

ANNEX 1: OPS4 Objectives and Key Questions

[This annex is derived from the OPS4 Terms of Reference as approved by the GEF Council on September 5, 2009.]

A.1 Introduction

In June 2007, the GEF Evaluation Office proposed to the GEF Council in its Four-Year Rolling Work Plan and Budget for fiscal year 2008 to undertake the Fourth Overall Performance Study (OPS4) as part of its regular work program. The Council approved the principle that OPS4 would be managed and implemented by the Office, except for those study components for which this would pose a conflict of interest.¹

The work program contained a plan for OPS4 which included issues that should be evaluated by experts from outside the Evaluation Office to minimize conflicts of interest. Three areas of work fall in this category: (1) an assessment of stakeholders' perceptions and opinions; (2) case study evaluations of the governance of the GEF, the Trustee, and the GEF focal points; and (3) an assessment of the GEF monitoring and evaluation system. The Office also proposed establishing a quality assurance mechanism through the appointment by the Council of quality assurance advisors.

OPS4 will ensure a broad and representative perspective on achievements by and challenges to the GEF. An approach paper was prepared to facilitate a first interaction with stakeholders on the key questions and methodology for OPS4. This paper was published and widely distributed on May 7, 2008. Reactions, suggestions, and comments were received from 18 parties: 9 from representatives of member countries, 3 from individuals, 3 from within the GEF, 1 from a convention secretariat, 1 from an NGO, and 1 from the evaluation office of a GEF Agency.

OPS4 will build on the evaluative evidence that has been gathered throughout the GEF in the past four years. It will provide a synthesis of that evidence and aim to fill in gaps to enable evaluative judgments that go beyond the evaluation reports presented to the GEF Council in the past three years.

A.2 The GEF and Overall Performance Studies: A Brief Overview

The GEF underwent an independent evaluation of its pilot phase in 1993. Three overall performance studies of the restructured GEF were completed in 1998, 2002, and 2005, respectively. All of these evaluations provided a basis for and supported the decision-making process of the GEF replenishment and the GEF Assembly. The three overall performance studies were prepared by independent teams of evaluators, with substantial support from the Monitoring and Evaluation Unit, later the GEF Monitoring and Evaluation Office (and now the GEF Evaluation Office).

The Second Overall Performance Study concluded that GEF-supported projects had been able to produce significant results that address important global environmental problems. However, whether the results had had an impact on the global environment was difficult to determine.

The Third Overall Performance Study (OPS3) found that the GEF had achieved significant results, particularly at the outcome level, in the focal areas of biodiversity, climate change, international waters, and ozone depletion, and was well placed to deliver substantial results in the newer focal areas of land degradation and persistent organic pollutants. The OPS3 team experienced difficulties in measuring

¹ Joint Summary of the Chairs, GEF Council Meeting, June 12–15, 2007, paragraph 14.

program impacts and concluded that the GEF system for information management was inadequate. The study recommended that, in order to measure the results of the GEF and to evaluate whether the GEF is programming optimally to achieve results, indicators should continue to be developed and refined in all focal areas to allow aggregation of results at the country and program levels. A comprehensive, reliable, and harmonized management information system could allow OPS4 to report confidently on the results of the GEF and GEF progress in adhering to its operational principles.

However, as has been pointed out by this Office before, any impression that the GEF on its own would be able to solve global environmental problems needs to be qualified immediately.² The world community currently spends approximately \$0.5 billion a year solving these issues through the GEF. The problems are immense. Any solution would need the strong involvement of many other actors. Greenhouse gas emissions continue to increase. Extinction of animal and plant species continues. Pollution and waste treatment pose enormous challenges. Access to safe water is not ensured and is even endangered for many people. Land degradation is a huge problem in many countries around the world. The only global environmental problem that seems almost solved is that of the elimination of ozone-depleting substances, but new challenges are appearing on the horizon. For most of these problems, the GEF contribution needs to be seen in its proper perspective: directly ensuring global environmental benefits on a relatively small scale and indirectly aiming to initiate and catalyze actions that would enable a broader impact in the longer run.

OPS3 benefited from a high-level advisory panel which recommended key questions that would enable OPS4 to go beyond summarizing previous findings to take a more analytical and evaluative approach to assess the value added of the GEF at the global level. It would enable a look at which aspects of the GEF partnership have performed well and which have not. To address these issues, the panel recommended that OPS4 assess results at the local, regional, and global levels in each of the focal areas and assess the implications of the views among and within the GEF's various stakeholder groups. This approach should allow the study to evaluate the GEF system as a network. OPS4 should also address the substantive and not just the management issues of the GEF by drawing on the current state of scientific literature in often contentious areas such as the congruence and competition in the realization of the objectives of biodiversity conservation and poverty alleviation, and country experience and client perspectives in a deeper way.

The findings, conclusions, and recommendations of OPS4 will be incorporated into the discussions and negotiations of the fifth replenishment of the GEF. The replenishment process is scheduled to begin with a formal meeting in November 2008. Two or three meetings are planned in 2009, with the possibility of one more in early 2010. An interim report of OPS4 will be presented to the replenishment meeting in the spring of 2009. Based on the interim report, the GEF Secretariat will prepare for discussion at the meeting proposed policy recommendations relating to the strategic issues to be addressed by the Council during the GEF-5 period. The final OPS4 report will be presented in the summer of 2009, and the GEF Secretariat will present revised policy recommendations based on the discussions of the previous meeting.

A.3 Emerging Issues and Questions

The Evaluation Office started brainstorming on OPS4 in January 2008 and circulated a first draft of emerging key questions to its senior advisors in March. A revised version of these key questions was included as an annex in the Four-Year Rolling Work Plan and Budget for fiscal year 2009 which the Evaluation Office presented to the GEF Council on April 28, 2008. Comments and suggestions made

² See the Statement of the Director of the Evaluation Office to the GEF Assembly on August 29, 2006 (<http://www.thegef.org/uploadedFiles/GEFEO%20Director%20Statement-Assembly.pdf>) (accessed May 5, 2008) and the foreword of *OPS3: Progressing Toward Environmental Results, Executive Version*.

during the GEF Council week were taken into account in an approach paper, which was published on May 7. Suggestions and comments on that approach paper were taken into account in these draft terms of reference.

Following the objectives of previous overall performance studies and bearing in mind specifically articles 14a and 15 of the GEF Instrument, the overarching objective of OPS4 will be *to assess the extent to which the GEF is achieving its objectives and to identify potential improvements*.

OPS4 will be based on the GEF objectives as set forth in the GEF Instrument and in reviews by the GEF Assembly, and as developed and adopted by the GEF Council in operational policies and programs for GEF-financed activities. More than previous overall performance studies, OPS4 will report on portfolio outcomes, the sustainability and catalytic effect of those outcomes, and the impacts that were achieved in the GEF focal areas. There are five clusters of questions on which the study will focus. On many of the questions and subquestions in these clusters, the GEF Evaluation Office has already reported to the Council on achievements and progress made. OPS4 will build on these reports, identify gaps to be reviewed, and integrate findings in an overall achievement report to be presented to the Council as part of the replenishment process. The report will contain lessons learned and recommendations.

The **first cluster** will assess the role and added value of the GEF. This set of questions will aim to assess the relevance of the GEF to the international architecture for tackling global environmental problems, of which the various multilateral environmental agreements are important building blocks. This international architecture is changing, both to address emerging issues and to ensure harmonization of international support. Furthermore, there is growing recognition that sustainable development can only be achieved if dynamic changes in natural resource management are adequately addressed. The GEF is not the only actor in this regard, and it depends on collaboration, often through cofunding, with other partners to achieve its objectives as a financial instrument of several multilateral environmental agreements. The principle of additionality has promoted the partnership mode of the GEF. Furthermore, the Paris and Rome declarations of aid effectiveness and harmonization, respectively, will be taken into account. The role and added value of the GEF will be looked at from the perspective of its current mandate. This cluster is described as the **role cluster**.

The first cluster will be based on a desk review of available literature, documents, and reports and will not require major investment. The work will be done mostly in-house, but will require peer reviews of the desk review to ensure quality.

The results of the GEF constitute the **second cluster** for assessment. OPS4 will respond to questions regarding the concrete, measurable, and verifiable results (outcomes and impacts) of the GEF in its six focal areas and in multifocal area efforts and how these achievements relate to the intended results of interventions and to the problems at which they were targeted. The results will be reported on at different levels: global, regional, national, and local. The balance between local and global benefits will be assessed as well as changes in the behavior of societies that ensure sustainability of benefits. The issue of sustainability of results will be further explored through an in-depth look at the impacts of the GEF in its focal areas at the global, regional, national, and local levels. OPS4 will also relate the achievements to groups of countries, such as small island developing states (SIDS) and least developed countries (LDCs). This cluster is described as the **results cluster**.

This cluster will build on OPS3 as well as a large number of GEF evaluation reports, starting with the program studies that were undertaken for OPS3, which will provide a basis for an update of the three major focal areas, as well as the Local Benefits Study, the Biosafety Evaluation, country portfolio evaluations, the Joint Evaluation of the Small Grants Programme, the annual report on GEF impacts, and the evaluative work on the catalytic role of the GEF and capacity building. Two additional country

portfolio evaluations will be undertaken during OPS4, as well as an impact evaluation of the ozone focal area. Even though this already represents extensive coverage, major additional work will need to be undertaken, including updating the program studies and ensuring coverage of all focal areas, as well as field (verification) work to ensure the representativeness of findings.

The **third cluster** addresses the relevance of the GEF to the conventions and to recipient countries. First and foremost, OPS4 will report to what extent the guidance of the conventions has been followed by the GEF. In international waters, the extent to which the GEF has been able to promote and support international collaboration will be taken as a measure of relevance. Second, the relevance of the GEF to national environmental and sustainable development policies will be assessed. Another question tackled in this cluster is the extent to which the GEF has been able to support national sustainable development policies, and to what extent it has been able to integrate the concern for global environmental benefits into these policies, based on the needs and priorities of the countries concerned. This cluster is identified as the **relevance cluster**.

Building on OPS3 and the country portfolio evaluations, as well as other reports such as the Biosafety Evaluation, this cluster will require mainly desk reviews of documents and reports, to be enhanced and verified through interviews, country and agency visits, and stakeholder opinions. As noted, two additional country portfolio evaluations will be undertaken during OPS4.

Performance issues affecting results of the GEF will be assessed as the **fourth cluster** to investigate whether the performance is up to the best international standards or whether improvements are needed. OPS4 will look at the governance system of the GEF and assess the extent to which it is adequate and manages the GEF well. It will look at the extent to which the policy recommendations of the fourth replenishment were implemented. The Resource Allocation Framework (RAF) Midterm Review will be updated to provide a final assessment of the extent to which the RAF promotes global environmental benefits. The cost-effectiveness of GEF operations and interventions will be assessed. The roles of GEF components will be looked at in this section. A series of questions will be directed at monitoring and evaluation, science and technology, and knowledge sharing—activities that focus on enhancing the quality of interventions through lessons learned and infusion of the highest available technical expertise. OPS4 will assess the extent to which the GEF is a learning organization and achieves levels of best international practice on these issues. This cluster is referred to as the **performance cluster**.

This cluster will make extensive use of existing evaluation reports, most prominently the annual performance reports and the *Midterm Review of the Resource Allocation Framework*, as well as the *Joint Evaluation of the GEF Activity Cycle and Modalities*. OPS3, the Joint Evaluation of the Small Grants Programme, and the country portfolio evaluations will also provide important evidence to be incorporated in this cluster. The ongoing work for the year's annual performance report will be integrated into OPS4, as will the RAF Midterm Review. As a result, the additional work needed, including further analysis of terminal evaluations; field, country, and agency visits; as well as stakeholder perceptions; can be kept within reasonable bounds.

Resource mobilization and financial management on the level of the facility itself is the **fifth cluster** that OPS4 will tackle. A series of questions will assess the replenishment process and financing of the GEF throughout its history, and the management of the GEF Trust Fund. The GEF's fiduciary standards, accountability, and transparency on general financial issues will be reported on. This cluster will build on OPS3 and identify additional work that needs to be done, mainly through data and portfolio analysis, desk reviews, and expert involvement in analysis and reporting. This cluster is also described as the **resource cluster**.

These five clusters of questions have led to a first identification of key questions and subquestions to which OPS4 will need to provide an answer, or for which it will need to identify what must be done to ensure that answers will be provided in future evaluations by the GEF Evaluation Office or the Fifth Overall Performance Study.

A.4 Key Questions of OPS4

This section presents the OPS4 key questions in five clusters. Many of these questions require several subquestions to allow for an informed answer in OPS4.

FIRST CLUSTER: ROLE AND ADDED VALUE OF THE GEF

(1) What is the role and added value of the GEF in tackling the major global environmental and sustainable development problems?

This key question will establish the context and international framework in which the GEF operates. It will look at the current understanding of global environmental problems, their dynamic and trends, what is known about their causes and how they could be addressed, as well as the role of the multilateral environmental agreements and the GEF in addressing these issues. The general assessment of OPS4 on GEF achievements will then be matched to the international framework to conclude on the added value of GEF support vis-à-vis that of other actors and its resulting role in tackling global environmental and sustainable development problems.

SECOND CLUSTER: RESULTS OF THE GEF

(2) Which concrete, measurable, and verifiable results have been achieved by the GEF in the six focal areas and in multifocal area activities?

This assessment will provide an overview of results in regular and multifocal area activities by focal area—biodiversity, climate change, international waters, ozone depletion, persistent organic pollutants, and land degradation—and provide lessons learned on each of the strategic objectives within the focal areas, where applicable. It will also report on the geographical distribution of these achievements.

(3) Which concrete, measurable, and verifiable results have been achieved by the GEF in supporting national and local priorities for sustainable development?

OPS4 will assess the extent to which the GEF has enabled recipient countries to meet their obligations under the conventions, as well as build national and local capacity to do so, and the extent to which this has led to increased global environmental benefits. The role of technology transfer in the latter will be looked at as well. Finally, the distribution of these achievements over groups of countries, such as SIDS and LDCs, will be reported on, as well as the distribution over geographical regions.

(4) To what extent has the GEF achieved sustainable impact on global environmental problems?

This question will build on the work done for the annual impact report. Additional assessments will take place on theories of change and assumptions regarding why interventions will achieve impact. This analysis links into an assessment of sustainability of the achievement of global environmental benefits.

THIRD CLUSTER: RELEVANCE OF THE GEF

(5) To what extent has the GEF followed the guidance of the conventions for which it is a financial instrument?

OPS4 will relate the guidance of the conventions to GEF strategies, modalities, and operations, as well as its achievements as assessed in previous questions. This will enable a judgment on whether the GEF has been adhering to convention guidance.

(6) To what extent has the GEF been able to promote international cooperation in environmental areas that have not previously been covered by agreements?

OPS4 will provide an assessment of GEF support to countries to enter into and implement transboundary agreements on international waters.

(7) To what extent has the GEF been able to provide feedback to the conventions on their guidance, the implementation of that guidance, and the results achieved, including on multifocal area issues?

OPS4 will assess the communication between the GEF and the conventions on the feedback that the GEF has given to the conventions on its results, experience, and lessons learned, as well as on multifocal area issues and activities, and whether that feedback has been helpful to the conventions in improving their guidance and promoting synergy and minimizing conflict among the conventions.

(8) To what extent has the GEF been relevant to national policies on the environment and sustainable development?

This question aims to address the issue of how GEF support has contributed to countries' sustainable development agendas and environmental priorities, and whether it was possible to integrate global environmental issues into the poverty and/or development agenda of the recipient countries, including the question of trade-offs. Country ownership of the GEF portfolio will be addressed here as well.

FOURTH CLUSTER: PERFORMANCE ISSUES AFFECTING RESULTS OF THE GEF

(9) Is the governance system of the GEF adequate and up to international standards?

This question will build on OPS3 and look at the role and effectiveness of the Council and the extent to which the GEF has a transparent system of governance. This system will be compared to governance in the United Nations, international financial institutions, and similar global programs and funds. The responsiveness of the Council to convention guidance and to the needs of recipient countries will be assessed, as well as the way in which the Council has tracked the adoption of its decisions.

(10) To what extent has the RAF succeeded in allocating funding to ensure a maximization of global environmental benefits?

The RAF Midterm Review will have been presented to Council in November 2008. The terms of reference of the midterm review contain the questions that will be addressed and the findings that will be incorporated into OPS4. In the remaining months to conclude OPS4, these findings will be updated with the latest information and data on approval along with new evidence that can be gathered and analyzed.

(11) To what extent has the GEF been efficient and cost-effective in achieving results in each focal area?

OPS4 will assess the extent to which the GEF has been efficient in terms of funding, human resources, and time spent. To the extent possible, these costs will be compared to similar activities of other agencies, leading to an assessment of the cost-effectiveness of GEF interventions. The possibility of reporting by focal area on geographical distribution and distribution by groups of countries—as well as by GEF Agency and modality, which will be related to the comparative advantage of these Agencies to address specific issues within the GEF—will be explored. Furthermore, issues such as reform of the project cycle as well as cofunding will be raised here, as they have an impact on the cost-effectiveness of GEF investments.

(12) To what extent are the GEF's composition, structure, and division of roles and responsibilities meeting its mandate, operations, and partnerships?

Building on OPS3, this question will address the networking and partnership aspects of the GEF: is the current organizational model the best possible for the GEF? What are its associated costs, and to what extent is it functional and efficient? The role and tasks of all components of the GEF will be assessed here, as well as the performance and comparative advantage of the GEF Agencies.

(13) Are the GEF Monitoring and Evaluation Policy and its implementation up to international standards?

OPS4 will assess whether the GEF Monitoring and Evaluation Policy is up to international standards and the extent to which its implementation has been successful. This evaluation, especially the role and performance of the GEF Evaluation Office, will be independently assessed by a professional peer review panel composed of internationally recognized panel members who will follow a framework for the review that has been adopted by three leading professional evaluation communities (the Evaluation Network of the Organisation for Economic Co-operation and Development's Development Assistance Committee, the UN Evaluation Group, and the Evaluation Cooperation Group of the international financial institutions). The monitoring issues and quality of evaluation in the GEF Agencies will follow up on work conducted for the annual performance report.

(14) How successful has the GEF been as a learning organization, including with regard to state-of-the-art science and technology?

Knowledge-sharing and feedback mechanisms will be reviewed to determine the extent to which the GEF is a learning organization and ensures that its future builds on past experiences. Special attention will be paid to how the GEF has learned from best practices, including science and technology, as well as the role of the Scientific and Technical Advisory Panel in improving GEF strategies and interventions.

FIFTH CLUSTER: RESOURCE MOBILIZATION AND FINANCIAL MANAGEMENT

(15) How effective has the GEF been in mobilizing resources for tackling global environmental and sustainable development problems?

OPS4 will assess the efforts to communicate the GEF's procedures, strategies, and successes. A historical perspective on the replenishment process and how it has mobilized resources for global environmental issues will lead to an assessment of the extent to which these resources have enabled the GEF to meet convention guidance and tackle global environmental problems. GEF funding will be compared to the replenishments and funding of other international organizations, global programs, and funds. The additionality of funding will also be reviewed.

(16) How have human, financial, and administrative resources been managed throughout the GEF?

OPS4 will assess the role and function of the GEF Trustee, as well as the fiduciary standards of the GEF, and how human and administrative resources are managed to ensure the best support of GEF interventions.

A.5 Scope and Methodology

The **scope** of OPS4 will be defined per cluster and key question, ranging from the full history of the GEF to a snapshot of the situation at a given moment in time, from a few representative interventions to the full portfolio of the GEF. Different questions will require a different scope. In each case, the specific approach will be based on the scope and methodology developed in the various evaluations of the GEF Evaluation Office, such as its country portfolio evaluations, annual performance report, and annual report on GEF impacts.

In collecting and analyzing data and drawing conclusions and recommendations, the OPS4 **methodology** will be based on a wide variety of information sources, methods of analyzing them, and appropriate meta-evaluation techniques to ensure that the resulting report will be valid, credible, and legitimate. The Evaluation Office will follow a mixed-methods, theory-based approach to ensure that questions are properly understood and presented; underlying assumptions have been analyzed; and the resulting data collection and analysis deliver aggregate and synthesized qualitative and quantitative judgments on the basis of diverse material from desk studies, interviews, surveys, portfolio analysis, field visits, verification, and stakeholder consultations. For this purpose, qualitative material will be further analyzed through specialized software.³

Specific frameworks for analysis for the clusters, key questions, and subquestions will be prepared on the basis of current state-of-the-art insights in natural resource management, ecosystem services, and the linkages between the environment and social and economic development. Where needed, special methodologies to gather and analyze data will be developed and adopted. In addition, **gender aspects** will be taken into account where appropriate and relevant.

Special attention will be paid to the identification of **targets and indicators**. Per cluster and per key question, targets and indicators will be derived from the GEF-4 replenishment agreement, GEF strategies as approved by the Council, and monitoring data. Where targets and indicators do not exist, they will be derived from existing literature, relevant GEF documents, and international best practice or from analysis of program and project documents.

The **terminology** to be used in OPS4 will be defined in a consistent manner and in accordance with international usage of the terms concerned.

³ Using Atlas-ti; see www.atlasti.de.

Several key questions will be underpinned by literature and document reviews, case studies and study components, comparison studies, stakeholder consultations, interviews, and focus groups.

In addition, an independent professional peer review will be conducted on the implementation of the GEF Monitoring and Evaluation Policy.

A.6 Process and Time Frame

The key stages of OPS4 are outlined in the table below.

| Evaluation process | Proposed time frame |
|--|----------------------------|
| 1. Preparatory work | January–May 2008 |
| 2. Approach paper written and circulated for discussion; comments incorporated in draft terms of reference | April–June 2008 |
| 3. Draft terms of reference circulated for discussion | June 2008 |
| 4. Final terms of reference circulated to GEF Council for approval | July 2008 |
| 5. OPS4 implementation | August 2008–June 2009 |
| 6. Interim report submitted to replenishment meeting | June 2009 |
| 7. Progress on OPS4 reported to Council | June 2009 |
| 8. Final OPS4 report submitted to replenishment meeting | September 2009 |
| 9. Replenishment meeting | October 14, 2009 |
| 10. Presentation to Council | November 2009 |
| 9. Publication and dissemination | November 2009–January 2010 |

A.7 Implementation of the Study

Overall responsibility for OPS4 implementation will rest with the Director of the GEF Evaluation Office, supported by a small team coordinating the preparation and implementation, thus ensuring strong collaboration and interaction with other ongoing work (the RAF Midterm Review, country portfolio evaluations, impact evaluations, and the annual performance report). A task leader will be identified for each cluster of key questions, chosen from among the Office’s senior evaluators.

A **focal area perspective** will be required when developing specific methods, analytical frameworks, and protocols, especially in the results and relevance clusters. To ensure the quality of the work, high-level evaluation experts will be hired as advisors for each focal area. The results and relevance clusters will incorporate a focal area perspective throughout OPS4, and implementation of the other clusters will incorporate focal area-specific data as well, to ensure that if and when relevant, this perspective can be reported on.

The basic evaluative work that needs to be done to answer questions can be grouped into several **support sections** within the GEF Evaluation Office to ensure that the work is done with consistent quality throughout OPS4. Evaluation officers will bear coordinating responsibility for the supportive work.

A team within the office, led by the Evaluations Operations Officer, will be responsible for the process of **outsourcing** supporting component studies, as well as the stakeholder consultations. The tender rules and procedures of the World Bank will be followed, and the ethics guidelines of the GEF Evaluation Office on conflicts of interest will be applied. This team will also support the stakeholder consultation process logistically and administratively where needed. This will be done in collaboration with the GEF Country

Support Programme to ensure that opportunities for consultations with stakeholders at subregional workshops will be captured to the extent possible.

A more continuous effort will be to gather, classify, catalogue, and review **portfolio data and documents**. Two databases will be built: one for data and one for documents. A team of evaluation officers and assistants will be assembled to support the clusters to review the large amount of data and documents in a consistent manner. Office databases currently in use for the RAF Midterm Review and the annual performance report will be extended to incorporate data for OPS4. The experience gained with the terminal evaluation reviews for various evaluation reports (most prominently the annual performance report) will be used to guide the documentation reviews.

After sufficient methodology development and a first desk review of the available documentation, **country, agency, and field** visits will take place, with an emphasis on the data that need to be gathered for the results cluster, but with sufficient attention to the other clusters as well. A team will be established within the Office to ensure that the visits are coordinated and supported administratively and logistically. Country and field visits will be undertaken as much as possible with the strong involvement of independent local evaluators.

To ensure a **representative sample** of (groups of) countries, interventions, geographical regions, and focal areas, a minimum of 10 countries will be visited during OPS4 implementation. This minimum is in addition to the countries that will be visited for other evaluation efforts of the Office (country portfolio evaluations, impact evaluations, the annual performance report, and the RAF Midterm Review). Overall, evaluative evidence from more than 35 countries will be included in OPS4.

The final phase of **analysis and writing** of the report will be taken up within the cluster teams, with appropriate involvement of focal area advisors.

A **communication** team will provide editing support and ensure that the OPS4 team will be able to interact with its partners throughout and outside of the GEF in a consistent and transparent manner. This team will develop timely plans for the presentation and publication of the report and ensure that it will be translated into the GEF official languages.