
June 11, 2007
Introduction

- Joint Evaluation of SGP being conducted by the Evaluation Offices of the GEF and UNDP
- The overall objectives of the evaluation are to assess:
  - The relevance and ‘fit’ of SGP in relation to the overall GEF mandate and operations;
  - The effectiveness of SGP’s country and local level activities in contributing towards conservation of the global environment;
  - The efficiency and cost-effectiveness of the SGP.
Objectives of the technical paper

To provide preliminary review of management costs of SGP
- To compare SGP management costs with other small grant programs
- Compare the services provided by the SGP with other small grant programs.
Methodology

Limitations

● Difficult to measure management costs accurately due to differences in accounting and reporting practices.

● The assessment of services provided by programs is based on general impressions.
Key Features of Selected Grants

- 12 programs:
  - 4 country or overseas territory based;
  - 8 regional or global scale programs.
- Total grants from 8000 (civic engagement WB) to 18 grants (ICEF) – SGP about 7500 grants
- Total portfolio size: $ 180 m (SGP) to $ 1.1 m (PACT)
Key Preliminary Findings

- **Actual Management costs of SGP**
  - The reported management costs: 25%
  - Grants useful for program management tasks: 4% of the total grants for OP 3 (historically 5%)
  - Agency fees: 4%
  - **Total Management costs: 31%**

- **Significant variation in management costs in SGP Country Programs.**
  - Explanatory variables: cost of living; total amount of grants made annually; country program maturity.
Key Preliminary Findings

- Management Cost of reviewed programs are mostly between 20 to 35% – outliers at 10-12% and 41-46%;
- The management costs of SGP match well with the services it provides.
  - Management costs in upper middle range
  - More attention to building capacities of the grantee institutions
  - Higher emphasis on program level M&E
  - Greater presence at the country level
  - Generation of co-funding
Thanks
Methodology

- Key hypothesis: more services more management costs
- Interviews, literature review; web search; review of project databases of the selected programs.
- Cost of program fund-raising not included.
- Management cost estimates will be revised as more reliable information becomes available.