Yes	Yes	Yes
146	NAM-04-01	Problem Animal Management in Kasika Conservancy	Namibia	Jul-04	Jun-06	No	Yes	Yes	Yes
147	NAM-04-02	Biological Management of Black Rhino in the Palmwag Concession	Namibia	Apr-03	Mar-04	No	Yes	Yes	Yes
148	NAM-03-01	Reducing Human-Elephant Conflicts in the Khoadi //Hoas (Elephants' Corner) Conservancy	Namibia	Aug-03	Mar-06	No	Yes	Yes	Yes
149	NAM-03-02	Outase Biogas Energy Supply Project	Namibia	Aug-03	Jul-05	No	Yes	Yes	Yes
150	ROM/OP3/2/06/07	Project Proposal for the Decrease of the Diffuse Water Pollution Sources, through the Promotion and Implementation of the Best Agricultural Techniques – PRO-APE	Romania	Nov-06	UI	No	Yes	Yes	Yes
151	ROM/OP3/2/06/03	Partnership for Conservation and Sustainable Use of Varghis Gorge Nature Reserve	Romania	May-06	UI	No	Yes	Yes	Yes
152	ROM/OP3/2/06/04	Communty Partnership in order to Promote the Sustainable Tourism in Csomad-Balvanyos Micro-region	Romania	Jun-06	UI	Yes	Yes	Yes	Yes
153	ROM/OP3/2/06/05	Biodiversity Conservation through Alternative Economic Activities in the Retezat National Park	Romania	May-06	UI	No	Yes	Yes	Yes

154	ROM/05/11	Sustainable Management of Natural Reserve 'Tur River's Natural Values	Romania	Jul-05	Dec-06	No	Yes	Yes	Yes
155	ROM/05/16	Long Term Bats Protection together with Local Communities in Eastern Carpathians and Apuseni Mountains	Romania	Jul-05	Feb-07	No	Yes	Yes	Yes
156	ROM/05/13	Sustainable Development and Biodiversity Conservation in Rarau-Giumalau Massif	Romania	Jul-05	Nov-06	No	Yes	Yes	Yes
157	ROM/05/14	Dolphin By-Catch Diminishing in Romanian Coastal Water through Fishermen Communities Involvement and Tourists Awareness Raising	Romania	Jul-05	Feb-07	No	Yes	Yes	Yes
158	ROM/05/15	GREEN STEPS for Biodiversity Conservation in the Marsh Area of Olt River Meadow of the North-West Part of Ciomat-Balvanyos Microregion	Romania	Jul-05	Jul-06	Yes	Yes	Yes	Yes
159	ROM/05/18	Steps towards Conservation	Romania	Jul-05	Aug-06	No	Yes	Yes	Yes
160	ROM/05/01	Natural Grasslands: Habitats for White Storks and Resources for Communities	Romania	Apr-05	May-06	Yes	Yes	Yes	Yes
161	ROM/05/04	Integrated Biodiversity Conservation through Development of Alternative Income Generation Methods for the Communities around the Creasta Cocosului Reserve".	Romania	Apr-05	Jul-06	Yes	Yes	Yes	Yes
162	TUR/OP3/2/06/06Pu	Publication of Turkey's Key Biodiversity Areas Book	Turkey	Dec-06	Jan-07	Yes	Yes	Yes	Yes
163	TUR-05-09Pu	Publication of Life and Nature in Ulus Kure Mountains	Turkey	Apr-06	Dec-06	Yes	Yes	Yes	Yes
164	TUR-05-13	Energy and Forest Conservation by Improving Insulation of Wooden Houses in Camili, Artvin	Turkey	Feb-06	UI	No	No	Yes	No
165	TUR-05-07	Sustainable fishing and consumption of pearl mullet - 2nd phase	Turkey	Nov-05	May-07	Yes	Yes	Yes	Yes
166	TUR-04-14	Awareness Raising and Sustainable Land Management in Sarayonu District	Turkey	Jan-05	Dec-06	No	No	Yes	No
167	TUR-04-02	Environmentally Socially and Economically Sustainable Salt Extraction in Palas Lake	Turkey	Jun-04	UI	Yes	Yes	Yes	Yes
168	TUR-03-11	Protection of Wildlife through Use of Kangal Shepherd Dogs in Traditional Animal Husbandry	Turkey	Mar-04	May-06	Yes	Yes	Yes	Yes
169	TUR-03-13	Eco-agro Tourism and Voluntary Knowledge and Skills Interchange on Organic Farms	Turkey	Mar-03	Mar-06	Yes	Yes	Yes	Yes
170	TUR-02-23PU	Publication for Balik Lake	Turkey	Mar-04	Mar-04	Yes	Yes	Yes	Yes
171	TUR-98-06	Inventory of Endemic Plant Species in the GAP Region (South-East Anatolia), in Turkey	Turkey	Sep-98	Dec-00	Yes	Yes	Yes	Yes
172	TUR-95-01	Widespread Organization for Urban	Turkey	Dec-95	Jun-96	Yes	Yes	Yes	Yes

		Environment							
173	EGY-05-232	Mitigation of climate change by using the technology of solar heater	Egypt	Jan-06	UI	Yes	Yes	Yes	Yes
174	EGY-05-252	Energy conservation of mitigation of climate change	Egypt	Jan-06	UI	Yes	Yes	Yes	Yes
175	EGY-05-171	Recycling the agricultural wastes	Egypt	Jul-05	UI	Yes	Yes	Yes	Yes
176	EGY-04-148	Recycling Agricultural wastes in Sharkia (6)	Egypt	Aug-04	Apr-06	Yes	Yes	Yes	Yes
177	EGY-03-114	Protecting International Water	Egypt	May-04	Jun-06	Yes	Yes	Yes	Yes
178	EGY-02-64	Solar Energy-Friendly Energy for Environment	Egypt	Mar-03	Mar-06	Yes	Yes	Yes	Yes
179	EGY-01-32	The Improvement of Energy Efficiency	Egypt	Jan-02	Dec-02	Yes	Yes	Yes	Yes
180	EGY-00-20	Sustainable use of Renewable Energy	Egypt	Nov-00	Dec-03	Yes	Yes	Yes	Yes
181	EG-PP-03	A Pilot Demonstration for Sustainable Desert Development	Egypt	Jan-94	Jul-97	Yes	Yes	Yes	Yes
182	EG-PP-07	Community Tree Planting in El Shorouk City, East Cairo	Egypt	Feb-94	Oct-96	Yes	Yes	Yes	Yes
183	EG-PP-05	Introducing Neem Trees in Maadi Area and in Old Cairo	Egypt	Feb-94	Jun-97	Yes	Yes	Yes	Yes
184	CUB/OP3/2/06/02	Support to environment conservation and improvement of Corralillo Popular Council Economy	Cuba	Jul-06	UI	Yes	Yes	Yes	Yes
185	CUB/OP3/2/06/06	New Livelihood opportunities for the Zabalo rural community, premise for the sustainable management of a Ramsar site.	Cuba	Jul-06	UI	Yes	Yes	Yes	Yes
186	CUB/05/008	Direct Sowing, new conservationist approach to improve soil conditions, promoting a sustainable agriculture for small farmers.	Cuba	Nov-05	UI	Yes	Yes	Yes	Yes
187	CUB/05/005	Apoyo La Proteccion Del Ecosistema de Montantide; A Y L Economia Local En La Comunidad De Victorino.	Cuba	Oct-05	UI	No	No	No	No
188	CUB/05/006	Support to Agro Biodiversity conservation and rural development in Peralejo community	Cuba	Oct-05	UI	Yes	Yes	Yes	Yes
189	CUB/05/007	Rescue and Conservation of Cuban Creole goat	Cuba	Oct-05	UI	Yes	Yes	Yes	Yes
190	CUB/05/009	Photovoltaic Electrification in San Narciso Rural Settlement in the Mountain Ecosystem in Guamuhaya	Cuba	Aug-05	UI	Yes	Yes	Yes	Yes
191	VN/05/005	Conservation and sustainable use of indigenous fruit tree varietires of the low-lying delta agricultural ecosystem in Ly Nhan district, Ha Nam province	Vietnam	Mar-06	UI	No	No	No	Yes
192	VN/05/012	Promoting the use of traditional knowledge in biodiversity conservation in tourism	Vietnam	Mar-06	UI	No	No	No	Yes

		development in Sapa							
193	VN/04/013	Sustainable use of indigenous bamboo forest resources in Ngoc Lac District, Thanh Hoa Province	Vietnam	Feb-05	UI	No	No	No	Yes
194	VN/04/014	Training workshop on collecting and documenting indigenous knowledge in biodiversity conservation The Farmers' Association of Lao Cai Province	Vietnam	Feb-05	Feb-06	No	No	No	Yes
195	VN/04/011	Preventing and controlling land degradation and desertification through sustainable production of grafted cashew in semi-arid areas	Vietnam	Feb-05	UI	No	No	No	Yes
196	VN/04/005	Developing a model in management, protection and rational utilisation of the environment and natural resources of Chi Lang Nam Bird Area	Vietnam	Jan-05	UI	No	No	No	Yes
197	VIE/01/002	Developing a community project to prevent soil degradation and desertification in coastal sandy area in Thach Ha District, Ha Tinh Province	Vietnam	Nov-02	Dec-05	No	No	No	Yes
198	VIE/01/007	Developing a community project to restore and conserve semi-arid ecosystem and Shorea Falcata in coastal sandy area in Song Cau District, Phu Yen Province	Vietnam	Feb-02	Jun-05	No	No	No	Yes
199	VIE/01/008	Developing a community project to contribute to biodiversity conservation of Van Long Wetland Nature Reserve in Gia Vien District, Ninh Binh Province	Vietnam	Feb-02	Jun-04	No	No	No	Yes
200	SGP/VN/98/001	Conservation of endemic medicinal plants in Vinh Tuong District	Vietnam	Jan-99	Feb-01	No	No	No	Yes

Data on Surveyed Projects (blank space indicated that project was not evaluated on the specified parameter).

S. No.	Projectcode	Probability Weight	RR *	ER	EFR	OR	LR	IR	RR	TP	Inclusion of M& E Activities	Relevance and Sufficiency of indicators	Field Visits	Number of field Visits	Completion Reports	Coverage in Completion REports
1	GEF-STV-94-G05	0.0035	4	2	2	2	3	4	UA	4	3	1	UA	UA	1	
2	BAR/05/05	0.0017	5	UA	3	UA	UA	4	UA	4	3	3	UA	UA	2	
3	GEF-BAR-94-G06	0.0035	5	4	3	4	UA	4	3	4	3	3	UA	UA	1	
4	GEF-STL-94-G04	0.0035	5	4	4	4	UA	4	UA	4	3	1	UA	UA	3	3
5	BAR/05/19	0.0017	5	2	3	2	UA	4	2	4	3	3	3	UA	2	
6	BAR/OP3/06//06/04	0.0017	5	UA	UA	UA	UA	5	3	4	3	3	3	UA	2	
7	GEF-BAR-00-G29	0.0035	5	2	3	2	UA	UA	UA	2	3	3	3	UA	1	

8	GEF-STL-94-G03	0.0035	5	4	4	4	UA	5	UA	4	3	1	UA	UA	3	3
9	GEF-ANT-00-G31	0.0035	4	1	1	1	UA	UA	UA	3	3	3	UA	UA	1	
10	BZE/OP3/1/06/07	0.0015	4	4	4	4	5	5	3	2	3	3	3	2	2	
11	BZE/05/04	0.0015	5	6	5	5	6	6	4	1	3	3	3	UA	2	
12	BZE/UNF-GEF/05/01	0.0015	6	4	4	4	4	5	4	4	3	3	3	UA	UA	
13	BZE/UNF-GEF/04/04	0.0015	6	4	4	4	4	5	3	2	1	1	3	30	2	
14	BZE/04/05	0.0054	5	5	5	5	4	5	4	3	3	3	3	UA	3	3
15	BZE/UNF-GEF/04/03	0.0015	5	4	2	4	3	3	2	4	3	1	3	10	2	
16	BZE/UNF-GEF/02/06	0.0054	6	5	6	5	5	5	4	4	1	1	3	UA	3	3
17	BZE/UNF/02/05	0.0054	5	5	5	5	5	6	4	4	3	3	3	UA	3	3
18	BZE/UNF/02/07	0.0054	4	4	4	4	4	5	2	2	1	1	3	1	3	3
19	BZE/97/13	0.0054	5	4	4	4	3	4	2	3	1	1	3	UA	3	3
20	BZE/93/04	0.0054	5	4	3	4	4	3	1	4	1	1	3	4	3	3
21	MAU/CWI/06/02	0.0037	2	5	UA	2	5	5	4	2	3	3	3	UA	3	3
22	MAU/CWI//03	0.0037	2	5	UA	2	5	5	4	2	3	3	3	UA	3	3
23	MAU/SGP/OP3/06/13	0.0037	5	5	5	5	5	5	UA	2	3	3	3	UA	2	
24	MAU/SGP/OP3/06/15	0.0036	5	5	5	5	5	5	3	2	3	3	3	UA	3	3
25	MAU/SGP/OP3/06/19	0.0037	5	5	5	5	5	5	2	2	3	3	3	UA	2	
26	MAU98/G52/04/05/03	0.0037	5	3	5	3	5	UA	2	2	3	3	3	UA	2	
27	Mau/98/G52/03/12	0.0037	5	4	5	4	5	5	2	2	3	3	3	UA	3	3
28	Mau98/G52/03/07	0.0036	5	5	5	5	5	5	3	2	3	3	3	UA	3	3
29	Mau98/G52/03/01	0.0036	5	5	5	5	5	UA	3	4	3	3	3	UA	2	
30	Mau98/G52/02/13	0.0036	5	5	5	5	5	5	2	4	3	3	3	UA	3	3
31	Mau98/G52/02/14	0.0036	5	5	5	5	5	5	3	2	3	3	3	UA	3	3
32	DMA/UNF/02/11	0.0008	4	5	5	4	UA	5	2	4	3	3	3	UA	1	
33	DMA/UNF/02/12	0.0008	4	5	5	4	UA	5	2	4	3	2	3	UA	1	
34	DMA/UNF/03/01	0.0008	4	3	3	3	UA	5	3	4	3	3	3	UA	1	
35	DMA/UNF/03/02	0.0008	4	4	4	4	UA	5	3	4	3	3	3	UA	1	
36	DMA/UNF/02/02	0.0008	3	5	5	3	UA	5	2	4	3	3	3	UA	1	
37	DMA/UNF/02/03	0.0008	5	5	4	5	UA	5	UA	4	3	3	3	UA	1	
38	GEF-DMA-94-G09	0.0008	5	5	5	5	UA	5	3	4	3	3	3	UA	1	
39	NER/OP3/2/06/05	0.0039	5	6	6	5	5	6	3	1	3	3	3	1	2	
40	NER/OP3/2/06/07	0.0039	3	4	3	3	UA	1	1	3	1	2	3	1	2	
41	NER/OP3/2/06/08	0.0039	5	6	6	5	5	4	4	2	3	2	3	1	2	
42	NER/OP3/1/06/07	0.0039	5	6	6	5	5	5	4	2	3	3	3	3	3	3
43	NER/OP3/1/06/09	0.0039	5	5	5	5	5	6	2	1	3	3	3	2	1	
44	NER/05/03	0.0009	5	5	5	5	5	6	1	2	3	2	3	3	3	3

45	NER/05/06	0.0039	5	5	5	5	5	6	2	1	3	3	3	2	1	
46	NER/04/01	0.0009	5	6	6	5	5	5	2	2	3	3	3	3	3	3
47	NER/04/02	0.0009	5	5	5	5	5	4	4	1	3	2	3	4	3	3
48	NER/04/03	0.0009	5	5	4	5	5	4	2	1	3	2	3	3	3	2
49	NER/04/05	0.0009	5	5	5	5	5	5	3	4	1	3	3	3	3	3
50	NER/04/09	0.0009	5	5	5	5	5	5	2	1	3	2	3	2	3	3
51	POL/06/OP3/24	0.0052	6	5	5	5	5	5	4	4	3	3	1	UA	2	
52	POL/06/OP3/26	0.0052	6	6	5	6	5	5	3	4	3	3	3	2	2	
53	POL/06/OP3/14	0.0052	6	5	5	5	5	5	3	4	3	3	1	UA	2	
54	POL/06/OP3/06	0.0052	6	5	5	5	5	6	4	2	1	1	3	1	2	
55	POL/06/OP3/13	0.0052	6	5	5	5	5	5	4	4	3	3	3	1	2	
56	POL/05/13	0.0052	6	6	5	6	5	5	4	4	3	3	3	3	3	3
57	POL/04/21	0.0195	6	5	5	5	5	5	4	2	1	1	3	2	3	3
58	POL/01/01	0.0195	6	6	6	6	5	6	4	4	1	1	3	2	3	3
59	POL/00/22	0.0195	6	6	6	6	5	5	4	4	3	3	3	2	1	
60	POL/00/02	0.0195	5	6	5	5	5	5	4	4	1	1	3	2	1	
61	POL/95/03	0.0195	6	6	6	6	5	6	4	2	1	1	3	3	3	2
62	POL/03/10	0.0195	6	5	5	5	5	5	4	4	3	3	1	UA	3	3
63	ECU/OP3/1/06/017	0.0049	6	6	6	6	6	6	3	4	3	3	3	8	2	
64	ecu/05/008	0.0049	5	6	5	5	5	6	3	3	3	3	3	6	2	
65	ecu/04/003	0.0049	6	6	6	6	6	UA	3	3	3	3	3	10	2	
66	ECU/00/002	0.0090	6	2	4	2	4	4	UA	4	3	3	3	3	1	
67	ECU/98/006	0.0049	6	6	5	6	5	5	2	4	3	3	3	UA	3	3
68	ECU/97/014	0.0090	5	5	5	5	5	5	3	4	3	3	3	3	3	3
69	ECU/97/015	0.0090	6	5	6	5	5	5	2	4	3	3	3	UA	3	2
70	ECU/95/009	0.0090	3	5	5	3	5	6	3	4	3	3	3	UA	1	
71	ECU/95/012	0.0090	6	UA	6	UA	6	6	4	4	3	1	3	UA	3	3
72	ECU/95/007	0.0090	4	6	6	4	6	6	4	3	3	3	3	UA	3	2
73	ECU/04/015	0.0049	6	6	6	6	5	6	2	4	3	3	3	8	2	
74	PAK/OP3/05/08	0.0041	5	6	5	5	5	6	4	4	1	1	3	1	2	
75	PAK/04/64	0.0041	4	3	3	4	3	5	2	4	3	2	3	4	2	
76	PAK/04/62	0.0041	5	3	5	3	UA	5	2	3	3	2	3	2	3	2
77	PAK/03/52	0.0091														
78	PAK/03/46	0.0041	6	4	3	4	4	5	1	4	3	2	3	UA	2	
79	PAK/01/31	0.0091	6	6	6	6	6	5	4	1	3	3	3	1	3	3
80	PAK/01/30	0.0041	5	4	4	4	4	6	2	4	3	3	3	2	1	
81	PAK/01/17	0.0091	5	4	4	4	5	5	2	2	3	3	3	6	3	3

82	PAK/01/21	0.0041	6	6	6	6	5	5	4	1	3	3	3	3	3	3
83	PAK/00/15	0.0091	5	4	4	4	5	4	2	4	3	1	3	3	3	3
84	PAK/99/05	0.0091	6	6	5	6	5	6	4	4	3	3	3	4	3	3
85	PAK/97/12	0.0091	4	3	5	4	UA	5	UA	3	1	1	3	3	1	1
86	JOR/OP3/Y2/06/04	0.0025	6	UA	5	UA	5	4	2	2	3	2	3	1	2	
87	JOR/OP3/Y2/06/05	0.0025	6	5	5	5	5	5	3	2	3	2	3	1	2	
88	JOR/05/10	0.0025	6	5	6	5	5	5	4	2	3	2	3	1	2	
89	JOR/OP3/05/01	0.0025	5	5	5	5	4	4	4	2	3	3	3	5	2	
90	JOR/04/09	0.0025	6	5	4	5	6	4	4	2	3	2	3	1	2	
91	JOR/04/02	0.0080	6	5	5	5	5	5	3	2	3	2	3	2	3	3
92	JOR/04/04	0.0025	6	5	5	5	6	5	3	2	3	3	3	1	UA	
93	JOR/02/10	0.0080	4	5	6	4	5	5	4	1	3	3	3	7	3	3
94	JOR/01/06	0.0080	6	5	5	5	4	6	3	2	1	2	3	3	3	3
95	GEF-JOR-95-G52-18	0.0080	6	5	6	5	6	5	3	2	3	2	1	UA	3	3
96	GEF-JOR-95-G52-15	0.0080	5	5	5	5	5	5	3	2	3	2	3	7	3	2
97	GUA/CWI/OP3/02/06/15	0.0031								1						
98	GUA/OP3/02/06/08	0.0031	4	5	5	4	UA	UA	4	4	3	3	3	1	2	
99	GUA/OP3/02/06/03	0.0031	4	5	5	4	4	5	2	2	3	3	3	1	2	
100	GUA/05/12	0.0031	5	UA	UA	UA	UA	UA	UA	2	3	3	3	2	2	
101	GUA/05/10	0.0031	3	4	5	3	UA	5	2	2	3	2	3	3	2	
102	GUA/04/19	0.0132								2						
103	GUA/04/20	0.0031	4	5	5	4	5	4	2	2	3	3	3	2	3	3
104	GUA/02/02	0.0132								2						
105	PPS-01-2000	0.0132	4	5	5	4	4	4	3	2	3	3	3	3	3	3
106	PPS-06-98	0.0132	3	6	6	3	5	6	4	3	3	2	3	5	3	3
107	PPS-07-98	0.0132								2						
108	PPS-08-98	0.0132	4	5	6	4	6	6	4	3	3	3	3	3	3	3
109	GHA/06/100	0.0041	6	5	5	5	5	UA	3	4	3	3	3	3	2	
110	GHA/05/082	0.0041	6	5	UA	5	5	6	3	2	3	3	3	4	2	
111	GHA/05/077	0.0041	5	6	5	5	5	6	UA	2	3	3	3	4	2	
112	GHA/05/078	0.0041	5	4	4	4	5	5	3	2	3	3	3	4	2	
113	GHA/05/080	0.0041	5	UA	5	UA	5	6	3	1	3	3	3	4	2	
114	GHA/00/040	0.0049	6	6	UA	6	5	6	4	3	3	3	3	6	3	3
115	GHA/98/025	0.0049	6	5	5	5	5	4	4	3	3	3	3	6	3	2
116	GHA/98/028	0.0049	4	UA	UA	UA	UA	6	UA	4	UA	2	3	1	3	2
117	GHA/98/027	0.0049								3	3	3	3	6	2	
118	GHA/93/009	0.0049	5	UA	UA	UA	4	5	4	4	3	2	3	5	3	2

119	GHA/93/010	0.0049	6	5	UA	5	3	4	4	2	3	2	3	2	3	2
120	GHA/06/105	0.0041	5	5	5	5	5	5	3	2	3	3	3	3	2	
121	KEN-GEF-05-006	0.0067	6	5	5	5	5	5	3	1	3	3	3	1	2	
122	KEN-GEF-05-007	0.0067	6	4	5	4	5	5	3	2	3	3	3	1	2	
123	KEN/NTEAP/06/010	0.0067	6	4	5	4	5	5	2	1	3	3	3	3	2	
124	KEN/NTEAP/06/013	0.0067	6	4	4	4	3	3	3	4	3	3	3	3	2	
125	KEN/UNF-GEF/04/09	0.0067	6	4	5	4	4	5	3	4	3	3	3	3	2	
126	KEN/UNF-GEF/02/07	0.0067	6	5	6	5	5	5	4	4	3	3	3	3	2	
127	KEN-GEF-99-001	0.0078	6	3	4	3	5	5	2	1	3	3	3	5	2	
128	KEN/UNF/01/08	0.0078	6	5	5	5	5	5	4	3	3	3	3	5	3	3
129	KEN-GEF-01-025	0.0078	6	6	6	6	6	6	4	4	3	3	3	4	1	
130	KEN-GEF-94-012	0.0078														
131	KEN-GEF-93-003	0.0078	6	5	5	5	4	5	2	4	3	3	3	2	1	
132	MAL/OP3/2/06/FP-53	0.0036	5	4	3	4	4	5	UA	4	3	3	UA	UA	2	
133	MAL/05/FP-1-49	0.0036	5	6	4	5	4	5	UA	2	3	3	UA	UA	2	
134	MAL/04/FP-01/36	0.0021	5	5	5	5	5	5	3	2	3	3	UA	UA	3	3
135	MAL/04/FP-08/43	0.0036	5	5	5	5	5	5	3	1	3	3	UA	UA	3	3
136	MAL/04/FP-12/47	0.0036	5	4	5	4	5	5	3	2	3	3	UA	UA	3	3
137	MAL/03/FP-08/35	0.0021	5	4	5	4	5	UA	3	1	3	3	UA	UA	3	3
138	MAL/03/FP-01/28	0.0036	5	5	5	5	5	4	3	2	3	3	UA	UA	2	
139	MAL/03/FP-03/30	0.0021	5	5	5	5	5	4	2	2	3	3	UA	UA	3	3
140	MAL/02/23	0.0021	5	6	5	5	5	5	3	1	3	1	UA	UA	3	3
141	MAL/01/20	0.0021	5	6	5	5	5	UA	3	2	3	1	UA	UA	3	3
142	MAL/01/17	0.0021	5	5	5	5	UA	UA	3	1	UA	1	UA	UA	3	3
143	MAL/01/18	0.0036	5	UA	5	UA	5	5	3	4	UA	1	UA	UA	2	
144	Nam-04-10	0.0024	6	4	UA	4	UA	UA	UA	2	3	2	UA	UA	UA	
145	Nam-04-13	0.0024	5	UA	UA	UA	UA	UA	UA	3	3	3	UA	UA	UA	
146	NAM-04-01	0.0024	4	3	UA	3	UA	UA	UA	3	3	2	UA	UA	UA	
147	NAM-04-02	0.0024	6	UA	UA	UA	UA	UA	2	4	3	3	UA	UA	UA	
148	NAM-03-01	0.0024	5	5	5	5	5	3	2	4	1	1	UA	UA	1	
149	NAM-03-02	0.0024	6	4	3	4	4	UA	UA	4	3	1	UA	UA	UA	
150	ROM/OP3/2/06/07	0.0019	5	UA	UA	UA	5	UA	UA	4	3	3	3	1	2	
151	ROM/OP3/2/06/03	0.0019	5	5	UA	5	5	5	3	2	3	3	3	2	2	
152	ROM/OP3/2/06/04	0.0019	6	5	5	5	5	6	4	4	3	3	3	2	2	
153	ROM/OP3/2/06/05	0.0019	5	UA	UA	UA	5	5	3	2	3	2	3	1	2	
154	ROM/05/11	0.0015	5	6	5	5	5	6	4	4	3	3	3	1	3	3
155	ROM/05/16	0.0019	5	5	5	5	5	5	4	4	3	3	3	3	UA	

156	ROM/05/13	0.0015	5	5	5	5	5	5	4	2	3	3	3	2	3	3
157	ROM/05/14	0.0019	5	5	6	5	5	5	4	4	3	3	3	3	3	3
158	ROM/05/15	0.0015	5	5	5	5	5	5	4	4	3	3	3	3	3	3
159	ROM/05/18	0.0015	5	5	5	5	5	5	3	4	3	2	3	2	3	3
160	ROM/05/01	0.0015	5	5	5	5	5	5	4	2	3	2	3	2	3	3
161	ROM/05/04	0.0015	6	6	5	6	5	6	4	4	3	3	3	2	3	3
162	TUR/OP3/2/06/06Pu	0.0018	6	6	5	6	UA	UA	4	4	3	3	3	UA	3	3
163	TUR-05-09Pu	0.0018	5	5	4	5	5	6	2	4	3	2	3	UA	3	3
164	TUR-05-13	0.0018								2						
165	TUR-05-07	0.0018	6	6	6	6	5	5	3	4	3	3	3	5	2	
166	TUR-04-14	0.0087								3						
167	TUR-04-02	0.0018	6	5	5	5	5	5	2	2	3	2	3	2	2	
168	TUR-03-11	0.0087	5	5	3	4	5	4	3	1	3	2	3	3	3	2
169	TUR-03-13	0.0087	6	6	4	5	5	4	3	2	3	2	3	5	3	3
170	TUR-02-23PU	0.0087	4	4	4	4	5	5	UA	4	3	2	3	UA	3	2
171	TUR-98-06	0.0087	5	5	4	5	UA	3	4	4	3	2	3	UA	3	
172	TUR-95-01	0.0087	5	6	4	5	5	5	3	4	3	2	3	UA	3	
173	EGY-05-232	0.0099	6	6	6	6	5	6	3	1	3	2	3	2	2	
174	EGY-05-252	0.0099	6	6	6	6	6	5	3	2	3	2	3	2	2	
175	EGY-05-171	0.0099	6	6	6	6	6	6	3	1	1	2	3	2	2	
176	EGY-04-148	0.0099	6	6	6	6	6	6	3	1	1	2	3	2	3	3
177	EGY-03-114	0.0099	6	6	6	6	5	5	3	2	3	2	3	2	3	3
178	EGY-02-64	0.0099	6	6	6	6	5	6	3	1	3	3	3	2	3	3
179	EGY-01-32	0.0050	6	6	6	6	6	5	3	2	1	2	3	2	3	3
180	EGY-00-20	0.0050	6	6	6	6	5	5	3	2	3	2	3	2	3	3
181	EG-PP-03	0.0050	5	3	4	3	5	5	2	4	3	1	3	2	1	
182	EG-PP-07	0.0050	5	6	6	5	5	5	3	1	3	1	3	1	3	1
183	EG-PP-05	0.0050	6	6	6	6	5	5	3	1	3	3	3	2	1	
184	CUB/OP3/2/06/02	0.0008	5	5	5	5	5	5	3	3	3	3	3	2	2	
185	CUB/OP3/2/06/06	0.0016	6	5	5	5	5	5	4	3	3	3	3	2	2	
186	CUB/05/008	0.0016	5	5	5	5	5	5	3	3	3	3	3	2	2	
187	CUB/05/005	0.0016														
188	CUB/05/006	0.0016	5	5	6	5	5	6	2	3	3	3	3	2	2	
189	CUB/05/007	0.0016	5	6	6	5	5	6	4	3	3	3	3	2	2	
190	CUB/05/009	0.0016	6	6	6	6	6	6	3	4	3	3	3	2	2	
191	VN/05/005	0.0036									3	3	3	6	2	
192	VN/05/012	0.0036									3	3	3	3	2	

193	VN/04/013	0.0036									3	3	3	6	2	
194	VN/04/014	0.0052									UA	3	3	1	3	3
195	VN/04/011	0.0036									3	3	3	6	2	
196	VN/04/005	0.0036									3	3	3	6	2	
197	VIE/01/002	0.0052									3	3	3	6	3	3
198	VIE/01/007	0.0052									3	3	3	6	3	3
199	VIE/01/008	0.0052									3	3	3	6	3	3
200	SGP/VN/98/001	0.0052									3	2	3	4	3	3

*RR = Relevance Rating (on six point scale); ER = Effectiveness Rating; CER = Efficiency Rating; OR = Outcome Rating; LR = Learning Rating; RR = Risk Rating (four point scale); TP: Targeting of the poor (1= directly targets the poorest; 2 = directly targets the poor; 3 = indirectly targets the poor or the poorest; 4 = does not target the poorest or the poor); Inclusion of M&E Activities (Did the project include monitoring activities? Yes=3; No=1; UA = Unable to Assess); Relevance and Sufficiency of Indicators (Are / were sufficient relevant results indicators identified for the project objectives? Yes, mostly= 3; Yes, but partially = 2; No = 1; UA= Unable to Assess); Field Visits (Have project field supervision visits been conducted by the NC, and consultants or personnel deputed by the NC so far? Yes=3; No= 1; UA=Unable to Assess); Number of Field Visits (how many field supervision visits were conducted?); Completion Reports (If the project is closed, is the Project Completion Report available? Yes = 3; Project has not been closed = 2; No= 1); Coverage in Completion Reports (Does the Project Completion Report assess the extent project objectives/results were attained? Yes, mostly = 3; Yes, but only for some objectives/results = 2; No=3).

Annex C: The SGP 20 Primary Partners[35]

	Partner		Country /Reg	Type	Focal Area	Contribution
1	EC / EU	European Commission Program to Promote Tropical Forests (PTF)	Philippines, Poland, Kenya, Belize, Pakistan, Vietnam	BILAT	BD	Euro $15, 132, 500
2	NZAID	New Zealand Aid Agency	Philippines	BILAT	BD	$6,147,555 over 3 years
3	PEMSEA	Partnerships in Environmental Management in the Seas of South East Asia.	Philip., Vietnam	GEF/ UNDP	IW	Target 1,000,0000 (to come from PEMSEA local government and private sector partners)
4	RLWD	Reversing Land and Water Degradation Trends in the Niger Basin Project	Niger River Basin	GEF/WB	IW	GEF IA mainstreaming (World Bank and UNDP)
5	NBI	Nile Basin Initiative	Egypt	GEF/ WB	IW	
6	MAP	Marine and Coastal	Coastal Areas: Mediterranean Sea	GEF/ WB	IW	GEF IA mainstreaming (UNEP)
7	NTEAP	Nile Trans-boundary Environmental Action Project	Egypt, Kenya	GEF	IW	GEF IA mainstreaming (World Bank)
8	ESD (Japan)	Japan Council on the UN Decade of Education for Sustainable Development	Pakistan	Int. NGO		In kind
9	IPEN	International POPs Elimination Network	SGP Global	Int .NGO	POPs	In kind
10	IPGRI:	International Plant Genetic Resource Institute. *Name changed to Biodiversity International*	Asia Pacific	Int. NGO	BD	In kind
11	RSBP	Royal Society for the Protection of Birds	Europe, CIS	Int NGO	BD	Parallel
12	PREDAS CILSS-	Regional Program to Promote Household and Alternative Energies in the Sahel.	Mauritania, Niger	Regional. Program	CC	Parallel
13	ICRAN	International Coral Reef Action Network	Caribbean Sea, Indian O., Persian Gulf, SE Asia, Pacif	UN Agency	BD	$ 300,000 UNF + In kind
14	UNDP-Lux(CWI)	Community Water Initiative	Mauritania, Kenya, Guatemala	UN Agency	IW	$ 3,135, 569
15	UNEP/ IPs	UNEP/ Indigenous Populations		UN Agency		GEF IA mainstreaming (UNEP)
16	UNEP/ MWLE	UNEP/ Ministry of Water, Lands and Environment	Uganda, Tanzania, Mozambique	UN Agency		GEF IA mainstreaming (UNEP)
17	UNESCO -CBD WHS	Traditional Knowledge and the Convention for Biological Diversity	CBD	UN Agency	BD	Joint or parallel
18	UNESCO -ILO	UNESCO/ International Labor Organization	Barb., Belize, Dom, Mauritania	UN Agency	BD	Parallel
19	UNF	UN Foundation	Mauritania. Kenya, Dominica, Mexico, Belize, Philippines	UN Agency	BD	$ 7,000,000 approx. cumul. total since 2000
20	UNCCD	UN Convention to Combat Desertification	SGP Global/	UN Con	LD	$ 250,000

[35] Identified by the CPMT

Annex D: Country Programme Management Costs Assessment

Results of the multiple variable linear regression model that estimates average management costs of country programmes are presented below. The marginal cost estimates are derived from the average cost estimates. Among the variables included 'totalexp' represents total annual expenditure of the country programme and 'totalexp2' is the squared value of the total expenditure. 'lac', 'eca', 'asia', 'sids', 'ldc' and 'compact' are dummy variables. 'Year' is the variable for the number of years after start of SGP a country programme was established and Year^2 is squared value of the 'Year' variable. The variable ppp indicates the purchasing power parity indices of the participating country – how many dollars (in US currency) are required to purchase a basket of goods and services that are worth a dollar in US. The data used is from penn world table (PWT6.2) available at: http://pwt.econ.upenn.edu/php_site/pwt_index.php. The data for majority of countries pertains to 2004. For countries for which data was not available for 2004, data for 2003 or 2002 has been used. Only those country programmes that were at least two years old were considered. The sub regional programmes were treated as country programmes.

Regression Statistics	
Multiple R	0.682935
R Square	0.4664
Adjusted R Square	0.371729
Standard Error	0.054959
Observations	74

Variable	*Coefficients*	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	0.315524	0.049496	6.37473	2.56×10^{-08}	0.216583	0.414466	0.216583	0.414466
Total Exp	-3.8×10^{-07}	1.08×10^{-07}	-3.47002	0.000953	-5.9×10^{-07}	-1.6×10^{-07}	-5.9×10^{-07}	-1.6×10^{-07}
totalexp2	1.67×10^{-13}	7.35×10^{-14}	2.273104	0.026496	2.01×10^{-14}	3.14×10^{-14}	2.01×10^{-14}	3.14×10^{-14}
lac	0.020085	0.021486	0.934788	0.353524	-0.02287	0.063036	-0.02287	0.063036
eca	0.023397	0.02406	0.972437	0.334612	-0.0247	0.071492	-0.0247	0.071492
asia	-0.01149	0.017933	-0.64083	0.523996	-0.04734	0.024356	-0.04734	0.024356
Year	0.000842	0.007012	0.120018	0.904857	-0.01318	0.014859	-0.01318	0.014859
Year^2	-0.00045	0.000531	-0.83924	0.404557	-0.00151	0.000616	-0.00151	0.000616
LDC	-0.00401	0.019334	-0.20725	0.836497	-0.04265	0.03464	-0.04265	0.03464
SIDS	0.01723	0.020714	0.831825	0.4087	-0.02418	0.058637	-0.02418	0.058637
Compact	-0.02556	0.025163	-1.01587	0.313641	-0.07586	0.024738	-0.07586	0.024738
ppp	0.083734	0.052432	1.597007	0.115349	-0.02108	0.188544	-0.02108	0.188544