

EVALUATION OF THE COUNTRY SUPPORT PROGRAMME (CSP) OF THE GLOBAL ENVIRONMENT FACILITY (GEF)

Final version of Inception Report

Prepared for

Independent Evaluation Office of
the GEF

August 4, 2020



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ACRONYMS

AF	Adaptation Fund
CBD	Convention on Biological Diversity
CBIT	Capacity-Building Initiative for Transparency
CEO	Chief Executive Officer
CSO	Civil Society Organization
CSP	Country Support Program
ECW	Expanded Constituency Workshops
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GCF	Green Climate Fund
HQ	Headquarters
IEO	Independent Evaluation Office
KM	Knowledge Management
LDC	Least Developed Country
LDCF	Least Developed Countries Fund
MEA	Multilateral Environmental Agreement
M&E	Monitoring and Evaluation
NDI	National Dialogues Initiative
NGO	Non-Government Organization
NPFD	National Portfolio Formulation Document
NPFE	National Portfolio Formulation Exercises
NPIF	Nagoya Protocol Implementation Fund
TOR	Terms of References
TTL	Task Team Leader
OECD	Organization for Economic Co-operation and Development
OPS	Overall Performance Study
SCCF	Special Climate Change Fund

SIDS	Small Island Developing States
STAP	Scientific and Technical Advisory Panel
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNFCCC	United Nations Framework Convention on Climate Change

1. EVALUATION CONTEXT

For over the last decade, the GEF partnership has been modifying its direction including most recently to advance more integrated programming that enhances synergies between the Multilateral Environmental Agreements (MEAs) to achieve greater results and to better help meet the rising challenges currently presented under GEF-7. The GEF's broad responsibilities towards approaching the objectives of the MEAs offer it a unique opportunity to harness synergies across the different MEAs to ensure implementation of projects and programs in a more holistic and systematic fashion. In combination with its traditional investments under the MEAs, the new direction, as laid out in the *Summary of Negotiations for GEF-7 Replenishment*, set out the GEF strategy to:

- Focus investments on activities that catalyze transformational change in key systems driving major environmental loss; in particular energy, cities and food.
- Prioritize integrated projects and programs that address more than one global environmental problem at a time, building on the GEF's unique position and mandate to act on a wide range of global environmental issues; and
- Implement new strategies and policies to enhance results, including stronger engagement with the private sector, indigenous peoples, and civil society, and an increasing focus on gender equality.

During GEF-7 the Secretariat aims to disseminate information about the strategy and to work closely with its constituencies, GEF focal points, Agencies, Civil Society and other stakeholders to further refine the approach as well as assist them with integration of the approach in national strategies and programming.

During the 58th Council Meeting in December 2019, the GEF Independent Evaluation Office (GEFIO) presented its strategy for the Seventh Overall Performance Study of the GEF (OPS-7), which will be structured around two broad themes: (i) GEF Strategy, Institutional Issues, and Programming; and (ii) GEF Performance, Impact and Sustainability. As part of these two themes, the Country Support Program (CSP) was recognized as a focus area which launched preparation for an evaluation, which will be carried out between June 2020-March 2021. Final evaluation findings will be presented to the GEFIO in March 2021 and integrated into OPS-7.

1.1 The Global Environment Facility (GEF) Background

The Global Environment Facility is a multilateral environmental organization that brings together a partnership of 183 Participant countries for international collaboration to tackle some of the world's most pressing environmental issues and challenges. Through its mandate it supports developing countries and countries with economies in transition to implement projects and programs, develop policies and strategies, and strengthen institutions to advance transformational change that enhances biodiversity, support environmental protection and promotes global environmental benefits. Since 1991, GEF programming has supported 170

countries with USD 20.5 billion in grants and mobilized USD 112 billion in co-financing for 4,800 projects. The GEF is currently half-way through its 7th replenishment cycle (GEF-7), which has committed an additional USD 4.1 billion in financing support. Each GEF investment cycle lasts four years and including one pilot phase, there have been eight investment cycles.

Designed as a network facility as per the GEF Instrument¹, the GEF occupies a unique space in global environmental finance as it derives its mandate from several MEAs and conventions including the Convention on Biological Diversity (CBD), United Nations Convention to Combat Desertification (UNCCD), United Nations Framework Convention on Climate Change (UNFCCC), the Minamata Convention, the Stockholm Convention, the Montreal Protocol, in addition to providing targeted support for transboundary freshwater and marine issues.

The GEF's governing structure is organized around an Assembly, the Council, the Secretariat, 18 Agencies, a Scientific and Technical Advisory Panel (STAP) and the Independent Evaluation Office. The GEF's main governing body comprises 32 members² appointed by constituencies of GEF member countries. Council members rotate every three years or until the constituency appoints a new member. The Council meets twice a year and is responsible for developing and adopting the main strategies and operational policies and procedures that guide GEF activities. A Scientific and Technical Advisory Panel (STAP) is responsible for providing scientific and technical advice on all policies, operational strategies, programs and projects that go to the Council for approval. The Panel is made up of six internationally recognized technical experts in the GEF key areas of work.

The GEF Secretariat is the coordinating body of the GEF. It is headquartered in Washington DC at the World Bank, which acts as the Trustee of GEF funding. The Secretariat is led by a Chief Executive Officer (CEO)-Chairperson who is appointed for a four-year one-time renewable term and currently consist of a 75-person staff, not including consultants. The Secretariat is responsible for reporting to the Council on GEF progress, implementing GEF policies and strategies, coordinating with the Secretariats of the Conventions, and coordinating with the GEF agencies on project and program implementation including coordination amongst agencies. Accountability is enhanced by the GEF Independent Evaluation Office (GEFIEO), which provides ongoing monitoring and evaluation of GEF activities as well as develops GEF evaluation tools and methodologies. The GEFIEO reports directly to the Council.

Implementation of GEF activities occurs in collaboration between the GEF Agencies and designated national focal points. All GEF member countries have designated government officials that are responsible for GEF activities and to liaise with the GEF Secretariat and the GEF Agencies. There are two kinds of GEF focal points : a political focal point focusing mainly on governance, including policies and decisions, and an operational focal point focusing on the operations of GEF activities within the country. Not all countries will make use of both focal points. The GEF currently consists of 18 implementing and executing agencies, which act as the

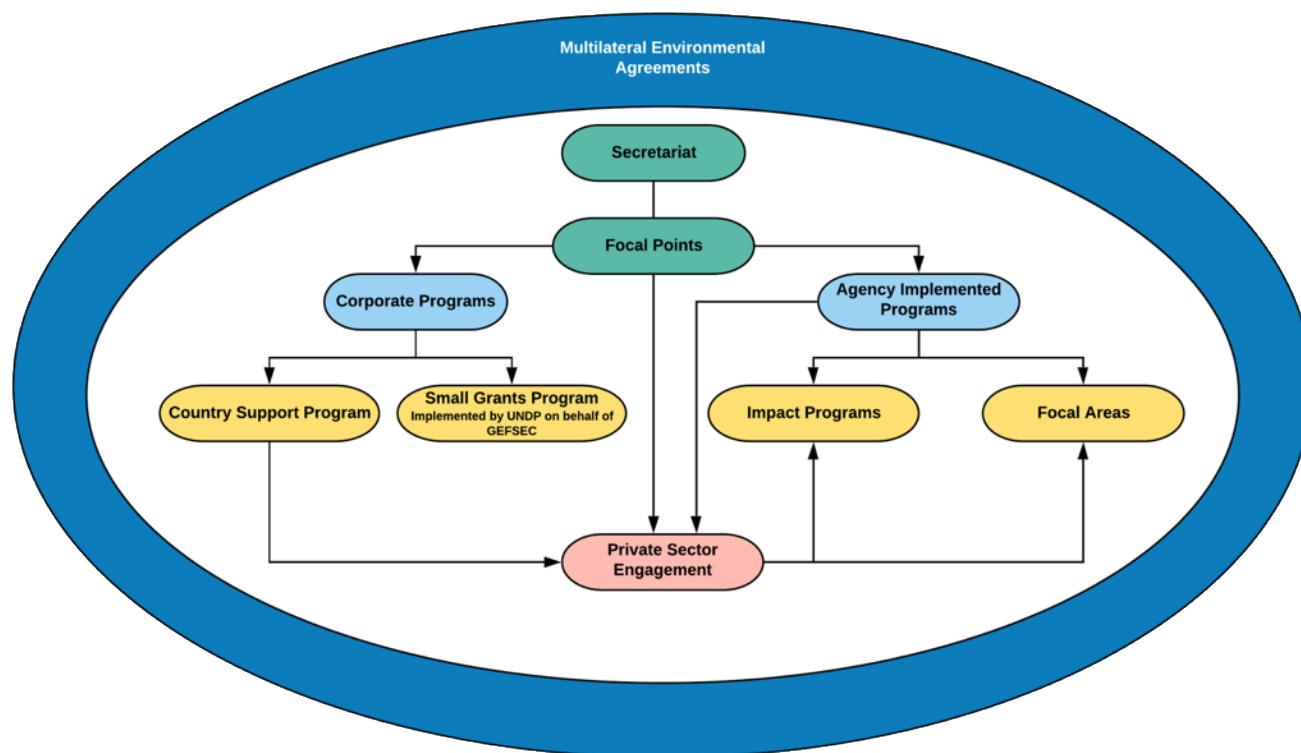
¹ GEF (2019). Instrument for the Establishment of the Restructured Global Environment Facility.

² 14 from developed countries, 16 from developing countries and 2 from economies in transition.

operational arm of the Facility. In collaboration with the focal points, other international institutions, academia, civil society organizations and the private sector these agencies develop and implement GEF projects and programs in recipient countries.

Primary GEF funding comes from the GEF Trust Fund that is replenished every four years. The GEF-7 Programming Direction is organized around four key areas. The majority of the programming continues to be implemented through the GEF's five focal area strategies by agencies in collaboration with country focal points. In addition, as part of GEF 7 the GEF launched three Impact Programs on Food Systems, Land-Use and Restoration, Sustainable Forest Management and Sustainable Cities. These programs are bringing countries together to cooperatively work on common environmental challenges with direct ecological, economic and social benefits at the regional and global scales. The GEF also implements two corporate programs. The Small Grants Program is implemented by the UNDP on behalf of the GEF, and the Corporate Support Program is the main vehicle for capacity building for GEF programming and overall participation in the GEF system, managed directly by the GEF Secretariat (See Figure 1 for the GEF 7 Programming Strategy). In addition, the GEF also administers several other minor trust funds including the Special Climate Change Fund (SCCF), the Least Developed Countries Fund (LDCF), the Capacity-Building Initiative for Transparency (CBIT), the Nagoya Protocol Implementation Fund (NPIF), and acts as the Interim Secretariat for the Adaptation Fund.

Figure 1. GEF-7 Programming Strategy



Note: Interpretation by the evaluation team based on GEF website and programming documents

1.2 Country Support Program: Background and Evolution

The Country Support Program (CSP) is a GEF-funded corporate program with the objective to assist GEF stakeholders (focal points, GEF agency staff, Non-Governmental Organizations (NGOs), civil society organizations (CSO), and private sector actors) increase and maintain the capacity necessary to navigate the GEF landscape and work more effectively with GEF financing in a way that increase country ownership. It is a GEF-executed, direct-access program offering funding to GEF recipient countries to develop events and capacity building activities with the aim to improve access to, and better leverage GEF resources as well as develop a stronger, coordinated and inclusive³ dialogue amongst GEF stakeholders to ensure strategic GEF planning that fits with national priorities. The CSP is the main tool for carrying out the GEF Country Relations Strategy and acts as the major outreach facility for the GEF to convey the strategies, policies and programs of the GEF to stakeholders at the country level and to strengthen capacity of national governments, particularly GEF focal points. Overall, the CSP aims to:

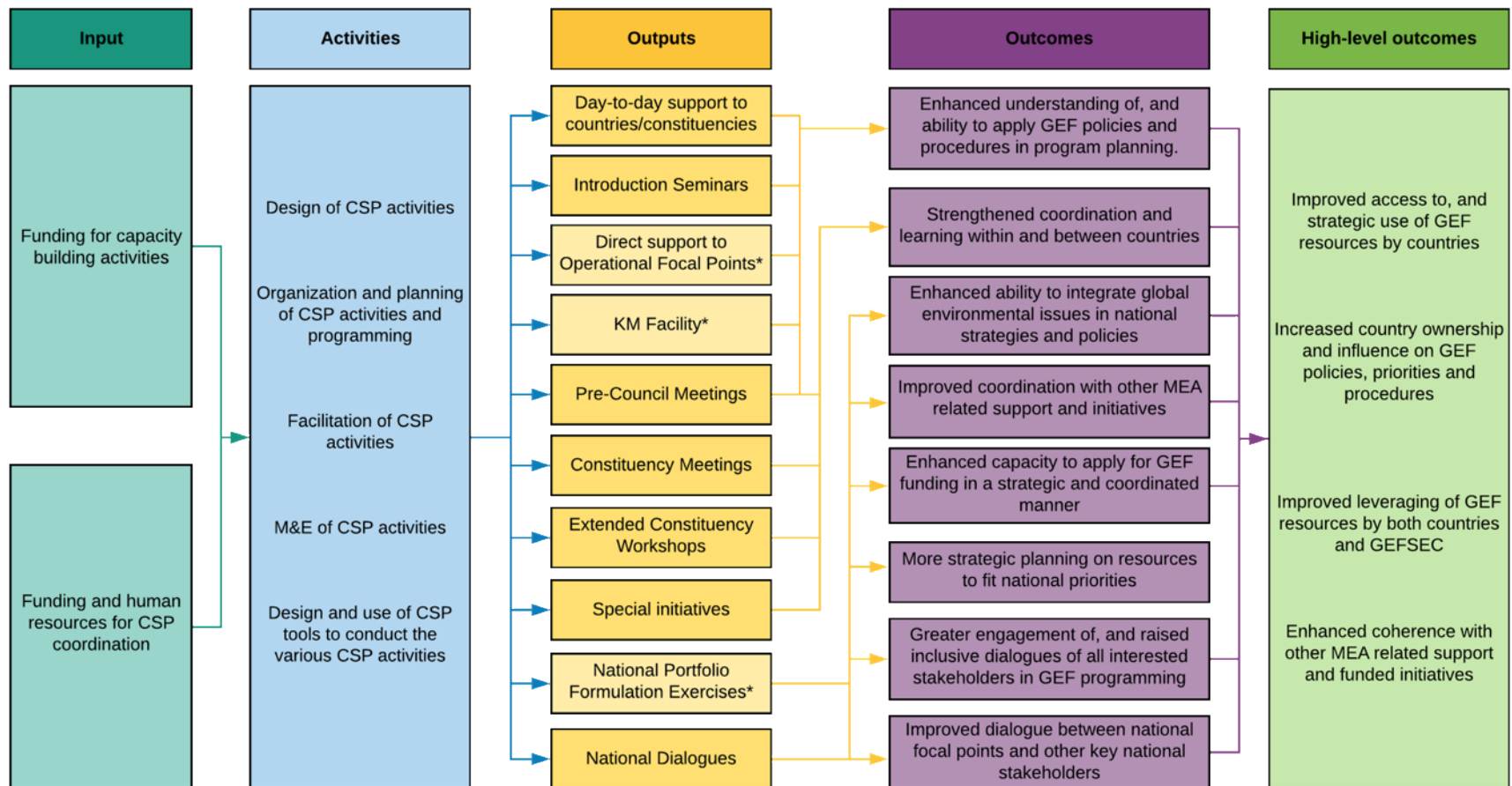
- i. provide assistance to countries to enhance their understanding of, and ability to apply GEF policies and procedures in program planning,
- ii. help strengthen capacity to apply for GEF funding in a coordinated manner, and ensure more strategic planning that aligns with country priorities,
- iii. improve in-country coordination between national focal points and national stakeholders, and foster greater engagement and an inclusive dialogue of all interested stakeholders in GEF programming.
- iv. strengthen coordination and learning within and between countries and constituencies, and
- v. enhance integration of global environmental issues in national strategies and policies and establish greater coherence with other MEAs.

In the absence of a results framework, the evaluation team developed an intervention logic based on the GEF and CSP websites and Council documents. It will be used throughout the evaluation in order to assess whether the program has achieved its expected outcomes.

The first CSP was approved in 1999 in response to recommendations provided during the *2nd Replenishments of the GEF Trust Fund* to strengthen country-level coordination and promote genuine country ownership through a focal point support program. A subsequent program evaluation proved it had little profound impact on the knowledge of focal points and needs for stronger coordination and knowledge sharing continued to be high; in particular amongst LDCs and SIDS. A new four-year phase of the program was approved in 2005 to help strengthen national focal points and Council members. The new program was designed around three components with component 1 (country capacity building assistance based on national portfolios) managed by the United Nations Environment Programme (UNEP) and components 2 (knowledge management framework) and component 3 (targeted capacity building activities) managed by the United Nations Development Programme (UNDP).

³ Inclusiveness here refers to the consideration of gender equity, inclusion of civil society and indigenous as well as other vulnerable groups.

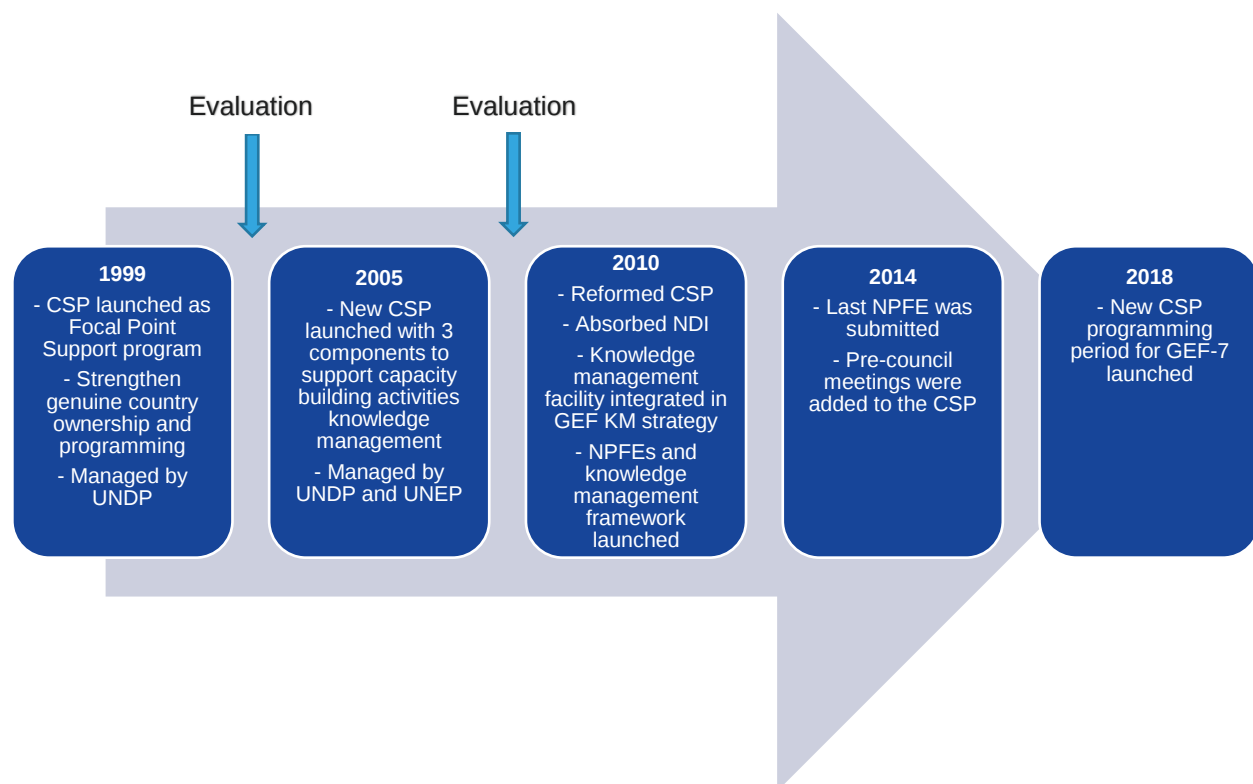
Figure 2. Intervention Logic



* These activities are no longer active but included in the evaluation as they were active during part of the evaluation period.

During GEF-5 replenishment focus was directed towards strengthening country ownership while continuing to build on the processes established during GEF-4 to ensure that GEF programming was more closely tied to the needs and priorities of recipient countries. Around the same time, a second evaluation of the CSP was carried out. While this evaluation found that each of the components had contributed to some capacity building as well as to enhanced articulation of national priorities for GEF support, expanded stakeholder involvement, and strengthened institutional memory in the participating countries, it also found instances of cost-ineffectiveness and inefficiency, and low participation with about 30 percent of eligible countries not accessing the funding.⁴

Figure 3. Evolution of the Corporate Support Program

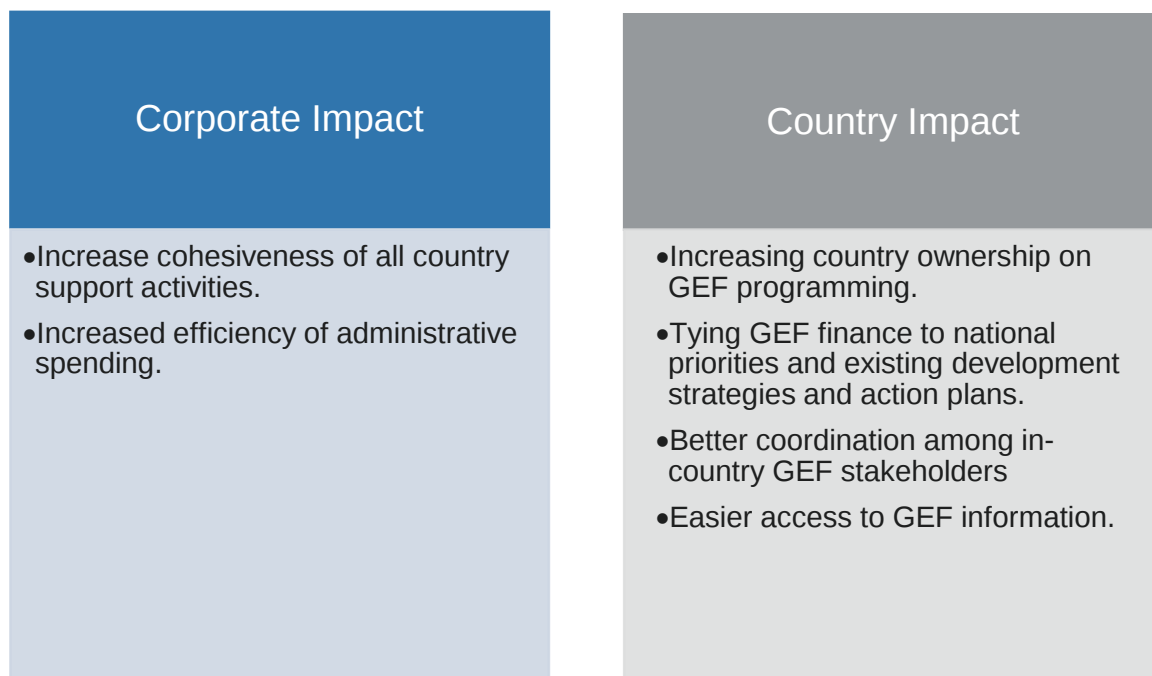


Consequently, agreement was reached to bring all of the GEF's country support activities under one umbrella with the goal to better "facilitate the mainstreaming of global environmental priorities into national strategies and development training." The reformed CSP absorbed the other GEF capacity building programs; namely the National Dialogues Initiative (NDI) established during

⁴ Navajas, Hugo. 2010. Independent Evaluation of the GEF Country Support Programme for Focal Points.

GEF-2 which was implemented by UNDP.⁵ Support of the reformed CSP was refocused to country planning for GEF funding and strengthening in-country coordination of GEF activities through direct support to focal points, council members, GEF familiarization seminars, and constituency workshops.⁶ At a corporate level, the Secretariat estimated that the program management could be managed for substantially lower costs if it was brought under direct GEF management as opposed to before where it various components were managed by different GEF agencies. This was also expected to result in increased cohesiveness of all country support activities. Since the transition in 2010, the GEF Council allocated to the CSP more than US\$ 20 million per cycle to implement different capacity building and coordination activities and services in recipient countries around the world.

Figure 4. Expected Impacts of the Reformed Country Support program 2010



During the past decade, the CSP has evolved with new mandates coming and going. Per the recommendation of the GEF Evaluation Office's *Fourth Overall Performance Study (OPS-4)* in 2010 the GEF launched its voluntary National Portfolio Formulation Exercises (NPFE), which were included as part of the CSP. The NPFE's were established to enhance country ownership and strengthen national processes as well as mechanisms to better facilitate GEF programming. The last stand alone NPFE was carried out in 2014 and the programming support has been combined with the National Dialogues, where the GEF, mainly during year one of any given GEF

⁵ GEF (2010). Reforming the Country Support Program and Procedures for Implementation. Council Document GEF/C.38/7/Rev.2.

⁶ GEF (2010). Reforming the Country Support Program and Procedures for Implementation. Council Document GEF/C.38/7/Rev.2.

cycle, assists countries to decide how best to make use of resources available through the GEF.⁷ The original CSP included a Knowledge Management (KM) Facility;⁸ i.e. a website that served as constant access to resources for GEF stakeholders providing information, discussion forums, and country-managed webpages. The website was integrated into the GEF website in 2010. In 2014, as part of GEF-6, Pre-Council Meetings were added under the CSP mandate which offers Council members and alternates a forum to discuss council issues prior to each Council Meeting.

With the planning of GEF-7, additional modifications were made to the program; primarily to make adjustments that would allow for the facilitation of work and information on the development of the GEF-7 Impact Programs. The CSP programming was clustered in 4 elements: (i) GEF Programming and Training which included the National Dialogues and Expanded Constituency Workshops (ECW); (ii) GEF Constituency Meetings; (iii) GEF Introduction Seminars; and (iv) Pre-Council meetings. In addition, the CSP also manages a few other minor activities such as knowledge days, which are carried out during the ECWs where participants get to visit a GEF project that is specifically good for knowledge sharing. Special Initiatives have also been included in GEF-7 with the objective to exchange knowledge and lessons from specific GEF subjects.

In 2020, when Covid-19 hit, the CSP made the decision to postpone all face-to-face events between March to June 2020⁹. The CSP team has been working on a strategy to move activities online and it is expected that as many as 20 online events could be held by September.

Table 1. Overview of CSP activities and services, and reach between 2011-2018

Core activities	Active
National Portfolio Formulation Exercises (integrated in NDI after 2014)	√
National Dialogues	√
Direct Support to operational focal points	
Expanded Constituency Workshops (ECW)	√
Constituency Meetings	√
Knowledge Facility ¹⁰	
Introduction Seminars	√
Pre-Council Meetings	√
Special Initiatives	√

⁷ GEF (2018). Country Support Program: Implementation Arrangements for GEF-7. Council Document GEF/C.54/04/Rev.01.

⁸ GEF (2010). Reforming the Country Support program and Procedures for Implementation. VCouncil Document GEF/C.38/7/Rev.2.

⁹ As per Website : https://www.thegef.org/news/events/upcoming?f%5B0%5D=field_event_type%3A35

¹⁰ This is still available as part of the knowledge management activities of the Secretariat. In fact, it has been upgraded to its own stream with e-courses. It is also visible during ECW in the Knowledge days

2. SCOPE OF THE EVALUATION

2.1 Purpose of the evaluation

This evaluation is expected to provide insights and lessons for the CSP and GEF Secretariat regarding the CSP and its services moving forward into the GEF-8 replenishment discussions.

It is understood that the evaluation will produce recommendations that serve both learning and accountability functions. The evaluation will be carried out in such a way that it is utilization-focused and useful to its intended users, in particular the GEF Council and the CSP team in the GEF Secretariat in their decision-making related to support given to GEF Constituencies for the remainder of the GEF-7 (slated to end in June 2022) and in GEF-8 (July 2022-June 2026).

In the initial scoping interviews and exchanges with the CSP team regarding the move to online service delivery during the pandemic, it was noted that the pandemic could have an important influence on the operations of the CSP in a post pandemic context where expanded online service delivery might become a permanent feature. There were certain advantages that could be gained such as bringing together a group of participants speaking the same language in the same time zone or exploring specific thematic issues across Constituencies. However, some downsides may also be felt when having to use trainers that live across time zones and when GEF staff from headquarters have to participate. It was felt by the evaluation team that further modifications would be required in the methodology to adjust further to the new circumstances in terms of what could be learned to inform the report. Online activities and more importantly their participants, could have important insights. In addition, given increased global connectivity, this time also allows the Secretariat to look towards the future and assess the possibility for a blended approach to dissemination of activities with more events being held online; even in the post-pandemic period. However, this should not negate the larger responsibility the Baastel's team has to assess the overall performance of the CSP through GEF-5, GEF-6 and GEF-7.

To help facilitate this shift in focus, it is suggested that only the last two years of GEF 5 (2013-2014) will be assessed. It is noted that 2014 had no ECWs or Introduction Seminars. This also helps the evaluation team not to examine activities that were completed many years ago, which may present challenges in terms of gathering information and speaking to key informants. All of GEF-6 (2014-2018) will be included and it is recognized that in 2018, there were no ECWs or Introduction Seminars. While activities implemented under GEF-7 will not have progressed much in terms of achieving results, they are critical to the evaluation in terms of the inclusion of the Impact programs as well as for those activities implemented from roughly April 2020 to September 2020 for the reasons noted above.

Table 2. Evaluation Focus

GEF Replenishment Period	Years
GEF 5	2013-2014
GEF 6	2014-2018
GEF 7	2018-2020

2.2 Evaluation Criteria and Questions

To achieve its objectives the evaluation will review the CSP according to the criteria of relevance, coherence, effectiveness and results, and lessons learning from the CSP to recipient countries and the GEF. The focus on coherence was a suggested addition by Baastel in its original proposal. As noted in Baastel's proposal, given the multiple relationships between GEF Focal Points, Convention Focal Points, Civil Society, and GEF Agency staff that are part of the CSP environment, it was appropriate to add 'coherence'. This evaluation criteria were adopted as part of the OECD DAC's evaluation criteria in December 2019, and should help better capture synergies, linkages, innovations, and partnership dynamics between the various GEF stakeholder groups.

In addition, seen in the light of the increased focus on gender equity and closing the gender gap in the international development community, as well as the implementation of the GEF's Gender Equality Implementation Strategy, the evaluation will also apply a gender-response approach to assessing the CSP. This will be done as follows:

- Ensure that consultations are carried out by both men and women, in an inclusive manner, sensitive to the needs, interests, and context of all stakeholders, and that gender-related and other barriers to participation are identified and addressed wherever relevant in the design phase of the evaluation.
- Assess whether gender mainstreaming and GEF-specific policies and strategies on gender has been disseminated through CSP events and received by the recipient countries.

Furthermore, given the increased focus on the inclusion of LDCs and SIDSs, the evaluation will also pay particular attention to the inclusion and use of the CSP by LDCs and SIDS.

The main questions to be addressed by the evaluation team are listed below. Based on scoping discussions and interviews with the GEFIEO, the CSP team and GEFSEC (operations and programming) carried out during the inception phase, the evaluation questions from the original Terms of Reference (TORs) have been modified to better suit the direction and objective of the evaluation. In addition, the evaluation team has added questions related to the coherence criteria. It should be noted that all elements contained in the original evaluation questions from the TORs are nevertheless covered in one way or another through the revised evaluative approach proposed in this report.

Relevance:

How relevant is the design of the CSP and its activities to its stakeholders in view of its intended objectives related to ownership of, access to, and leveraging of GEF resources?

Effectiveness and Results:

How effective has the CSP been in increasing capacity of the countries to apply for GEF funding in a strategic and coordinated manner, while ensuring engagement of stakeholders?

Efficiency:

Is the CSP managed efficiently in view of its objectives and in a way that responds to the needs of stakeholders?

Coherence

How are the CSP activities on programming priorities compatible with other MEA related support or funded initiatives in the country or at the regional level?

Lessons Learned:

What have been the lessons learned through the CSP mechanism and how has the GEF partnership integrated those lessons learned?

These evaluation questions and their accompanying sub-questions and indicators are listed in the Final Evaluation Matrix in Annex 1: Evaluation Matrix, which will be used to guide the data collection from the various information sources and to structure the analysis to follow. The Matrix will oversee the process of triangulation for each question and line of enquiry. Triangulation will be the critical step in the development of key findings and recommendations. The CSP evaluation will draw on existing evaluative evidence generated by the GEF Secretariat, GEFIEO, GEF Political and Operational focal points, GEF NGOs and Civil Society, GEF implementing and executing agencies and other GEF stakeholders.

3. EVALUATION APPROACH, METHODOLOGY AND LIMITATIONS

3.1 General Approach

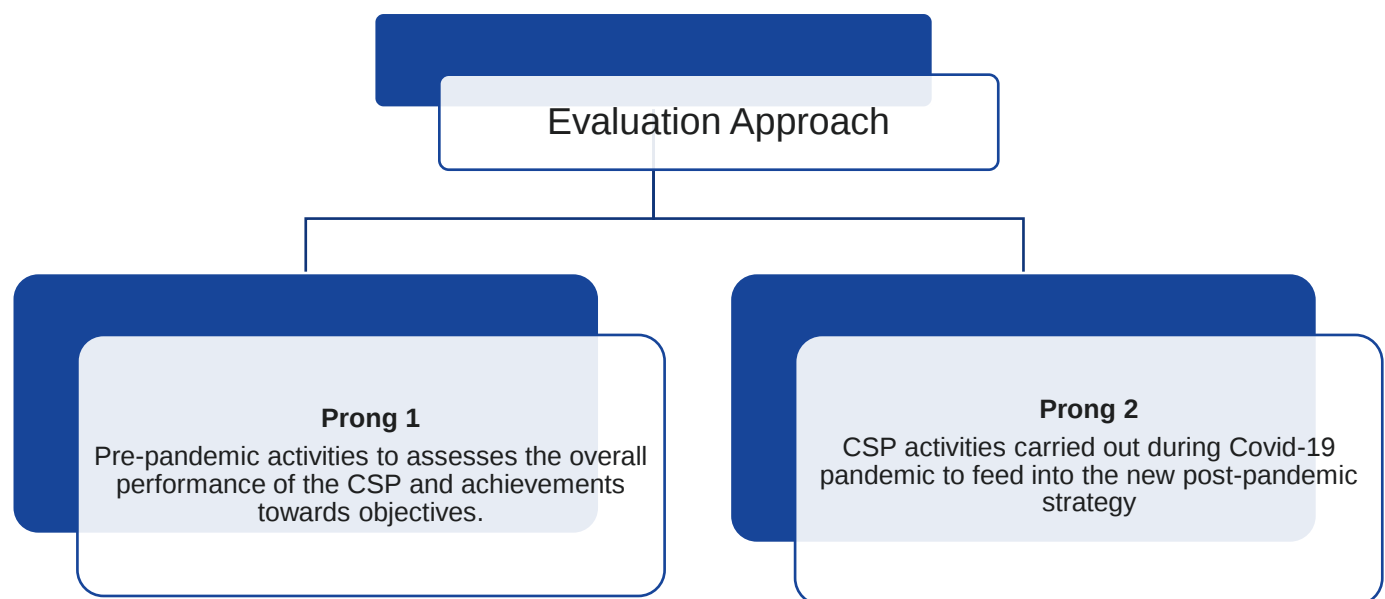
The evaluation team will work closely with the GEFIEO and the CSP Task Team Leader (TTL), responsible for the day-to-day management of the evaluation. The evaluation deliverables will be shared through the GEFIEO. After an initial review of preliminary CSP and GEF documents as well as orientation discussions between the evaluation team and the IEO, the TTL and GEF heads

of operations and programming, the team produced this inception report outlining an approach to conducting the evaluation. The coming sections will further detail the approach. Tools such as the evaluation matrix and interview protocols can be found in the annexes.

It is important to note that the methodology outlined in the subsequent sections has been modified from the original approach presented as part of Baastel's proposal. The reason for this is the implication that the Covid-19 model is having in important areas such as face-to-face interviews, direct observation and most importantly, the influence on the CSP delivery model that obliged the evaluation team to reconsider its strategy for evaluating the CSP.

As a result, the evaluation team proposes a two-pronged approach that covers pre-pandemic activities (prong 1) and recent activities during Covid-19. The bulk of the evaluation will be placed on pre-Covid-19 activities while the second focus on more recent and current activities will be assessed to see how these may be used to inform the future format and focus of the CSP.

Figure 5. Evaluation Approach



3.2 Data Collection

3.2.1 Methods and Data Sources

The evaluation will use a mixed-method approach, including both quantitative and qualitative methods for data collection and analysis to improve the validity and reliability of data and corresponding evaluation findings. The analytical approach for this evaluation will draw on the Intervention Logic (Figure 1) developed by the team based on initial document reviews and scoping interviews. The aim will be to assess the extent to which the CSP has met its objectives. This approach will allow the evaluation team to follow the explicit causal model behind the design of the CSP activities and assess the relevance, efficiency and effectiveness of their strategy toward meeting the defined results and outcomes.

Baastel anticipated that obstacles would be created by the pandemic and noted this in its initial proposal to the GEFIEO. Only some modifications will be required with the overall methodology to adjust to this new reality. Compared with the original proposal, there will be an increased emphasis on conducting virtual interviews to compensate for the inability to travel for in-person interviews. Thus, this will be an entirely home-based/at-a-distance strategy evaluation with the possibility of a short extension of the original timeframe stipulated in the TORs.

To answer the questions in the TORs, the team will use five main information gathering approaches which will be analyzed and synthesized through the evaluation matrix that the evaluation team has developed:

3.2.2 Document Review

Data collection will begin with an in-depth desktop review but it is expected that document review will take place throughout the various stages of the evaluation. Annex 7. Bibliography presents the bibliography of the documents consulted to date. Below are some of the more critical documents to the evaluation process:

- Relevant CSP Council Documents;
- GEF Annual Reports (2011 & 2012), Annual Monitoring Reviews and Scorecards;
- GEF Strategy Documents;
- GEF Replenishment Programming Directions;
- GEF Score Cards;
- Annual Monitoring Reviews;
- CSP participant exit surveys;
- CSP Implementation Arrangement reports;
- Previous CSP evaluations;
- Other GEFIEO evaluations relevant to the CSP like OPS-5 and OPS-7;
- GEFIEO OPS-7 approach paper and other OPS-7 strategic documents;
- Relevant activity and event summaries, articles, and reports.

Given the magnitude of the number of documents to be reviewed, the team will utilize the analytical platform Dedoose, which Baastel has experience with to help coordinate and share information within the team and better triangulate the findings drawn from the documentation. Dedoose supports the qualitative and quantitative analysis of a large number of documents and interviews.

3.2.3 Survey Tools

Baastel's experience in designing, managing and analyzing multilingual online surveys will remain an important part of the approach. Quantitative data will be collected from feedback surveys completed by participants of CSP activities during GEF-7 and part of GEF-6. It is understood that some surveys were written on paper and have been lost but the last few years they have been put on-line in a manageable electronic form.

In addition, to complement these, the evaluation team will develop and distribute a short electronic survey (e-survey) according to the methods described in section 4. A draft of the questions to be included in the e-survey is found in Annex 5. Draft E-Survey. This will be finalized after a testing phase once the Inception report is validated by the IEO. The intent with the survey is to get an overall perspective on the CSP from a broad range of CSP participants. As originally proposed, the survey will be sent to all CSP participants since 2013 (census based).

3.2.4 Interviews

On-line interviews will be planned so as to help bring additional context and nuance, and complement already available information, to validate the desktop review and survey data, and assess the program's performance and impacts. The evaluation team will conduct key informant interviews with GEF stakeholders in the following categories:

- CSP Staff
- GEF Operational Focal Points
- Convention Focal Points
- GEF Council and Alternates (as represented by GEF Political or Operational Focal Points)
- GEF Operations and programming Staff
- GEF Agency Staff
- Country Level Government and Civil Societal Organizations Representatives (including Indigenous people organizations)
- Key Donors to the GEF
- Key donors or implementing agencies supporting other MEA related capacity building initiatives, such as the Adaptation Fund (AF), the GCF, regional organizations

The lists above would ensure that a representative selection of CSP activity participants are interviewed based on the sampling methods explained in section 5.

Even though there is no foreseeable possibility of holding in-person interviews, the underlying approach for conducting the interviews remains the same. Regardless of what online platform is used, key Informant interviews will be conducted using a semi-structured approach and will include a specific list of questions (see the interview protocol in Annex 4. Comprehensive Interview Protocol) tailored to each category of stakeholder derived from the Evaluation Matrix (Annex 1: Evaluation Matrix). Some identical questions (e.g. stakeholder's perception of the relevance and key achievements of the program, as well as the strengths and challenges associated with the program) will be asked to a variety of interviewees for data comparison and confirmation.

Key informant individual interviews can be conducted remotely in English, French or Spanish (via Skype/telephone/WhatsApp or other web-teleconference software depending on the participants' preferred method). Regardless of the circumstances, Baastel will be able to call upon among other tools, Skype, Zoom, Adobe Connect, Jitsi, Goto Meeting, Microsoft Teams, Klaxoon, or Miro for conducting semi-structured individual interviews, and instant survey questions. It is expected to conduct a maximum of 100 interviews as part of this evaluation process.

3.2.5 Observation of CSP Activities

In its proposal, Baastel suggested the use of local consultants to attend events and for the team leader based in Ottawa to attend meetings at GEF headquarters (HQ) with different stakeholders in Washington DC. However, given the current circumstances in the United States and too much unpredictability related to future virus outbreaks across the Globe, the possibilities of either happening is judged highly unlikely at this stage. However, the evaluation team will remain open to any opportunity where local consultants might be used to enhance data collection provided it can be done in a safe manner, according to relevant COVID-19 guidelines. This can be discussed with the GEFIEO during the evaluation if the current situation evolves and if at all relevant.

As it does not seem that in-person observation of CSP sponsored events will be possible, the attention of the evaluation team will be directed towards observing online events in coordination with the CSP TTL. These observations will be conducted in an unstructured manner with no actual participation in the events. A list of events to observe in the period between Mid-July till September is expected to be provided by the CSP team. The number of events to be observed depends on the activities held during the evaluation period, but it is expected that about 4 such events will be observed: 1 per evaluation team member.

3.2.6 Group Interviews

It was originally foreseen that Baastel would conduct focus group discussions and possibly validation webinars. Under this new approach and in the current context, the evaluation team will work with the GEFIEO and the CSP staff to determine if, how and when online focus group discussions might be held with CSP stakeholders and possibly participants in CSP online events between mid-July to September 2020. The logistics of this are to be determined. At the moment,

the revised methodology detailed in the evaluation matrix is rather focussed on making use of some group interviews structured around a limited number of open questions, as this approach is judged more amenable to on-line tools. A maximum of 8 group interviews is planned for: 5 country-level multi-stakeholder group interviews as well as 3 purposive sample group interviews focusing on focal points and GEF agencies (for details see Annex 6. Sampling Strategy).

3.3 Data Analysis and Reporting

As indicated above, the evaluation team plans to examine quantitative and qualitative evidence from a wide range of both primary and secondary data sources. The aim will be to obtain the widest possible breadth of information, to analyze the evidence carefully, and to base findings on information that has been successfully validated from multiple sources/lines of inquiry. An Evaluation Matrix has been developed with the aim to offer a framework on how to collect and analyze the data and how to organize the findings and recommendations (Annex 1: Evaluation Matrix).

The proposed table of content for the evaluation report is as follows:

- Executive Summary
- Table of Contents
- List of Acronyms
- Introduction
- Challenges and Limitations
- Methodology
- Findings
- Conclusions
- Lessons Learned
- Recommendations
- Appendices – TORs, Evaluation Matrix, Data Collection Instruments, Bibliography, List of interviewees etc.

3.3.1 Limitations and Risks

This evaluation will encounter a number of challenges created by the Covid-19 pandemic. However, as already explained in detail above, it is felt that alternative approaches can be employed, which will not affect the quality of the evaluation. It will not be possible to speak to people in-person and many of the intangibles that come with meeting people directly may be lost. A similar assessment can be made about carrying out in-person focus groups. However, a proactive strategy to speaking to people through online platforms can mitigate these inconveniences. Through effective use of the evaluation team's time and a combination of individual and group interviews, more people can be interviewed in a semi-structured format albeit via online platforms such as Skype or Zoom. As mentioned earlier, the evaluation team will work with the CSP TTL

to identify opportunities to speak to stakeholders in group settings. Also, with the focus on the recent on-line activity there will be a value-added quality to the analysis that will help in overcoming the limitations created by the pandemic.

The CSP does not maintain a portfolio database per se. The team is mitigating this by developing its own database based on the list of events per country/constituency with the corresponding year for each event. This will help with the detailed sampling during the data collection phase as well as provide for a more in-depth portfolio overview.

4. COUNTRY SUPPORT PROGRAM PORTFOLIO OVERVIEW AND SAMPLING

4.1 Portfolio Overview

Since 2011, the CSP has organized 295 events with 14,819 participants and has provided support for 72 NPFs in GEF-5 and GEF-6. In the first semester of 2020, only 12 events were held given the Covid-19 pandemic and the decision to move all events online. However, as the CSP continues to adapt to the new reality, the number of online events is expected to increase.

Table 3. Number of CSP events and participants 2011-2020

Event type	GEF-5				GEF-6				GEF-7		Total
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Expanded Constituency Workshops	12	14	13	0	13	13	13	0	11	1	90
Participants	911	1,062	970	0	1,146	1,195	1,195	0	1,204	134	7,817
National Dialogues	1	1	2	3	6	2	1	22	13	3	54
Participants	90	80	130	350	630	230	85	1,695	853	335	4,478
Constituency Meetings	12	17	14	12	15	20	16	20	11	7	144
Participants	146	142	167	157	243	258	291	300	132	128	1,964
Introduction Seminars	1	1	1	0	1	1	0	0	1	1	7
Participants	80	90	80	0	80	80	0	0	80	70	560
National Portfolio Formulation Exercises	42		0	0	30		0	0	0	0	72

Source: GEF Secretariat

The different types of events and other activities carried out by the CSP since 2011 are described as follows.

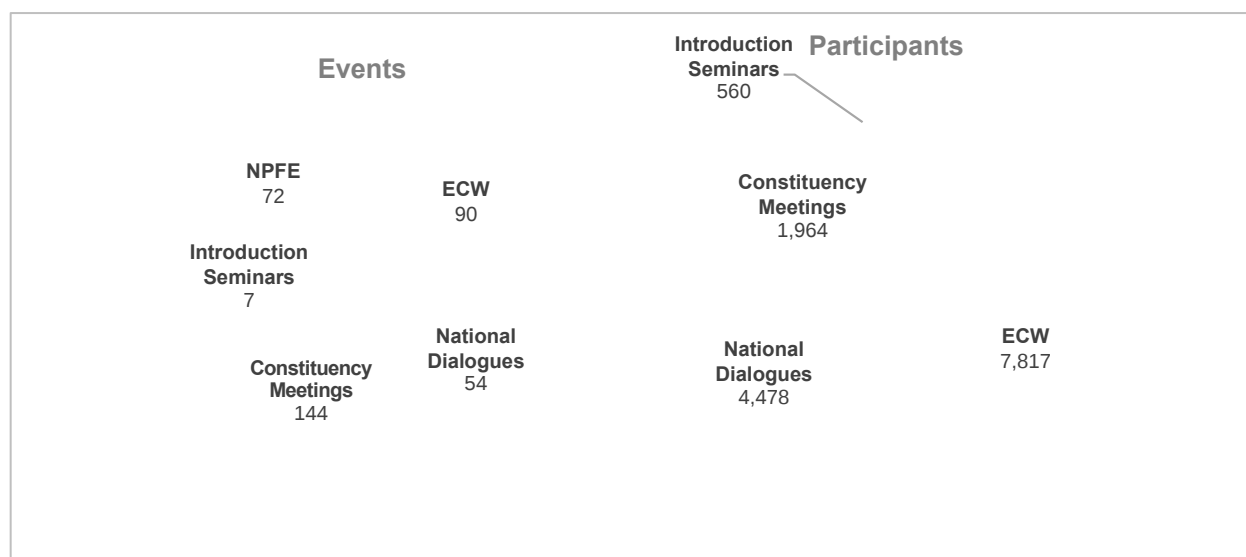
- The **Expanded Constituency Workshops (ECW)** focus on updating the GEF Focal Points, Convention Focal Points and other key stakeholders, including civil society, on GEF strategies, policies, and procedures, while simultaneously providing a space to analyze the various aspects of GEF work, exchange knowledge and experiences, and foster collaboration and coordination between stakeholders. The ECW are fully organized and financed by the GEF Secretariat; hosting countries provide advice and guidance on best locations, projects to visit and dissemination through local media. In GEF-7, ECWs are open to up to eight participants per country (GEF Focal Points, four Convention Focal Points, and two civil society representatives). Since 2011, the CSP has organized 90 ECW with a total of 7,817 participants. On average, 13 ECWs have taken place every year since 2011, excluding the years 2014 and 2018, when the transition from one replenishment to another occurred and the GEF Assembly took place.
- **National Dialogues** are carried out with the aim of engaging a broad range of stakeholders within a country in the planning process to identify national priorities for GEF support, develop ideas for new projects, and take decisions on participation in the GEF's Impact Programs on Food Systems, Land Use and Restoration, Sustainable Forest management, and Sustainable Cities. They are also directed at fostering a better understanding of GEF strategies and policies and the integration of global environment concepts into national strategy and policy formulation, accounting, and regular procedures. National Dialogues must be requested by Operational Focal Points, who then plan the events in close collaboration with the GEF Secretariat. Participants may include representatives from government ministries and agencies, non-governmental/civil society organizations, communities, academic and research institutions and the private sector, as well as partners and donors. Since 2011, 54 National Dialogues have been held; 35 of them were held in 2018 and 2019 (i.e. at the beginning of the GEF-7 cycle), as they have taken the role of NPFE. The total number of participants is 4,478, making them the second most widely attended CSP events after ECW. The blending of NPFE into National Dialogues aims at strengthening National Dialogues as a programming component that can then be used flexibly for multiple purposes, including discussions on how best to use GEF provided resources, which was the focus of NPFE.
- **Constituency Meetings** are the main instrument for the Council Members to engage their Constituency members in preparing for decision making at the GEF Council; they also provide an opportunity to further explain GEF strategies, policies, and procedures. They are organized by and at the request of the Council Member with technical and logistics support by the GEF Secretariat. Each of the 32 existing Constituencies may request two meetings per calendar year, to be held prior to Council meetings. Although in principle these meetings are open only to GEF Focal Points of the constituency's member

countries, Council members may invite other participants as necessary, including GEF Agencies. 144 Constituency meetings were held since 2011 (an average of 15 per year), with a total of 1,964 participants.

- **Introduction Seminars** (called "Familiarization Seminars" in GEF-5) are organized by the GEF about once a year in Washington DC to provide information and training about GEF strategies, policies, operations and procedures to new GEF Agency staff, country focal points, Convention Secretariat staff and selected stakeholders from line ministries, the media, other organizations that are part of the current financial environmental architecture, and the private sector. Seven Introduction Seminars have been held since 2011 with a total number of 560 participants -about 80 per seminar; they were not offered in the "transition years" of 2014 and 2018, nor in 2017.
- **National Portfolio Formulation Exercises (NPFE)** were held during the first 18 months of the GEF-5 and GEF-6 replenishment cycle to help interested recipient countries decide on how best to use the resources available through the GEF. The output of such meetings is a National Portfolio Formulation Document, which describes the process of consultation held and the preliminary list of projects or project ideas to be pursued. A total of 72 NPFEs were held since 2011, 42 in the GEF-5 cycle and 30 in the GEF-6 cycle; in GEF-5, 45% of the countries that undertook an NPFE in GEF-5 were LDC and 21% were SIDS. The decision to hold an NPFE was voluntary and the GEF Operational Focal Point was responsible for submitting the application. A quick review of the NPFDs available on the GEF website suggests that the process was tailored to each country, with the involvement of a wide range of stakeholders (relevant Ministries, academia and civil society organizations as well as the private sector) through different mechanisms, including committees and consultations. The NPFE initiative underwent an evaluation in 2013,¹¹ which concluded that it was relevant both to the GEF and country needs, promoted country ownership of GEF programming and provided a structure for a more systematic alignment of GEF support with country strategies. However, the report points out the limited effectiveness of NPFE in countries where stakeholder capacities are low, as well as several opportunities regarding uptake, administrative execution, and guidelines.¹² As explained above, in GEF-7 the NPFE were blended into National Dialogues; however, the logic of the NPFE is still used in the latter.

¹¹ For more details, see: GEF, 2014. Midterm evaluation of the National Portfolio Formulation Exercise: Evaluation Report.

¹² In particular, the evaluation highlights that, due to delays in groundwork for implementation and difficulties accessing GEF grants, only 42 countries participated in the NPFE process compared to the budgeted participation of 100 countries in GEF-5, 10 of which used their own resources.

Figure 6. Number of events and participants in CSP core activities, 2011-2020¹³

In addition, the work of the CSP has included:

- **Pre-council meetings:** since GEF-6, these have been organized by and at the request of the Council Member to provide GEF Council Members and Alternates from recipient countries the opportunity to meet in order to discuss Council issues prior to each GEF Council meeting. Between 2014 and 2018, 110 people took part in these meetings, which the CSP continues to support under GEF-7, noting that they have increased the capacity of Council Members and Alternates to understand their respective positions and views, at the same time affording them the opportunity to share concerns, receive clarifications from the GEF Secretariat, and develop common positions.¹⁴
- **Special initiatives:** through GEF-7, the CSP provided support to the following events: a Meeting on the Guarani Aquifer System (Uruguay), the Amazon Sustainable Landscape Program II Preparation Workshop (Brazil), and the Regional Consultation on the GEF-7 Congo Basin Sustainable Landscapes Program (Gabon, January 2019). As a result of these meetings, the programs for Amazon and Congo were submitted and approved by the GEF Council in record time, while the Medium-sized Project for the Guarani Aquifer was submitted and approved by the CEO. All are currently being executed.
- **Direct support to Operational Focal Points:** in GEF-5, countries were able to receive \$9,000 each year for executing annual work plans; funds were available for in-country activities intended to strengthen country-level coordination and consultation,

¹³ The number of participants in NPFE is not available.

¹⁴ This is reported in the Country Support Program Implementation Arrangements for GEF-7 - GEF, 2018

as well as to promote country ownership of GEF-financed activities. According to the 2011 and 2012 annual GEF reports, 20 countries received support for executing their annual work plans in fiscal year 2011 and 28 in fiscal year 2012. This activity, which was intended to address the need of financial support expressed by focal points, was discontinued in GEF-6 as only a handful of focal points were able to access the funds due to the administrative procedures required both by the GEF and country governments.

- **Knowledge Management:** as the management of CSP transitioned from the UNDP to the GEF Secretariat in GEF-5, the KM Facility website, which provided information to focal points, was integrated into the GEF website. The further development of the KM Facility website was then incorporated into the GEF-wide strategy on knowledge management and learning, approved by the Council in its meeting of November 2011.
- **Day-to-Day Coordination and Correspondence:** alongside these core activities, Country Relations Officers and the CSP staff are available at all times to answer the questions of focal points, CSOs, other stakeholders and the public in general, as well as to provide advice and follow up on CSP events.

The total budget allocated to the CSP through GEF-5, GEF-6 and GEF-7 amounts to \$70 million USD covering the following activities and corresponding funding allocations:

Table 4. Budget allocation among CSP activities (USD millions)¹⁵

Type of activity	Allocation in GEF-5 (USD millions)	Allocation in GEF-6 (USD millions)	Allocation in GEF-7 (USD millions)
Expanded Constituency Workshops	10	12	14.7
National Dialogues	2	2	
Constituency Meetings	3.5	5	5
Introduction Seminars	1.9	1.2	1
National Portfolio Formulation Exercises	3	2.4	0
Pre-council Meetings	0	0.4	0.3
Direct support to operational focal points	5.5	0	0
Knowledge Management	0.1	0	0
Total target budget	26	23	21
Share of total budget	0.6%	0.5%	0.5%

¹⁵ See: Reforming the Country Support Program and Procedures for Implementation (GEF Council Meeting, July 1, 2010); The Country Support Program implementation (GEF Council Meeting, September 30, 2014); Country Support Program arrangements for GEF-7 (54th GEF Council Meeting, June 26, 2018); Summary of Negotiations of the Seventh Replenishment of the GEF Trust Fund (54th GEF Council Meeting, June 26, 2018), Table 1.

However, this overview of CSP work in the 2011-2020 period highlights some important considerations for the evaluation sampling strategy:

- CSP activities are highly diverse in terms of scale, number of participants and types of stakeholders involved.
- CSP activities have evolved through time: some activities were discontinued (NPFE, direct support to operational focal points, and knowledge management), while others were introduced (Pre-Council Meetings and special initiatives).
- While the frequency of activities directly organized by the CSP, such as ECW and Introduction Seminars, have been stable throughout the 2011-2020 period, there is greater variation in the number of events held each year when these are organized at the initiative of Focal Points or Council Members. In addition, the uptake of NPFE and National Dialogues by recipient countries is relatively low. This evaluation can be an opportunity to shed light on the factors that influence uptake.
- As the CSP is transitioning towards online events, the evaluation can play an important role in providing timely feedback by interpreting and analyzing early learning as this new approach is rolled out in the following months.
- Another value added that this evaluation can provide is to organize the available information about the CSP portfolio in a database, which can be later used by CSP staff for monitoring and dissemination, in addition to being instrumental for this evaluation.

4.2 Sampling

A two-pronged approach will be adopted to provide both a comprehensive analysis of CSP work through GEF-5 (second half), GEF-6 and GEF-7, and immediate feedback on the new heightened emphasis by the CSP on the use of on-line events as a response to the Covid-19 pandemic. Annex 6. Sampling Strategy provides a detailed table on the approach to sampling. A short description is provided here:

1. Sampling for covering pre-Covid-19 activities:

- Portfolio analysis:** With input from CSP management, a detailed database of CSP events will be developed, validated by CSP management and analyzed to identify relevant trends and patterns across time and geographies that the evaluation should further look into. The database will provide an historical overview of all CSP events held between 2013 and 2020, as well as a clear picture of their geographical reach. Information to be entered in the database includes: type of activity, year, GEF period, region, constituency, country where it took place, other participating countries, LDC and SIDS involvement, focal area, number of participants, and links to relevant documents (see Annex 3: Proposed Portfolio Database Structure).
- E-survey:** A census-based e-survey will be administered to all CSP activity participants during the period 2013-2020 (up-to-date CSP attendance lists to be provided by CSP management).
- Semi-structured interviews:** As per the different categories of stakeholders mentioned in section 3.2.4 above, a purposive sample of interviewees will be developed by the evaluation team with input from CSP management. In addition

to ensuring that the various categories of stakeholders are interviewed, other selection criteria will include geographic distribution (in terms of constituencies), types of events attended, as well as distribution in terms of involvement over time in the CSP period covered by the evaluation, to ensure that a perspective on the evolution of the CSP can also be captured through interviews. .

2. Sampling of CSP events held since the beginning of the pandemic (2020):

- a. **Survey**: Participants to CSP on-line activities held since the break-out of the pandemic will form a subset of the bigger census-based survey sample described above. This way the evaluation team will be in a position to analyze their responses separately as needed to provide insights from that perspective on relevant survey questions.
- b. **Semi-structured interviews**: Within the broader sample of interviewees mentioned above, attention will be given to make sure attendees to recent CSP on-line activities are also interviewed.
- c. **Observation**: In addition, a sample of virtual events will be selected for unstructured observation based on planning by the CSP, if possible, within the timing of the evaluation and considering the restrictions imposed by the Covid-19 pandemics.

5. UPDATED WORKPLAN

Based on the scoping discussions and the revisions made to the evaluation approach in this inception report, the workplan has be adjusted accordingly.

	June-2020				July-2020					Aug-20				Sept-2020					Oct-2020				Nov-2020			
	W1	W2	W3	W4	W1	W2	W3	W4	W5	W1	W2	W3	W4	W1	W2	W3	W4	W5	W1	W2	W3	W4	W1	W2	W3	W4
Inception phase																										
Kick-off meeting																										
Collection of key documents																										
Preliminary documentation review																										
Preliminary key informant interviews																										
Preparation of draft Inception Report							D																			
Comments from GEF on draft Inception Report																										
Finalisation of the Inception Report									D																	
Finalization of samplings for interviews, and testing of survey																										
Data collection phase																										
Portfolio analysis, sampling for, and in-depth documentation review																										
Contact lists for KI & group interviews, & survey, scheduling.																										

[illegible]

D = Deliverable

ANNEXES

Annex 1: Evaluation Matrix

Sub Questions	Indicators	Data collection methods	Information sources
Q1. How relevant is the design of the CSP and its activities to its stakeholders in view of its intended objectives related to ownership of, access to, and leveraging GEF resources? (RELEVANCE & COHERENCE Criteria)			
1.1. How have recommendations from past evaluations been taken into account in the redesign of the CSP?	1.1.1 List of recommendations from past evaluations relating in particular to ownership of, access to, and leveraging of GEF resources	Documentation review	- CSP past evaluations - CSP Strategy and Council documents - CSP staff
	1.1.2 Changes in design/activities under the CSP	- Documentation review - Interviews	- CSP Strategy and Council; documents - CSP staff
1.2 How relevant are the CSP activities regarding the planning to address the needs of stakeholders, including identification, formulation, and implementation of national priorities for countries?	1.2.1 Degree to which CSP events are planned around the needs of stakeholders	- Documentation Review - E-survey - Interviews - Group interviews - Observation	- CSP activity agendas and relevant evaluations - CSP end of activity surveys - Survey participants - National stakeholders: Government, CSO, private sector - GEF staff - GEF focal points - Selected CSP on-line activities

	1.2.2 Extent to which CSP activities contribute towards building and implementing national priorities	- Documentation Review - E-survey - Interviews - Group interviews - Observation	- Annual Monitoring Review and evaluation reports - CSP end of activity surveys - Survey participants - National stakeholders: Government, CSO, private sector, GEF staff, GEF focal points - Selected CSP on-line activities
1.3 How relevant are CSP activities to the stakeholders in facilitating their access to the GEF?	1.3.1 The perceived importance of CSP activities in enabling stakeholders to access GEF resources	- E-Survey - Interviews - Group interviews	- Survey participants - GEF program staff - GEF focal points - GEF agencies
	1.3.2 The proportion of CSP activities/resources content focused on providing knowledge on how to access to GEF	Documentation Review	- CSP activity agendas and material - Brochures, website
1.4 How Relevant is the information provided to stakeholders to assist them with project design?	1.4.1 Presence of training modules focused on project design aspects.	Documentation Review	CSP activity agendas and material
	1.4.2 The perceived degree of adequacy of project design guidance provided by the CSP.	- E-Survey - Interviews	- Survey participants - National Stakeholders: Government, CSO, private sector, GEF agencies, GEFSEC program staff
	1.4.3 Degree to which stakeholders rely on information provided by the CSP in designing GEF projects.	- E-Survey - Interviews	- Survey Participants - National stakeholders: Government, CSO, private sector, GEF Agencies, GEF program staff
1.5 Coherence: How are the CSP activities	1.5.1 Type of country/regional programming activities carried	Documentation Review	Programme information on

on programming priorities compatible with other MEA related support or funded initiatives in the country or at the regional level?	out by other key environmental funds (Adaptation Fund, GCF, CIFs, Montreal protocol MF, Global mechanism for desertification convention)	Interviews	other environmental funds websites - Representatives of Funds - Convention focal points. - GEF agencies
	1.5.2 Examples of complementarity/duplication with CSP process	- Documentation Review - Interviews	- Documents on dialogue/ programming mechanisms administered by other Global Funds. - Representatives of other Funds - Convention Focal Points - CSP Staff
Q2. How effective has the CSP been in increasing capacity of the countries to apply for GEF funding in a strategic and coordinated manner, while ensuring engagement of all CSP stakeholders? (EFFECTIVENESS & RESULT Criteria)			
2.1 To what extent do CSP activities help build inclusive dialogue and partnerships among country stakeholders (central and local, public and private) to better coordinate GEF resources in line with national priorities?	2.1.1 Change over time in the proportion of participation by types of stakeholders in CSP events.	- Documentation review - E-survey - Interviews	- Review of CSP activity reports - Survey participants - CSP staff
	2.1.2 Perceived extent to which CSP activities facilitated inclusive dialogue	- Documentation review - Interviews - E-survey	- Review of CSP activity reports - National Stakeholders, government, CSO, private sector - GEF focal points - GEF Agencies - CSP staff - GEF Program Staff - Survey participants
	2.1.3 Examples of national partnerships developed around GEF projects through CSP activities	Interviews	National Stakeholders: government, CSO, private sector

	(including public private partnerships)		• GEF focal points • GEF Agencies • CSP staff • GEF Program Staff
	2.1.4 Examples of inclusive dialogues witnessed	• Interviews	• National Stakeholders: government, CSO, private sector • GEF focal points • GEF Agencies • GEF Program Staff
	2.1.5 The level of mainstreaming gender equity and social inclusion commitments in CSP materials.	• Documentation Review	• CSP agenda, website and training materials
2.2 To what extent is the CSP a strong and effective mechanism for dialogue between the GEF secretariat and countries providing information on GEF policies, priorities, resources, fostering knowledge exchange and coordination between countries?	2.2.1 Level of satisfaction of CSP participants with GEF information and resources provided through the CSP	• Documentation Review • E-survey • Group interviews	• CSP end of activity surveys • Survey participants • National Stakeholders: government, CSO, private sector • GEF focal points
	2.2.2 Level of satisfaction of CSP participants with the way CSP activities are facilitating knowledge exchange and coordination	• Documentation Review • E-survey • Group interview	• CSP end of activity surveys • Survey participants • National Stakeholders: government, CSO, private sector • GEF focal points

	2.2.3 Level of emphasis in agendas of CSP activities on: a) information on GEF policies and priorities (incl. gender and social inclusion) b) information on GEF resources and; b) fostering knowledge exchange and coordination between countries	Documentation review	CSP Materials
2.3. To what level has the CSP helped enhance understanding of, and ability to apply GEF policies, procedures and requirements in the development of the country pipeline?	2.3.1 Examples of CSP participating countries establishing consistent pipeline of GEF projects and programs facilitated by the CSP	- Documentation review - Interviews	- Document review of selected country pipelines - Country participants to CSP activities
	2.3.2 Percentage of CSP country participants that can name at least 3: a) GEF Policies b) GEF Procedures c) GEF Requirements	E-Survey	Survey participants
	2.3.3 Types of barriers to applying CSP acquired knowledge and skillset in the development of country pipelines	- Interviews - Group interviews	- GEF focal points - GEF agencies - National Stakeholders: government, CSO, private sector
2.4 To what extent has the CSP enhanced the country capacity for strategic planning?	2.4.1 Examples from countries of prioritized environmental programs as a result of CSP involvement	Interviews	- GEF focal points - GEF agencies - GEFSEC - CSP Staff - GEF program staff

	2.4.2 The level of quality and quantity of information provided to stakeholders regarding the integration of global environment issues into national strategy and policy formulation	Documentation Review	CSP publications, training modules etc.
2.5 What have been the impacts of the CSP in terms of access to and leveraging of GEF resources, country ownership and influence on GEF priorities?	2.5.1 Examples from countries of approved GEF financing for projects/programmes stemming from CSP acquired skills	Interviews	- GEF focal points - GEF agencies - GEFSEC - CSP Staff - GEF program staff
	2.5.2 Examples from countries of strategic use made of GEF resources	Interviews	- GEF focal points - GEF agencies - GEFSEC program staff - CSP Staff - GEF program staff
	2.5.3 Examples of co-financing or scaling up financing secured by countries	Interviews	- GEF focal points - GEF agencies - GEFSEC - CSP Staff - GEF program staff
	2.5.4. Perceived evolution of national stakeholder role in policy, program, and project design and implementation (country ownership)	Interviews	- National stakeholders: government, CSO, private sector, - GEF focal points - Council members - GEF agencies - CSP Staff
	2.5.5. Examples of influence on GEF policies, priorities and procedures that can be traced back to conclusion of CSP activities	Interviews	- CSP Staff - Constituency representatives at Council

Q3. Is the CSP managed efficiently in view of its objectives, and in a way that responds to the needs of stakeholders? (EFFICIENCY Criteria)			
3.1 Is the level, timeliness and the quality of support of the CSP team adequate for stakeholders in view of the CSP objectives?	3.1.1 Types and levels of support provided by the CSP team and its senior country officers	• Documentation Review • E-Survey • Interviews	• CSP materials • Survey participants • National Stakeholders: government, CSO, private sector • GEF focal points • GEF agencies • Constituency representatives • CSP staff
	3.1.2 Perceived quality and timeliness of the types of support provided by the CSP team	• E-survey • Interviews	• Survey participants • National Stakeholders: government, CSO, private sector • GEF focal points • GEF agencies • Constituency representatives • CSP staff
	3.1.3 Actual timing of activities vs optimal timing in view of GEF cycle and Council activities	• Interviews	• National stakeholders, government, CSO, private sector, • GEF agencies • GEF staff • GEF focal points • Constituency representatives
	3.1.4 The level of the quality of the materials and tools used in communicating with stakeholders	• Documentation review • E-Survey • Interviews	• CSP materials • Survey participants • National stakeholders, government, CSO, private sector, • GEF Agencies • GEF Focal points • Constituency representatives

	3.1.5 Level of reliability of the tools used by the CSP in day-to-day communication and for activities	- E-Survey - Interviews	- Survey participants - National stakeholders, government, CSO, private sector, - GEF Agencies - GEF Focal points - Constituency representatives
3.2 How is the management of the CSP responsive in view of the needs of stakeholders?	3.2.1 Examples of involvement of different stakeholders in the design of CSP activities, and stages at which they are involved (including GEF Agencies)	- Interviews - Group interviews	- National stakeholders: government, CSOs, private sector - GEF agencies - GEF program staff - CSP staff
	3.2.2 Needs/feedback expressed by types of stakeholders (including women)	- Documentation review - Interviews	- CSP end of activity surveys - CSP staff - GEF Focal Points - National stakeholders
	3.2.3 Evolution of tools and platforms offered by CSP (including the changes in the KM platform and in response to Covid-19)	- Documentation Review - Interviews - Group interview - Direct observation	- CSP materials - Evaluations reports - CSP staff - GEF focal points - Selected virtual CSP events
	3.2.4 Examples of follow up by management on the themes discussed during the CSP activities	Interviews	- CSP staff - National stakeholders - GEF Focal points
	3.2.5 Perceived usefulness of tools, platforms and activities supported by the CSP (including specifically in the context of Covid-19)	- Documentation Review - E-Surveys - Interviews	- CSP end of activity surveys - Survey participants - National Stakeholders; government, CSO, private sector - GEF program staff

			• GEF focal points
	3.2.6 Examples of change in activity design in response to expressed needs	• Documentation Review • Interviews	• CSP materials • CSP staff • GEF program staff • GEF Focal Points
3.3 Are the financial resources allocated for the program adequate and efficiently used in view of its objectives?	3.3.1 Financial constraints identified in responding to country needs to achieve CSP objectives	• Documentation Review • Interviews	• Financial reports • GEF Corporate Scorecard • GEF Operation Staff • CSP Staff • GEF Focal Points
	3.3.2 Planned vs actual reach per budget unit	• Documentation review • Interviews	• Financial reporting/activity • CSP staff • GEF Operation staff
	3.3.3 Other factors affecting efficiency	• Documentation review • Interviews	• CSP activity reporting • CSP staff • GEF Operation staff • GEF Operational Focal Points
Q4. What have been the lessons learned through the CSP mechanism and how has the GEF partnership integrated those lessons learned?			
4.1 How can lessons learned from the CSP activities be integrated into the formulation of evolving and new GEF policies and strategies?	4.1.1 Lessons learned from CSP activities & examples of related changes in GEF policies and strategies	• Documentation Review • Interviews	• Project Documents (strategies and policies) • GEF Council Meeting Documents • CSP Staff • GEF focal points

			Constituency representatives at GEF Council meetings
	4.1.2 Actual/potential mechanisms built into CSP to provide feedback on GEF policies and strategies	- Documentation Review - Interviews	- CSP policy and procedures - CSP staff - GEF program and operational staff - GEF Focal Points - GEF Agencies
4.2 How are lessons Learned from CSP activities shared across the broader partnership to foster effective engagement?	4.2.1 Actual mechanisms/in place to share lessons learned from the CSP with partners	- Documentation Review - Interviews	- CSP procedures and knowledge management tools - CSP staff - GEF operational staff
	4.2.2 Examples of lessons learned that were shared with partners and led to engagement	- Documentation Review - Interviews	- Evaluation reports, review of CSP communication materials, training material highlighting lessons learned... - CSP staff - GEF operations staff - GEF Agencies - GEF focal points
	4.2.3 Existing barriers and opportunities to improve sharing of lessons learned	Interviews	- CSP staff - GEF Agencies - GEF Focal points

Annex 2: Detailed Portfolio Data¹⁶

Activities	Key objectives	Organizer	Scope	Average number of participants	Types of stakeholders	GEF period	Comments
Expanded Constituency Workshops	-Keep the GEF Focal Points, Convention Focal Points and other stakeholders, including civil society, abreast of GEF strategies, policies, and procedures. -Provide a space to analyze, in depth, the various aspects of GEF work. -Provide an opportunity to exchange knowledge and experience, and to encourage	Fully organized and financed by the GEF Secretariat. Hosting countries provide advice and guidance on best locations, projects to visit and dissemination through local media.	Constituency	87	GEF Focal Points, Convention Focal Points and other stakeholders, including civil society	GEF-5, GEF-6, GEF-7	In GEF-7, ECW are open to up to eight participants per country (GEF Focal Points, four Convention Focal Points, and two civil society representatives).

¹⁶ Sources: Reforming the Country Support Program and Procedures for Implementation (GEF Council Meeting, July 1, 2010); GEF Annual Report 2011; GEF Annual Report 2012; Mid-Term Evaluation of the National Portfolio Evaluation Exercise (NPFE), November 2013; The Country Support Program implementation (GEF Council Meeting, September 30, 2014); Country Support Program arrangements for GEF-7 (54th GEF Council Meeting, June 26, 2018); GEF-7 Corporate Scorecard - June 2019; GEF website: <https://www.thegef.org/topics/country-support-programme>; data provided by CSP management.

Activities	Key objectives	Organizer	Scope	Average number of participants	Types of stakeholders	GEF period	Comments
	collaboration and coordination.						
National Dialogues	-Provide the means to engage a broad range of stakeholders within a country in the planning process to identify national priorities for GEF support and develop ideas for new projects. -Serve to better understand GEF strategies and policies and to take decisions on participation in the various Impact Programs. -Promote the integration of global environment concepts into national strategy and policy formulation, accounting, and regular procedures."	Can be requested by Operational Focal Points. When planning the dialogues, the GEF Secretariat works in close collaboration with the Operational Focal Points' offices.	Country	83	Government ministries and agencies, non-governmental/civil society organizations, communities, academic and research institutions and the private sector, as well as partners and donors	GEF-5, GEF-6, GEF-7	National Dialogues have taken the role of NPFE in GEF-7.

Activities	Key objectives	Organizer	Scope	Average number of participants	Types of stakeholders	GEF period	Comments
	-Provide an opportunity to further explain GEF strategies, policies, and procedures.						
Constituency Meetings	Main instrument for the Council Members to engage their Constituency members in preparing for decision making at the GEF Council.	Organized by and at the request of the Council Member with technical and logistics support by the GEF Secretariat. Each Constituency may request two meetings per calendar year, to be held prior to Council meetings.	Constituency	14	Open only to GEF Focal Points of the constituency's member countries. Council members may invite other participants as necessary, including GEF Agencies and other resource persons.	GEF-5, GEF-6, GEF-7	--
Introduction Seminars	-Provide pertinent information and training to new GEF Agency staff, new country focal points, Convention Secretariat staff and selected stakeholders about GEF strategies, policies, operations and procedures.	Organized by the GEF once a year in Washington DC	Global	80	New GEF Agency staff, new country focal points, Convention Secretariat staff and selected stakeholders (from line ministries, the media, other organizations that are part of the current financial environmental architecture, and the private sector)	GEF-5, GEF-6, GEF-7	In GEF-5, they were called "Familiarization seminars".

Activities	Key objectives	Organizer	Scope	Average number of participants	Types of stakeholders	GEF period	Comments
	-Allow to reach out to other audiences that may be critical to the success of the GEF, particularly line ministries, the media, those from other organizations that are part of the current financial environmental architecture, and from the private sector, where possible.						
National Portfolio Formulation Exercises	Help interested recipient countries decide on how best to use the resources available through the GEF. The output of such meetings is expected to be a National Portfolio Document that will describe the process of consultation held and the preliminary list of projects or project ideas that will be pursued.	The decision to hold an NPFE is voluntary and at the sole discretion of a country government. The GEF Operational Focal Point is responsible for submitting the application template duly filled. They are normally held during the first 18 months of a GEF replenishment cycle.	Country	Not available	A quick review of the outputs seems to suggest that the process was tailored to each country, with the involvement of a wide range of stakeholders (relevant Ministries, academia and civil society organizations as well as the private sector) through committees and consultations.	GEF-5, GEF-6	An evaluation of the NPFE initiative in 2013 recommended its continuation. In GEF-7, they have been blended into National Dialogues to offer a broader programming activity with multiple purposes.

Activities	Key objectives	Organizer	Scope	Average number of participants	Types of stakeholders	GEF period	Comments
Pre-Council Meetings	Provide GEF Council Members and Alternates from recipient countries the opportunity to meet in order to discuss Council issues prior to each GEF Council meeting.	Organized by and at the request of the Council Member.	Global	Not available	Council Members and Alternates from recipient constituencies	GEF-6, GEF-7	Introduced in GEF-6
Special initiatives	As a result of these meetings, the programs for Amazon and Congo were submitted and approved by the GEF Council in record time, while the Medium-sized Project for the Guarani Aquifer was submitted and approved by the CEO. All are currently being executed.	Not available	Country	Not available	Not available	GEF-7	The three special events are: a Meeting on the Guarani Aquifer System (Uruguay), the Amazon Sustainable Landscape Program II Preparation Workshop (Brazil), and the Regional Consultation on the GEF-7 Congo Basin Sustainable Landscapes Program (Gabon, January 2019).

Activities	Key objectives	Organizer	Scope	Average number of participants	Types of stakeholders	GEF period	Comments
Direct support to Operational Focal Points	Support the execution of annual work plans, especially in-country activities intended to strengthen country-level coordination and consultation, as well as to promote country ownership of GEF-financed activities.	GEF Secretariat	Country	Not available	Operational Focal Points	GEF-5	Not continued in GEF-6 and GEF-7. Why? What other types of stakeholders participated?
Knowledge Management	Integrate the UNDP Knowledge Facility into the GEF website. The purpose of the Knowledge Facility is to provide constant access to knowledge, experience, and best practices targeted to meeting the needs of focal points, as well as to facilitate learning through discussion forums, private information exchange among constituencies, and	GEF Secretariat	Global	Not applicable	Focal Points	GEF-5	Concluded in GEF-5. Further knowledge management activities were included into the GEF-wide strategy on knowledge management and learning.

Activities	Key objectives	Organizer	Scope	Average number of participants	Types of stakeholders	GEF period	Comments
	country-managed “country-pages”.						

Annex 3: Proposed Portfolio Database Structure

Event	Type of activity	Year	GEF period	GEF-7 Focal area(s)	Region	Constituency	Country where held	Other participating countries	LDC involvement	SIDS involvement	# Participants	Links to relevant documents

Annex 4. Comprehensive Interview Protocol

Note: Subsets of this comprehensive interview protocol will be used and adapted for different categories of stakeholders to be interviewed, including for group interviews.

Relevance

1. Could you describe how the main recommendations from past evaluations of the CSP have been taken into account in the subsequent design of the CSP and its activities?
2. In your opinion, to what degree are CSP events planned around the needs expressed by its stakeholders?
3. To what extent are CSP activities contributing to building and implementing national priorities?
4. How significant do you think CSP activities are in enabling access to GEF resource?

Highly significant	
Significant	
Marginally Significant	
Insignificant	

5. What proportion of CSP activities/resources content is focused on providing knowledge on how to access to GEF?
6. In your opinion, how adequate is the project design guidance provided?

Fully adequate	
Adequate	
Somewhat Adequate	
Inadequate	

7. To what degree do you rely on information provided by the CSP in actually designing GEF projects?

Extensively	
To some extent	
To a very limited extent	
Not at all	

8. Are you aware of country/regional programming activities carried out by other key environmental funds (Adaptation Fund, GCF, CIFs, Montreal protocol MF, global mechanism for desertification convention) and if so, is there any complementarity and/or duplication with the CSP process?
9. Can you provide examples of these complementarities/duplications with the CSP process?

Effectiveness & Results Criteria

10. Have you observed any change over time in the types of stakeholders in CSP events? If yes, how have CSP events played a role in diversifying the types of participants and what stakeholder groups are notable in this regard?

11. To what extent do CSP activities facilitated inclusive dialogue? Please elaborate (2.1.2)

(Inclusive dialogue refers to the consideration of gender equity, inclusion of civil society and indigenous as well as other vulnerable groups.)

Extensively	
To some extent	
To a very limited extent	
Not at all	

12. Can you provide examples of national partnerships that developed around GEF projects through CSP activities (including public-private partnerships)?

13. Do you have direct knowledge of examples of inclusive dialogues through the CSP process? Please explain

14. In your opinion, how satisfactorily are gender equity and social inclusion commitments mainstreamed in CSP materials? Please explain your rating.

Highly Satisfactory	
Satisfactory	
Marginally Satisfactory	
Unsatisfactory	

15. Can you provide examples of CSP participating countries establishing a consistent pipeline of GEF projects and programs facilitated by the CSP? Please elaborate

16. What are the barriers/challenges, if any, to applying CSP acquired knowledge and skillsets in the development of country GEF project pipelines?

17. Can you provide concrete examples of country environmental programs that were prioritized as a result of CSP activities involvement in the process? Please describe the CSP influence in the process

18. Can you provide examples of approved GEF financing for projects/programmes that was made possible through the skills acquired through the CSP process? Please elaborate how it links back to the CSP process

19. Can you provide examples from countries where a more strategic use of GEF resources was made possible as a result of support provided by CSP activities? Please elaborate

20. Can you provide concrete examples of co-financing or scaling up financing secured by countries made possible through the support provided by CSP? Please elaborate

21. As a result of CSP support, has there been an evolution in the role of national stakeholders in national policies, as well as in program, and project design and implementation? If so, please elaborate on how this evolution can be witnessed (national ownership)

22. As a result of CSP support, can you provide examples of influence on GEF policies, priorities and procedures that can be traced back to conclusions of CSP activities? Please elaborate

Efficiency Criteria

23. Describe the types/levels of support provided by the CSP team at GEFSEC, including in particular by its senior country officers

24. What was the quality and timeliness of the support provided by the CSP team and in particular by its country officers? Please elaborate

25. Are there any issues regarding the timing of CSP activities vs optimal timing in view of GEF cycle and Council activities? Please elaborate

26. How would you rate the quality of the tools and materials used in communicating with stakeholders and for activities? Please explain

Highly significant	
Significant	
Marginally Significant	
Insignificant	

27. How would you rate the reliability of the tools used by the CSP in day-to-day communication and for activities? Please explain

Highly reliable	
Generally reliable	
Marginally reliable	
Unreliable	

28. Can you provide examples of the involvement of different stakeholders in the design of CSP activities? If so, please describe how they were involved in the design process?

29. How have CSP activities been responsive to the needs and responded to feedback expressed provided by different stakeholder types including women? Please elaborate by providing examples

30. Have tools and platforms offered by the CSP evolved to adapt to changing circumstances (including the changes in the KM platform and in response to Covid-19)? If so, please explain how

31. Are you aware of examples of follow up by GEFSEC management on the themes discussed during CSP activities? Please elaborate

32. How would you rate the usefulness of tools, platforms and activities supported by the CSP (including those being used in the context of Covid-19)?

Very useful	
Useful	
Somewhat Useful	
Not useful at all	

Please elaborate by providing examples.

33. Are you aware of any examples of changes in activity design in response to needs expressed by stakeholders? Please elaborate

34. Have you been aware of any financial constraints in responding to country needs to achieve CSP objectives? Please elaborate

35. What is the planned vs actual reach per budget unit?

36. Are you aware of other factors affecting Efficiency?

Lessons Learned

37. Do you know of instances where lessons learned from CSP activities led to changes in GEF policies and strategies? Please elaborate

38. Are you aware of actual or potential mechanisms built into the CSP to provide feedback on GEF policies and strategies? Please explain

39. Are there currently mechanisms in place to share lessons learned from the CSP with partners? Please elaborate

40. Are you aware of examples of lessons learned that were shared with partners and led to engagement/changes? Please elaborate

41. Are you aware of existing barriers and opportunities to improve the sharing of lessons learned? Please explain

Annex 5. Draft E-Survey

1. In what capacity did you mainly participate in CSP activities?

Type of representative	Check one	Specify, when appropriate
GEF Focal point		
Convention Focal point		
Ministry of environment (other than focal point)		
Other government ministry or department		Specify:
Civil Society Organisation		
Indigenous group (IP)		
Private sector		
GEF Agency		
GEF Secretariat		
GEF Independent Evaluation Office		
Other		Specify:

2. If you are from a GEF recipient country, please specify your country:

3. Gender:

Female	
Male	

4. To the best of your recollection, please check below the year(s) you participated in at least one CSP event. For each year you participated, please specify which other types of stakeholders also attended:

Year of attendance	Check all that are relevant	Other types of stakeholders who participated in the event(s) I attended (please check when appropriate)				
		National government	Local government	Civil Society Organisations	Private sector organisations	GEF Agencies
2010						
2011						
2012						
2013						
2014						

2015						
2016						
2017						
2018						
2019						
2020 in-person event						
2020 on-line event						

5. In your opinion, to what extent are CSP events planned around your needs as a CSP stakeholder?

Extensively	
To some extent	
To a very limited extent	
Not at all	
Do not know	

6. In your opinion, to what extent do CSP activities contribute to building and implementing national priorities?

	Building national priorities	Implementing national priorities
Extensively		
To some extent		
To a very limited extent		
Not at all		
Do not know		

7. How significant do you think CSP activities are in enabling stakeholder access GEF resource?

Highly significant	
Significant	
Marginally Significant	
Insignificant	
Do not know	

8. In your opinion, how adequate is the project design guidance provided through the CSP?

Fully adequate	
Adequate	
Somewhat Adequate	

Inadequate	
Do not know	

9. To what degree do you rely on information provided by the CSP to actually design GEF projects?

Extensively	
To some extent	
To a very limited extent	
Not at all	
Do not know	
Does not apply	

10. To what extent do CSP activities facilitate inclusive dialogue (*inclusive dialogue here refers to the active involvement of stakeholders such as indigenous people, women and other vulnerable stakeholders in the dialogue activities*)?

Extensively	
To some extent	
To a very limited extent	
Not at all	
Do not know	

11. From your perspective, how satisfactory is the GEF information and resources provided through the CSP?

Highly Satisfactory	
Satisfactory	
Marginally Satisfactory	
Unsatisfactory	
Do not know	

12. How satisfied are you with CSP activities in terms of facilitating knowledge exchange and coordination?

Highly Satisfactory	
Satisfactory	
Marginally Satisfactory	
Unsatisfactory	
Do not know	

13. From your participation in CSP events, can you name three GEF policies, three procedures and three GEF requirements you have learned about?

A. GEF Policies
i.
ii.
iii.

B. GEF Procedures
i.
ii.
iii.

C. GEF Requirements
i.
ii.
iii.

14. What type(s) of support from the CSP have you benefitted from? Please describe.....

15. How would you rate the overall quality of the support provided by CSP team, including in particular its senior country officers?

Highly Satisfactory	
Satisfactory	
Marginally Satisfactory	
Unsatisfactory	
Do not know	

16. How would you qualify the timeliness of the support provided by the CSP team and its senior country officers?

Timely	
Somewhat timely	
Not timely	

17. From your experience, how would you rate the quality of the materials and tools used by the CSP in communicating with stakeholders and for activities?

18. From your experience, how reliable are the tools used by the CSP in day-to-day communication and for activities?

Highly reliable	
-----------------	--

Generally reliable	
Marginally reliable	
Unreliable	

19. How would you rate the usefulness of the tools, platforms and activities supported by the CSP including those being used in the context of Covid-19)?

In the pre-COVID context	Tools	Platforms	Activities
Useful			
Somewhat Useful			
Not useful			
In the recent context of COVID-19			
Useful			
Somewhat useful			
Not useful			
N/A			

Thank you for your answers!

Annex 6. Sampling Strategy

Data collection method	Sources (according to evaluation matrix)	Sampling strategy
Document review	• CSP end of activity surveys • CSP training material • Brochures, website • CSP activity reports • Document review of selected country pipelines • Financial reporting/activity • Project Documents (strategies and policies) • GEF Council Meeting Documents • CSP procedures and knowledge management tools • Evaluation reports, review of CSP communication materials, training material highlighting lessons learned...	• Develop a portfolio database (activities) • Draw a sample of 8-10 countries for pipeline review based on trends and patterns in the database. In addition, CSP national activities will also be reviewed for those countries (NPFE, NDI, Direct support to focal points). • Draw a sample of 20 regional or global CSP activities to be reviewed (ECW, constituency meetings, introduction seminars, special initiatives). • Review all country relevant sources listed in matrix. • Review all GEF program level relevant document
E-Survey	All participants 2013-2020	Census (up-to-date CSP attendance lists provided by the GEF)
Interviews	• GEF program staff • GEF Operation staff • GEF IEO • CSP staff • GEF Operational Focal points • GEF Political Focal points • GEF agencies • Representatives of Funds • Convention focal points • Council members	A total of approximately 105 individual interviews are planned for with the following broad distribution foreseen. • GEF program staff: 6 • GEF Operation staff: 4 • GEF IEO staff: 2 • CSP staff: 4 • GEF current and past operational focal points: 30 • GEF current and past political focal points/constituency representatives: 20 • GEF agencies: 5

Data collection method	Sources (according to evaluation matrix)	Sampling strategy
		- Representatives of other Funds: 4 - Convention focal points: 15 - Council members: 10 - Civil Society Organizations: 5
Group interviews (maximum 10 participants per group)	National stakeholders GEF agencies GEF focal points	5 country level multi-stakeholder group interviews with national stakeholders: Government, CSO, private sector (5 countries) 1 group interview to a purposive sample of operational GEF focal points across countries 1 group interview with a purposive sample of political GEF focal points/constituency representatives 1 group interview with a purposive sample of GEF Agencies (newer and older agencies)
Observation	Selected CSP on-line activities	Convenience sampling: depending on events scheduled by the CSP during evaluation period and feasibility to attend. Four attendances are planned.

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- GEF-7 Corporate Scorecard – GEF, June 2019
- GEF-7 Corporate Scorecard – GEF, December 2019
- GEF Corporate Scorecard – GEF, June 2020
- Country Support Program: <https://www.thegef.org/topics/country-support-programme>
- GEF Events: <https://www.thegef.org/news/events>
- National Portfolio Formulation Exercise: <https://www.thegef.org/documents/npfd>
- GEF-7 Programming Directions <https://www.thegef.org/documents/gef-7-programming-directions>



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