



# Global Environment Facility

GEF/C.33/5  
March 20, 2008

---

GEF Council  
April 23-25, 2008

Agenda Item 10

## SMALL GRANTS PROGRAM:

### FOLLOW-UP TO THE 2007 JOINT EVALUATION

**Recommended Council Decision**

The Council having reviewed GEF/C.33/5, *Small Grants Program: Follow-up to the 2007 Joint Evaluation*, commends the SGP Steering Committee for the proposals in the report.

Council agrees to the proposal to allocate an additional 3.817 million dollars to management costs to be re-assigned from the approved grant resources to support the rapid development of 23 new SGP country programmes.

Council agrees to the other proposals outlined in the report, and urges the SGP Steering Committee and UNDP to implement these actions effectively.

Regarding alternative execution arrangements for the SGP in GEF-5, Council requests the SGP Steering Committee and UNDP, in consultation with all appropriate stakeholders, to develop detailed options for Council review in June 2009.

## EXECUTIVE SUMMARY

1. At its meeting held in November 2007, Council reviewed the *Joint Evaluation of the Small Grants Programme* (GEF/ME/C.32/2) and requested the SGP Steering Committee to implement six recommendations and to report for decision to the Council at its meeting in April 2008.
2. This follow up report addresses the six Council recommendations one by one.
3. On proposing a level of management costs on the basis of services rendered and cost efficiency rather than on a stated percentage, the report explains the background, the projected global and national level costs in the present scenario and requests an additional 3.817 million dollars to be re-assigned to management costs from the approved grant resources to support the rapid development of 23 new SGP country programmes. It also proposes that activities linked to knowledge sharing will be funded without being classified as administrative costs but capped at 5% of the country portfolio.
4. On starting a process to change SGP's central management system suitable for the new phase of growth and to address the risks of growing complexity, the report indicates that while any dramatic or structural changes can only be introduced in GEF-5 some adjustments can be made during GEF-4 at different levels.
5. On strengthening country programme oversight, the implementation of the Recommended Minimum Fiduciary Standards will address many concerns. Additionally, the report recommends an increase in the number of audits and their follow up; greater supervision of National Coordinators through Performance Results Assessments; that no access to grants be allowed to NGOs with members sitting on the National Steering Committee.
6. On strengthening monitoring and evaluation, capacity building from project design to financial management is necessary especially for poor communities, indigenous peoples and groups in remote areas. Costs for this activity will also be capped at 5% of the country portfolio. Other actions will be taken at the country and global levels, including an annual country programme report that will be submitted to the Secretariat for reporting as part of the GEF Annual Monitoring Report.
7. On revising the criteria for access to GEF resources, the report proposes that the SGP can participate in GEF strategic programmes and projects, and that countries with small RAF allocations (US\$5 million or less) should receive flexible terms for preferential access to increased core resources.
8. On graduation policy, the report outlines the risks of graduation as well as criteria to define graduation. The report recommends that a paper on the issue be prepared and consultations with all stakeholders be held in order to proceed on the basis of an in-depth understanding. Graduation will begin at the end of GEF-4.
9. Finally, the report outlines an initial approach to options for alternative SGP execution in GEF-5.

## Table of Contents

Executive Summary .....	i
Background .....	1
Basing Management Costs on Services Rendered.....	2
Projected Global Level Management Costs (present scenario) .....	3
Projected National Level Management Costs (present scenario) .....	3
Changing the SGP's Central Management System .....	6
Proposed actions to adjust the SGP management system in GEF-4.....	6
Strengthening the Country Program Oversight.....	8
Further Strengthening Monitoring and Evaluation .....	10
Revising the Criteria for Access to GEF Resources .....	12
Proposal 1: SGP access to additional RAF funds from countries in the group RAF category through the programme's participation in GEF Strategic programmes and projects .....	13
Proposal 2: Countries with small individual RAF allocations (\$5 million or below) to receive flexible terms for preferential access to increased SGP core resources.....	13
Graduation Policy .....	13
Defining graduation .....	14
Recommendations for GEF4.....	15
Options for Alternative SGP Execution in GEF-5.....	15
Option 1 – Improved Execution by UNOPS.....	16
Option 2 – NGO Execution.....	17
Option 3 – Country specific execution modalities.....	17
Option 4 – Mixed Global and Country Specific Execution.....	18
Annex 1: Execution, Management and Technical Support Services .....	20
Annex 2 Basic Information on Country Programmes-OP3 .....	25
Annex 3a: OP3 Detailed Breakdown of Costs by Management Service.....	27
Annex 3b: OP3 Baseline Detailed Cost Breakdown by Inputs .....	29
Annex 4: Forecasted Basic Information on Country Programme During OP4 .....	31
Annex 5: Range of Possible In-country Execution Modalities in GEF-5.....	33
Annex 6: Survey of Present Scenario of SGP Management Costs during OP4 Year 1.....	34
Annex 7: Basic Information on SGP in Mature Countries .....	35

## Background

1. The Small Grants Program (SGP) was established in 1992 in order to build the capacity of civil society and local communities to access GEF funding. The SGP provides grants up to \$50,000 to Non-Governmental Organisations (NGOs) and Community-Based Organisations (CBOs) consistent with the GEF focal areas. By the end of its Third Operational Phase (OP3) in 2007, the SGP had financed more than 9,000 projects for a total value over \$200 million, and was operating in 101 countries.

2. During 2007, the independent evaluation offices of the GEF and UNDP jointly evaluated the SGP and submitted a report, GEF/ME/C.32/2, *Joint Evaluation of the Small Grants Program – Executive Version*, for review at the November 2007 Council meeting. The Council took note of the conclusions and recommendations contained in the report, and requested the SGP Steering Committee to implement the recommendations by:

- (a) Proposing a level of management costs on the basis of services rendered and cost-efficiency rather than on the basis of a stated percentage;
- (b) Starting a process to change SGP's central management system suitable for the new phase of growth and to address the risks of growing complexity;
- (c) Strengthening country programme oversight;
- (d) Further strengthening monitoring and evaluation;
- (e) Proposing a revision of the current criteria for access to SGP resources to maintain cost efficiency; and
- (f) Further developing a graduation policy for the SGP country programmes which takes into account the identified risks to GEF achievements and cost effectiveness, especially in SIDS and LDCs.

3. The Council requested the SGP Steering Committee to report for decision of the Council on the actions taken to implement the recommendations at the April 2008 Council meeting.

4. The UNDP convened a Working Group to review options and cost implications, and to provide inputs to the SGP Steering Committee in response to the Council's request. This document identifies the steps to be taken to implement the recommendations of the Council. In addition to addressing the six recommendations listed above, this document also provides options for alternative SGP execution modalities.

5. The fourth Operational Phase (OP4) of the SGP covers the period 2007-2010. Many of the execution issues discussed in this document can only be addressed over the medium term and therefore would mostly apply to the SGP during GEF-5. However, in order to address urgent management challenges, and to lay the foundations for the changes after OP4, some immediate reforms are also presented.

## Basing Management Costs on Services Rendered

6. The Joint Evaluation noted that the method by which management services and associated costs had been calculated was unclear and should be clarified for the Council to provide adequate guidance. The Evaluation also considered the following related issues pertaining to SGP management services:

- (a) Certain management services provided by the Central Programme Management Team (CPMT) and National Coordinator (NC) relating to knowledge management, capacity-building and technical assistance, currently considered as 'management costs', were technical rather than administrative costs;
- (b) During OP3, some grants provided to NGOs and external grantee organizations had been used to support SGP country programme portfolio related issues (i.e. activities such as capacity-building workshops, knowledge management, lessons learned, baseline assessments, communication and other related activities); and
- (c) Concern that some of the management services curtailed during OP4 to reduce management costs may have been critical to the effective functioning of the SGP.

7. When the SGP was initiated in 1992, the Council recognized that the work of the programme with poor and vulnerable communities required management costs of up to 25% <sup>1</sup> of the total of both the GEF funding and the cash co-financing to be raised against the GEF funds. The cash co-financing was included in the ratio in recognition of the fact that the co-financing is comprised of many small contributions from a variety of project partners that require substantial efforts to secure and manage.

8. Over the years, the management costs of the SGP matched the growth of the programme as per this formula. As noted by the independent evaluation, *"a major factor that helped the SGP in reducing management costs during OP3 was that GEF investments in the programme had increased substantially both in absolute terms and in terms of participating countries. This allowed the SGP to operate at a more cost efficient level and, consequently was able to reduce its management costs without reducing its programmatic services such as M&E, knowledge sharing, supervision, and technical assistance."*

9. In GEF-4, the resources available for programming through the SGP have been determined by the stipulations of the RAF policy. A core fund of \$110 million was allocated for the 4-year phase with the balance to be provided by countries assigning part of their individual RAF allocations for that purpose. In addition, in GEF-4 the management cost ratio was modified in two major ways: (i) a cap was set at 24%; and (ii) the ratio was set against just the GEF funding and did not consider cash co-financing that had to be raised. It should also be noted that the SGP was tasked to immediately add 23 new countries to the programme.

---

<sup>1</sup> The 25% management cost cap excludes the IA fees for oversight to the programme. The management cost was resourced from SGP resources approved by the GEF Council.

*Projected Global Level Management Costs (present scenario)*

10. The critical global management services that need to be further supported in GEF-4 are those that result from: (i) new tasks required of the programme, such as the immediate start up of 23 new countries in SGP; and (ii) key recommendations of the independent evaluation, such as strengthening M&E and the audit of all country programmes within an operational phase.

11. The costs related to the start up of a country programme in SGP involves: (i) mission travel by CPMT staff to guide the country stakeholders in the standardized operational guidelines of the programme; (ii) the establishment of a National Steering Committee (NSC); (iii) the selection of a National Coordinator (NC); and (iv) discussions on elements for a Country Programme Strategy (CPS). In certain cases, costs for stakeholder meetings and workshops are also supported. The programme pays for the advertisement to recruit the NC. Once the NC is recruited, funding is provided for the person to travel and undertake training at an adjacent country where the SGP has long been in successful operation.

12. In terms of management costs, a strengthened M&E at the global level tasked on the SGP requires the following key activities: (i) missions to low performing countries as well as where there are indications of possible problems and issues; (ii) regional workshops for face-to-face reporting on progress and sharing of lessons learned, and; (iii) audits of all country programmes in an operational phase.

13. The SGP management accepts the independent evaluation recommendation that an “audit schedule that ensures that all country programs can be audited at least once during every Operational Phase should be established and funds for audits should be allocated in each OP.” In response, and in order to provide both financial assurance and optimize information for decision making, the Execution Agency (UNOPS) will develop a plan to audit an average of 30-40 country/sub-regional programmes per year using a risk assessment system to prioritize the audits and audit themes for each country for the period 2008-2010. UNOPS will develop a process for sharing an annual report on the main findings and recommendations of the audits that meets legal and confidentiality requirements.

14. Tripling the number of SGP countries for audit during GEF4, however, potentially requires around \$900,000. By using funds reserved for audits of OP2 and OP3 upon their closure, the additional funds needed would be around \$307,500.

*Projected National Level Management Costs (present scenario)*

15. The largest portion of management costs at the country level has to do with the immediate start up of 23 new countries in the SGP. When the SGP OP4 Project Document was submitted for GEF Council approval, it contained a budget plan that phased in the entry of the new country programmes, with seven of the most ready entering in the first year, then eight in the next year and the last eight, which required more preparations, in the last year. The decision of the SGP Steering Committee to immediately start up all the 23 countries, however, has the effect of adding the extra start up costs, NC salary and Country Operating Budgets (COBs) for eight countries in the first year (i.e. by July 2008) and an extra 15 country programmes over the course of the second year (i.e. by January 2009).

16. The effect of the added salary and COB costs of the fast operational development of 23 new SGP country programmes is equivalent to an additional \$2,776 million vis-à-vis the original budget plan. The overall total of additional costs would be \$3,817 million when associated global support costs are also included. Table 1 shows the projected cost scenarios.

17. The M&E for the SGP at the country level requires a more intense set of activities given the high number of small projects that a country programme has to manage. Note that SGP grantees are mostly in remote and relatively inaccessible areas and often have little capacity for written reports. Much of the M&E therefore have to be through site visits by the NC and/or Programme Assistant and, if need be, also by members of the NSC. Many country programmes also have the practice of visiting communities to check on the feasibility and veracity of their proposals. The observations in these visits serve as the baseline for later M&E.

18. The SGP national travel budgets need resources commensurate to the number of projects and the risks inherent in these projects. Project visits also serve to resolve problems and issues even before they grow serious. In this way, any reduction to COB travel budgets will increase the risks of failure to ongoing and potential pipeline projects. This critical concern has been raised by a number of SGP country programmes following an e-mail survey conducted by CPMT in February 2008 (see [Annex 6](#)). Using the zero baseline for management services to calculate the comparative M&E costs, the additional amount needed to sustain a similar level of effort at the country level in OP4 is \$315,250. This is actually a conservative figure given that in OP4, existing SGP country programmes, and some of the early start ups, would have added a significant number of new projects to be monitored and evaluated.

19. Another set of important costs in SGP country programmes relates to capacity building, knowledge management, networking and policy development. Since the Pilot Phase, the SGP Operational Guidelines have allowed support from grants for these critical activities as part of the programme's core objectives. These activities are proposed by NGOs that have expertise and are focused on these matters. Further, such activities must contribute to global environmental benefits rather than to administrative tasks. While the independent evaluation, initially considered these activities as part of management costs, the GEF Evaluation Office recommended that *“activities on the country level generating global benefits, for example through knowledge sharing products, should also be recognized as such and should be fundable without being classified as administrative costs.”* However, given the concerns raised regarding the funding of such activities out of country grant resources, it is proposed that grants for such activities be not more than 5 percent of the country portfolio.

20. The projection of the costs of the management services needed for OP4 is compared below with the budget available under the present OP4 project document scenario of reduced management costs. The projected OP4 budget based on actual management services rendered is presented on the basis of the necessary level of non-grant costs including a proposed reallocation of a portion of the grant budget to address the projected zero baseline difference in non-grant costs for entry of 23 additional countries into SGP midway through GEF-4.



**Table 1. Proposed non-grant budget reallocation for combined OP4 management services**

Projected OP4 - Country Mgmt Cost					
YR 1 OP4 ProDoc Budget	YR 2 OP4 ProDoc Budget	YR 3 OP4 ProDoc Budget	OP4 ProDoc Total	Projected OP4 Mgmt Cost based on OP3 Country "zero" baseline (Annex 4)	OP3 to OP4 Difference
7,970,000	8,096,000	8,369,050	24,435,050	27,211,125	2,776,075
Projected OP4 - Global Mgmt Cost					
YR 1 OP4 ProDoc Budget	YR 2 OP4 ProDoc Budget	YR 3 OP4 ProDoc Budget	OP4 ProDoc Total	Projected OP4 Global Mgmt Cost based on Assumptions*	OP3 to OP4 Difference
1,647,918	1,930,141	1,868,781	5,446,840	6,487,784	1,040,944
Projected OP4 Total Difference					3,817,019

Projected OP4 - Global Mgmt Cost Breakdown	OP4 ProDoc Budget	OP4 ProDoc Total	*Assumptions	\$ Extra Amt. to OP4 ProDoc Budget
Personnel & Equipment	4,232,827	5,446,840	-	-
Audits & Evaluation	102,500		Multiplied by 4	307,500
Regional Workshops	150,000		Added 7 Reg. M&E Workshops	455,000
Global Workshops	0		-	-
Travel/M&E	315,250		Increased by 100%	315,250
Tech. Asst./Country Team Strength.	236,438		Increased by 50%	118,219
Communication	252,200		-	-
Lessons Learned/Impact Assmt	157,625		Increased by 50%	78,813

OP4 ProDoc		Projected OP4 Budget	
Grant	Non-Grant	Grant	Non-Grant
123,823,678	29,881,890	120,006,659	33,698,909

21. In summary, it is proposed that the SGP OP4 project document be amended as follows:
- (a) Re-allocate \$2,776,075 in grant costs to country non-grant costs to cover the zero baseline costs of all 23 new countries entering the SGP during GEF-4 (see [Annex 4](#) for complete details of actual costs for inclusion of 124 countries in SGP during OP4); and
  - (b) Re-allocate \$1,040,944 in grant costs to strengthen global programme management costs in relation to audits, and M&E as presented in [Table 1](#).<sup>2</sup>
22. If the above-mentioned amendments are approved, the share of non-grants to grants in the SGP in OP4 would increase from 24 percent to 28 percent. This increase should be seen as a medium-term measure to support the increased requests made to the SGP in GEF-4, while the alternative options for SGP execution are explored, to be implemented in the next phase of the SGP in GEF-5.

<sup>2</sup> The increase in global management costs for M&E and Country Oversight also respond to the 2007 Joint Evaluation that “Country programme oversight needs to be strengthened” and that “Monitoring and Evaluation needs to be strengthened further”.

## Changing the SGP's Central Management System

23. As the SGP moves into a new phase of growth and increasing complexity in GEF-4, there is a danger that the growth may “overwhelm” the present management structure. During GEF-3, the SGP faced various changes that dramatically increased its complexity and management burden, particularly at the central management level, including:

- (a) Dramatic expansion of the SGP within a short period of time. From 2002 to 2006, the SGP grew from around 60 country programmes to cover over 101 country programmes. In November 2007, the SGP Steering Committee decided to further expand SGP to 23 new country programmes during GEF-4. Most of the new countries are LDCs and SIDS (including a number of post-conflict states), which will certainly demand higher management services and support from the CPMT and UNOPS;
- (b) Increased complexity of access to RAF. Owing to the introduction of the RAF, SGP country programmes have needed comprehensive guidance on how to understand and access the RAF, as well as extensive support to negotiate RAF funds with governments;
- (c) Formation of the SGP Steering Committee. The creation of the SGP Steering Committee has strengthened the multi-agency oversight of SGP, but has also increased the reporting and liaison functions for UNDP and the CPMT.

24. As a consequence of the growth of the SGP, there will be an increased demand for management services. Therefore the challenge facing SGP is how to maintain the high quality of the programme given increased management complexity, yet also within strong parameters of cost efficiency and effectiveness.

25. A number of steps have already been undertaken by CPMT and UNDP to restructure management, for example through the definition of regional management functions within and between CPMT and UNOPS.

### *Proposed actions to adjust the SGP management system in GEF-4*

26. Following the November 2007 GEF Council, UNDP initiated a process to evaluate various options for possible changes in the central management system to meet the above challenges. A Working Group was established with UNDP to lead a comprehensive study to explore various options to meet the challenges.<sup>3</sup> Realizing that the Council has approved the Project Document for GEF-4, and that SGP is a well-established programme with more than 15 years of successful operation, the Working Group considers that any dramatic or structural changes can only be introduced in GEF-5.

27. UNOPS is expected to handle the disbursement of more than 7,000 projects (MOAs) in GEF-4, systematic auditing, and recruitment or replacement of National Coordinators with

---

<sup>3</sup> Membership of the Working Group includes GEFSec, UNDP, SGP CPMT, and GEF NGO Network representative.

increased number of country programmes. The increased burden on UNOPS requires greater efficiency in financial system management. This would be done by upgrading the financial operating and strengthening the capacity of National Coordinators and Programme Assistants to manage the programme's ATLAS financial management and reporting system. Guide manuals and training kits will be developed based on experience on most common queries and errors of past implementation. As learning organizations, UNDP and UNOPS will codify a matrix of oversight responsibilities and accountabilities which then would be used to update the SGP's Operational Guidelines.

28. In GEF-4, CPMT programme specialists on thematic areas will have to additionally focus on country start-ups, regional management functions, corporate programme coordination and reporting. Programme specialists must also strengthen their role in providing basic technical advice to questions and inquiries raised by NCs on focal areas and RAF-related matter to assure that projects are aligned to GEF strategic objectives.

29. As suggested by the joint evaluation, the level of focal area support provided by the country programmes can be increased with support from UNDP/GEF Regional Coordination Units. This set-up, however, would have cost implications. At present, UNDP/GEF RCUs are providing support, particularly when SGP country programmes have the potential for being scaled up or mainstreamed into larger projects or programs being developed by them. However, on account of the fact that the SGP is a GEF corporate programme, the other IAs and EAs would be invited to provide similar support. Recently, SGP has developed a partnership with the FAO through its National Forest Program Facility including possible co-financing and technical expertise to potentially 36 countries where both programmes operate. The Asian Development Bank (ADB) and the SGP have also initiated discussions on the SGP's participation in its Coral Triangle initiative as part of the GEF Pacific Alliance for Sustainability (PAS) strategic program.

**Table 2. Proposed adjustments to SGP Central Management system in GEF-4**

<b>Actors</b>	<b>Proposed Adjustments in GEF4</b>
<b>GEF Council</b>	<ul style="list-style-type: none"> <li>• Adoption of management costs policy based on actual management services needed and their associated costs</li> </ul>
<b>GEF Secretariat</b>	<ul style="list-style-type: none"> <li>• Clarification of roles and accountabilities for SGP</li> <li>• Ensure that the SGP is consistent with all GEF policies</li> <li>• Clarification of the role of the Conflict Resolution Commissioner</li> </ul>
<b>SGP Steering Committee</b>	<ul style="list-style-type: none"> <li>• Clarification of roles and accountabilities for SGP</li> <li>• Facilitate coordinated support from all IAs &amp; EAs</li> </ul>
<b>UNDP</b>	<ul style="list-style-type: none"> <li>• UNDP/GEF Regional Coordinating Units to support possible scaling up or mainstreaming of SGP in larger projects or programs</li> </ul>
<b>UNOPS</b>	<ul style="list-style-type: none"> <li>• Codify with UNDP HQ its matrix of roles and accountabilities in the management of SGP.</li> <li>• Upgrade financial systems</li> <li>• Update guides and manuals to strengthen country programme management of the ATLAS financial reporting system</li> <li>• Improve overall financial status monitoring</li> </ul>

<b>Global programme level</b>	<ul style="list-style-type: none"> <li>• Programme specialists to additionally focus on country start-ups, regional functions, corporate programme coordination and reporting</li> <li>• Strengthen M&amp;E.</li> <li>• Corporate program coordination and reporting.</li> </ul>
-------------------------------	--

## Strengthening the Country Program Oversight

30. Country programme oversight is primarily UNDP's responsibility, as the implementing agency (see [Annex 1](#)). The ongoing GEF-wide process to implement the recently approved "*Recommended minimum fiduciary standards for GEF implementing and executing agencies*" will address many of the concerns regarding country programme oversight. Moreover, the following steps can also be implemented:

- (a) Strengthening the segregation between UNDP's duties as implementing agency, UNDP's role in the formal approval of projects as a member of the NSC, and UNDP's role at the country level in providing financial oversight on behalf of UNOPS.
- (b) Strengthening fiduciary oversight, in particular to assure due diligence, and to overseeing the increased number of audits and their follow-up
- (c) In every country, at least one audit of the conformity with SGP operating procedures will be undertaken per OP cycle. As noted above in Section 3.1, for a three year OP cycle, this implies approximately 35 audits per year.
- (d) Supervision of the NC through the Performance and Results Assessment (PRA) system is currently spread across UNOPS, CPMT and UNDP/CO. This matrix of reporting lines will be further clarified.
- (e) No access to grants of NGOs with members sitting in the NSCs, and strengthening of UNDP CO participation in the NSC in terms of attendance.
- (f) All SGP staff will be required to take a web-based interactive training program on ethics and conflict of interest issues. Focused discussions on these matters will also be facilitated in all National Steering Committees and National Focal Groups.
- (g) Review of application of UNDP and UNOPS policies on fraud reporting mechanisms, hotlines, and whistle-blower protection in relation to SGP operating procedures

31. The SGP is a grant-making programme and thus requires that its staff have the highest credibility, and that the programme works within the highest accountability standards that the UN system provides. In most SGP countries, working under the aegis of the UN system addresses the requirement of the GEF Council to provide comprehensive country programme oversight to NGOs and CBOs.

32. SGP staff that are UN contract holders fall under the UN policies of ethics and accountability. In many developing countries, including post-conflict and countries with UN security risks, UN branding provides credibility, allowing government willingness to let NGOs take a leadership role in many aspects of SGP project activities. The fiduciary oversight by the UNDP COs provides a strong accountability dimension to the SGP. Country programme oversight responsibilities lie primarily with UNDP country offices, operating on behalf of the global Execution Agency (UNOPS).
33. At the global level, high standards are maintained by activities that assure proper implementation of the SGP operational guidelines and adherence to the strategic priorities of the GEF and the SGP. This requires regular guidance from the CPMT, monitoring and evaluation through the global database, annual reports, performance and results appraisals, country visits, focused consultations, conflict resolution, and management and financial audits.
34. In addition to financial accountability and credibility, the UN system provides a neutral hosting arrangement for the programme where there may be many “factions” of NGOs competing with one another in a given country. UN umbrella oversight for security is important in countries where UN measures are vital to protect the safety of national programme officers.<sup>4</sup>
35. At the country level, the UNDP CO’s duties in providing financial oversight on behalf of the Execution Agency (UNOPS), are supplemented through the mechanism of a voluntary NSC that includes members with expertise in each of the thematic areas of GEF. The NSC is responsible for formal approval of projects from a technical, thematic and operational standpoint. The country-driven process of project approval by an NSC has been recognized in all the evaluations of the SGP as one of the unique features and strengths of the programme that has allowed for the decentralized management of a very complex programme and its adaptation to particular country circumstances. The role of the NSC in SGP goes beyond grant approval, and includes providing strategic guidance, and developing a Country Programme Strategy, RAF strategy, and country programme reports.
36. Managerial and technical support in country is provided by the NC and Programme Assistant (PA). As described in the SGP Operational Guidelines, the NC and PA perform Secretariat functions for the NSC. In addition, each responsible unit from the UNDP CO should be fully aware of its specific duties, and if necessary strengthened during GEF-4 in order to fulfill the duties. As implementing agency, the UNDP CO should have a staff member dedicated and empowered to oversee due diligence in the use of GEF funds.
37. Supervision of the NC through the Performance and Results Assessment (PRA) system is currently spread across UNOPS, CPMT and UNDP/CO. The Joint Evaluation noted that using the PRA system as a proxy for programme performance is inadequate given that the PRA does not allow for the aggregation of country results at the portfolio level as distinct from personal performance. In particular, Para 62 of the Evaluation notes that: *“The CPMT tracks progress of the country programmes primarily through Performance & Results Assessment (PRA) of NCs and quarterly financial reports. The PRA tool tracks performance of the NCs in the key*

---

<sup>4</sup> UNDP hosting helps reduce the costs of providing expensive security equipment such as hand-held radios and other field support materials which can be cost-shared with the UN.

*performance areas and is also used as a proxy by the CPMT to assess the progress of the country program. Although PRA is an effective instrument to track performance of the NCs, performance of NCs is far from an ideal proxy for tracking the overall performance of the country programme.”*

38. This matrix of the reporting lines between the UNDP CO, CPMT and UNOPS can be further clarified during GEF4. These changes may be enacted through an exchange of letters between UNDP HQ and each CO. During OP4, country programme oversight can therefore be improved by reinstating an annual country programme report in addition to the PRA, to be reviewed by the NSC and UNDP CO prior to submission to the CPMT at the global level. Annual country portfolio results will also be uploaded to the SGP Global database as part of a transparent and accountable utilization of GEF funds. The annual country programme reports will be submitted to the GEF Secretariat to be assessed and reported as part of the Annual Monitoring Report (AMR).

39. There is concern that the SGP country-level management costs continue to be high in large part due to the level of salaries. Currently, the NC (and programme assistant) salaries are based on standard UN rates for the country, which are in turn based on the Noblemaire principle. It is proposed that salary-levels be made competitive and consistent with national government level employment conditions, recognizing that this will, in many cases, require a change in executing arrangements.

### **Further Strengthening Monitoring and Evaluation**

40. The Joint Evaluation found numerous instances of good M&E practices being implemented by the various SGP country programmes, which demonstrates that good M&E is possible for small projects. Areas noted for improvement were: (i) the programme indicators, and reporting on the indicators; (ii) the record keeping on project visits; (iii) the quality control of information in the SGP database, and its timely updating; and (iv) the need to separate the assessment of country programme performance from that of the NCs.

41. M&E responsibilities lie primarily with CPMT and NCs. CPMT monitors country programme, mostly through reporting, combined with occasional site visits. NCs monitor grantees in the country, with site visits where possible. Although the actual evaluations are mostly done by external, independent evaluators, the evaluations are coordinated and facilitated by the CPMT.

42. Accountability for the utilization of GEF funds requires the highest standards for the monitoring and evaluation of SGP projects. As recognized by the Joint Evaluation of the SGP, one good practice in the SGP has been the regular field visits made to proponent communities before their proposals are reviewed by the NSC. Given that most SGP grantees are poor communities, indigenous peoples, and local NGOs/CBOs in remote areas (some receiving donor support for the first time), capacity building from project design to financial management and reporting are critically needed to deal with problems and issues before they get serious enough to jeopardize the project.

43. For grant-making to be credible, impartial and independent to the many competing groups trying to access funds, the SGP must be able to publicly inform all stakeholders of the rules and procedures of the programme, as well as of the nature of the projects and their expected outcomes. Regular consultations, stakeholders' workshops and networking of grantees and supportive NGOs are therefore vital and have been recognized by the Joint Evaluation to be linked to the success of the SGP at the country level. On this basis, country programmes must be able to set up and maintain, not just a communications system, but also a knowledge management system. The Joint Evaluation also noted that some 3% of grants are linked to strategic knowledge management purposes for capacity building workshops, lessons learning and networking. The Steering Committee Working Group would therefore propose to cap such knowledge management grants at a maximum of 5 % of the country portfolio.

44. At the global level, similar information systems are imperative to maintain transparency of the programme to its global stakeholders, such as the GEF Council, the IAs and EAs, the GEFSEC, the GEF NGO Network and its global donor partners. However it is clear that in responding to Evaluation and Council requests, the M&E and data base/knowledge management functions will need to be strengthened, not only at CPMT level but also in country.

45. During GEF-4, existing trends in M&E improvements will be further strengthened at both country and global levels. At the country level:

- (a) Portfolio-level country programme indicators will be strengthened and aggregated at the outcome level in the global database;
- (b) Country databases will be reviewed and updated regularly by PAs with inputs from UNDP CO results-based focal points and UNDP/GEF Regional Coordination Units.<sup>5</sup>
- (c) An annual country programme report will be reinstated and these reports will be made available to the GEF Secretariat.

46. At the global level:

- (a) Responsibility for M&E will be strengthened through an enhanced matrixing of this task in CPMT technical and thematic staff positions;
- (b) Automatic uploads of project MOAs in the database will be set up to facilitate review;
- (c) The project database will be monitored regularly by a dedicated CPMT staff member for errors. The process will be supported by country level updates by National Coordinators;
- (d) Indicators, targets and milestones will be revised in line with the OP4 project document, and the project and outcome-level indicators of National Country Programmes will be further revised in order to roll-up to the global level;

---

<sup>5</sup> All new country programmes in OP4 will have PAs primarily responsible for M&E and database reporting .

- (e) M&E guidelines in the programme statutory documents will be reviewed, revised and simplified as necessary in the light of GEF-4 and OP4 priorities.

### **Revising the Criteria for Access to GEF Resources**

47. At the first session of the GEF SGP Steering Committee in December 2006, a number of key decisions affecting the programme were adopted, namely: (i) expansion of the SGP during OP4 to 21 countries on the waiting list; (ii) financial allocations and corresponding access requirements to the RAF; and (iii) a request for concerned Country Programmes to develop a policy to graduate from dependence on core GEF resources by the end of GEF-4.

48. For countries on the waiting list to join SGP in GEF-4, the Steering Committee stated that all pending requests from countries to join the SGP would be honored. Entry of these countries was announced to be programmed to occur during GEF4.<sup>6</sup> A detailed letter from the GEF CEO to all operational focal points (OFPs) subsequently circulated a set of “Guidelines for Access to the GEF Small Grants Programme” stipulating the: (i) total amount that SGP Country Programmes may receive from the GEF over a four-year time frame (during GEF-4), whether from RAF or core funds or a combination of the two; (ii) effect of differing amounts of individual country RAF allocations on the amount of core funds available to Country Programmes; and (iii) amount of core funds available to new Country Programmes.

49. The first session of the GEF SGP Steering Committee also adopted a requirement for CEO endorsement of RAF Country Programme Strategies for all SGP programmes receiving funding from individual country RAF allocations. A set of 43 SGP country RAF strategies with accompanying OFP endorsement letters were subsequently submitted to the GEF Secretariat for CEO endorsement in December 2007. CEO endorsements for the utilization of the country RAF funds (first half of GEF4) and country RAF strategies (for the whole of GEF4) were received in February 2008.

50. In November 2007, the third session of the GEF SGP Steering Committee adopted a decision to further modify the access criteria to the RAF for ‘mixed’ countries (i.e. countries receiving both core and RAF resources) which would place a cap of \$200,000 per year in SGP core resources for mixed core-RAF countries. The purpose of the cap was to address the start-up costs of 23 new countries entering the SGP during GEF-4. As a result, all ‘mixed’ SGP countries, receiving both core and RAF resources, would henceforth be permitted to provide up to \$400,000 in RAF resources per year to the SGP or the equivalent of up to \$1,600,000 in RAF resources during GEF4.

51. At the request of the third session of the GEF SGP Steering Committee, a Working Group convened by the UNDP and composed of the GEF Secretariat, GEF NGO Network, UNDP/GEF and the SGP CPMT convened between January and March 2008 to examine possible additional revisions to the access criteria for the RAF. In particular, the Working Group has been considering the following proposals:

---

<sup>6</sup> A further two countries (China and Bahamas) were added to the waiting list during the second session of the GEF SGP Steering Committee in June 2007.



- (a) SGP access to additional RAF funds from countries in the group RAF category through the programme's participation in GEF Strategic programmes and projects;
- (b) Countries with small individual RAF allocations (\$5 million or below) to allow flexible terms for preferential access to increased SGP core resources.

***Proposal 1:** SGP access to additional RAF funds from countries in the group RAF category through the programme's participation in GEF Strategic programmes and projects*

52. The proposal responds to Conclusion 12 of the Joint Evaluation which states that 'The higher level of GEF investments in SGP during OP 3 facilitated SGP in operating at greater cost efficiency levels than OP 1 and OP 2'. On the basis of discussions within the Working Group, allowing SGP countries in the group RAF category to access additional RAF funds as part of a GEF Strategic Programme (such as the Pacific Alliance for Sustainability, or the Congo Basin Initiative) would significantly increase cost efficiency levels, given the current limits placed on the usage of SGP core funds (i.e. start-up of 23 new country programmes during GEF-4). The proposal further responds to GEF Council concerns that new LDCs and SIDS entering the programme during GEF4 can expect an increase in grant allocation based on positive performance and absorptive capacity.

***Proposal 2:** Countries with small individual RAF allocations (\$5 million or below) to receive flexible terms for preferential access to increased SGP core resources*

53. The proposal responds to Conclusion 12 of the Joint Evaluation which states that 'The higher level of GEF investments in SGP during OP 3 facilitated SGP in operating at greater cost efficiency levels than OP 1 and OP 2'. On the basis of advice provided by the CPMT to the Working Group, countries with small individual RAF allocations under \$5 million (in particular Afghanistan, Cape Verde, Cote D'Ivoire, Cambodia, Haiti, Malawi, Mongolia, and Nicaragua) are negatively affected by the current policy of allocating core SGP resources on the basis of country allocation of RAF resources. In many cases, countries with small individual RAF allocations have only been able to provide a modest RAF contribution to the SGP and are therefore limited to operate at a lower level of cost efficiency in OP4 as compared with OP3 and OP2.<sup>7</sup> On this basis, the Working Group would propose preferential access and flexible terms for the countries listed in accessing increased SGP core allocations.

## **Graduation Policy**

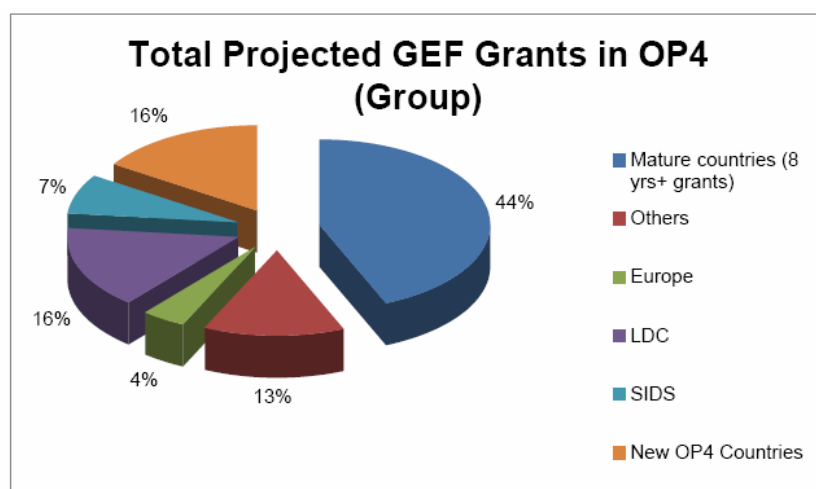
54. In December 2006 the GEF Secretariat, issued guidelines stating that "beginning 2007, any country which has benefited from the GEF SGP for more than 8 years will be required to present a plan to graduate from GEF funding (core and RAF resources) on completion of the GEF-4 cycle."

55. In the light of the GEF Secretariat decision, 41 country programmes and one sub-regional programme could potentially graduate from the SGP modality by mid-2010, when GEF-5 is

---

<sup>7</sup> Afghanistan \$3.5m BD, Cape Verde \$4.1m BD, Cote D'Ivoire \$3.6m BD, Cambodia \$3.3m CC, Haiti \$4.1m BD, Malawi \$4.2m BD, Mongolia \$3.8m BD, Nicaragua \$4.0m BD.

expected to begin. [Annex 7](#) provides information on the start-up date; total grants delivered and projected OP4 grant delivery for these programmes. In total, these “mature” SGP programmes account for approximately 80% of all SGP grants delivered since the pilot phase and 67% of all co-financing. These mature SGP countries also account for 44% of forecasted GEF grants during OP4 (see below).



56. Given the number of SGP country programmes concerned by the development of a graduation policy, there is a risk that the graduation of these countries may leave behind a greatly changed SGP. The 2007 Evaluation noted the following specific risks associated with graduation:

- (a) For the GEF portfolio as a whole, the mature SGP country programmes are, generally speaking, more cost effective than the average GEF project. Hence their loss may have negative cost-effectiveness implications for the whole GEF portfolio;
- (b) Likewise, the GEF may lose an effective instrument to influence policy dialogues in the graduating countries;
- (c) The GEF may lose a funding modality that is appropriate for SIDS and LDCs;
- (d) Globally, the SGP may lose its most effective and efficient country programmes and delivery mechanisms;
- (e) In the graduating countries, should the SGP continue with new donors and new priorities, there may be a shift in the focus of the work away from generating global environmental benefits.

### *Defining graduation*

57. Subject to a decision by the GEF Council, the 41 programmes outlined in [Annex 7](#) may be considered for graduation on case-by-case basis based on a set of rigorous set criteria. In

order to assist the GEF Council to develop a graduation policy for GEF-5, a number of defining factors for graduation have therefore been identified:

- (a) Extent of GEF Council, UNDP and CPMT oversight, coordination and technical support for the graduated countries, provided management costs are paid out of a country's RAF allocations;
- (b) Legal and accountability dimensions for the application of the standard SGP Operational Procedures utilization and SGP name;
- (c) Extent to which SGP country programmes would finance projects with non-environmental objectives.
- (d) Extent of utilization of GEF RAF funds;
- (e) Delivery of GEF funds through Full and Medium Size Projects;
- (f) Extent of access to funding by donors other than GEF;
- (g) Contribution of the graduated countries to the global SGP programme in defined areas such as knowledge management, database uploads;
- (h) Pre-defined quality control criteria for a country programme to continue to be accepted as part of the Global SGP.

#### *Recommendations for GEF4*

58. The SGP Steering Committee will prepare an in-depth review paper to develop stringent criteria for the graduation process, taking into account all legal and accountability dimensions. It is recommended that further consultations with concerned stakeholders be organized during GEF-4 with the support of the UNDP SGP team. It is proposed that some 10 SGP Country Programmes from mature and middle income countries initiate the graduation process by mid-2010. A global and/or regional workshop for the countries concerned should be organized to develop the graduation policy before the end of GEF-4.<sup>8</sup>

59. LDCs and SIDS may require special attention and therefore may not be considered priority candidates for graduation. In many LDCs, civil society remains weak and NGO capacities are low, and community-based work is difficult. SIDS face high transportation costs due to the spread and isolation of the islands within the country and many have limited resources and capacity. Moreover, SIDS often have weak CSO and NGO sectors.

#### **Options for Alternative SGP Execution in GEF-5**

60. In the light of the need to develop a graduation policy by the end of GEF-4, the Working Group of the SGP Steering Committee considered four options for alternative SGP execution in

---

<sup>8</sup> The consultations on the SGP graduation policy could also be combined with GEF Regional Constituency meetings.

GEF-5: (i) modified and improved execution through UNOPS; (ii) execution through an international NGO or NGO-consortium; (iii) country-specific execution modalities developed for each country, and; (iv) a combination of (i) and (iii), whereby a specific execution modality is developed for each high-capacity country, and all other countries are executed through a single programme. [Table 3](#) summarises the strengths, weaknesses, and estimated costs of each option.<sup>9</sup>. These options were considered on the basis of their respective abilities to meet the following criteria:

- (a) Decision-making must be country driven and country owned;
- (b) Impacts must be sustainable;
- (c) Fiduciary standards for accountability and transparency must be met;
- (d) Programme implementation must be participative;
- (e) Global environmental benefits must be delivered;
- (f) The overall programme must be cost-effective;
- (g) Resource mobilisation and co-financing targets must be met;
- (h) SGP must deliver benefits to local communities and be credible with civil society;
- (i) The implementation and execution framework must have global reach, coherence and country presence;
- (j) The SGP must be equitable and reach the poorest and most marginal communities; and
- (k) Mechanisms to select grantees must be neutral and independent.

#### *Option 1 – Improved Execution by UNOPS*

61. The overall structure of a single global system for participating countries will remain unchanged for core countries and would be subject to further consultations for graduating countries. The UNOPS Execution option has demonstrated its ability to meet all of the criteria listed in paragraph 62. In order to respond to Council requests, planning for changes in GEF-5 could be implemented immediately.

62. Immediate actions by UNOPS for GEF-4 include modifications to the SGP Operational Guidelines and procedures in the light of increased efficiencies following the introduction of the ATLAS financial system. A fully revised draft of the SGP Operations Manual will be prepared by the end of 2008. UNOPS will also immediately put into place a revised Risk Assessment System for the prioritisation of audits for GEF-4.

---

<sup>9</sup> Consideration has also been given to hosting the SGP within the government or the private sector. Until now, this has not been considered appropriate given the importance of the SGP being, *and being seen to be*, a neutral and independent programme for civil society.

### *Option 2 – NGO Execution*

63. In GEF-5, the global executing functions of UNOPS could potentially be replaced by an NGO (or possibly a consortium of NGOs). The NGO would have a centrally negotiated contract with UNDP to provide global and country services. The NGO would be accountable to the SGP Steering Committee for the effective and efficient use of funds globally and in each country. The NGO would be responsible for establishing a CPMT that could perform all global and local technical support functions, including M&E that would satisfy the minimum fiduciary standards required by the GEF Council. The NGO would establish management and technical support structures in each SGP country, where existing structures are absent or inappropriate.

64. The NGO, or NGO consortium, would be selected on the basis of its ability to meet all the expectations and criteria identified in paragraph 62, and would be assessed according to a UNDP competitive bidding process. The costs and benefits of this option, including the financial costs and benefits, would depend on a detailed cost assessment of NGO proposals received, including a due diligence review of the legal status and accountability of the international organization.

### *Option 3 – Country specific execution modalities*

65. Under this option, UNDP would oversee a competitive process *in each country* to determine the country-specific execution agency most able to meet the expectations in paragraph 62. Managerially, each country would be a separate project, and each executing agency would report to UNDP. UNDP would monitor execution in all countries and would revise the arrangements if necessary.

66. [Annex 5](#) below provides additional information on each possible in-country execution agency. In a given country, the execution agency could be a:

- (a) **National NGO.** This option would be possible in countries with a strong NGO base. The execution NGO would have to be neutral, and it would not be able to access grants;
- (b) **Environmental fund.** This option would be possible in countries with an existing environmental fund. If the fund is enabled to deliver small grants to civil society in remote regions, this option may be efficient;
- (c) **International executing agency.** If present in the country, one of the GEF Implementing or Executing Agencies, regional development banks, or other UN agencies, could execute the SGP;
- (d) **Government agency.** This option would be possible in countries where government is able to deliver to civil society in remote regions, and is perceived to be neutral and independent;
- (e) **Private sector.** Any local private sector organisation that can deliver in accordance with the expectations in paragraph 62 may be considered for country-level execution;

- (f) **UNDP CO (Direct execution).** This would be a possibility in all countries where UNDP has a presence.

67. At the global level, UNDP's oversight functions would be clearly segregated from its execution support and technical support functions. There would however be residual execution functions at the global level. These would be incorporated into the UNDP structure. Likewise, the management and technical support functions currently undertaken by CPMT would be incorporated into the UNDP structure. Hence, existing units within UNDP would be strengthened and would become responsible for recommending country allocations, monitoring execution in each country, financial monitoring and reporting, M&E, policy development, partnership building, and providing technical support to all stages of the programme cycle in each country.

#### *Option 4 – Mixed Global and Country Specific Execution*

68. This option mixes option 1 or 2 with option 3 in order to optimise arrangements and costs. For “mature” SGP countries subject to the graduation policy, and for countries with high-capacity, each country may establish its own specific execution arrangements through a competitive process overseen by UNDP. In each country, the execution modality would be adapted to the country, and would ensure that the expectations outlined in paragraph 62 are met. In managerial terms, SGP activities in each of these countries would be a separate project. The potential execution agencies are the same as in Option 3, and are described in [Annex 5](#).

69. There may, however, be many countries that do not have the capacity or the experience to rapidly establish efficient execution arrangements. This includes new SGP countries, certain LDCs and SIDs. SGP operations in all these countries will be executed through a single, global, execution arrangement – as in Option 1 (through UNOPS) or Option 2 (through an NGO). This global mechanism will be responsible for ensuring that all paragraph 62 expectations are met in these countries.

**Table 3. Comparing the Four Execution Options for GEF-5**

<b>Option</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Estimated Annual Management Costs<sup>10</sup></b>
<b>Modified UNOPS Execution</b>	<ul style="list-style-type: none"> <li>• This modality has demonstrated it is successful;</li> <li>• There are few changes, hence few risks;</li> <li>• Some further increases in efficiency may be possible.</li> <li>• No transition costs</li> </ul>	<ul style="list-style-type: none"> <li>• Overall change is minimal, and hence there is scope for improvement, or for increasing efficiency;</li> </ul>	\$ 17 million
<b>NGO or NGO Consortium Execution</b>	<ul style="list-style-type: none"> <li>• The involvement of a highly reputed NGO should lead to the import of new ideas and new forms of technical support;</li> <li>• The NGO may have strong resource mobilization capacity;</li> <li>• This may open the door to new partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• The NGO may have difficulties meeting certain criteria (fiduciary, global reach and local neutrality);</li> <li>• The loss of the UN 'hat' in many country level consultations and negotiations may limit impact and influence;</li> <li>• The relatively large change means risks are high;</li> </ul>	\$ 16 – 23 million
<b>Country Specific Execution</b>	<ul style="list-style-type: none"> <li>• The country specific execution arrangements would facilitate adaptation to local conditions, therefore helping local optimization and exploitation of local opportunities;</li> <li>• Country ownership and country drivenness would be raised.</li> </ul>	<ul style="list-style-type: none"> <li>• Weak capacity in some countries would lead to delays or to drops in performance;</li> <li>• Globally, the SGP could lack coherence;</li> <li>• The relatively large change means risks are high;</li> </ul>	\$ 17 million
<b>Mixed Global and Country Specific Execution</b>	<ul style="list-style-type: none"> <li>• This option optimizes country drivenness and country adaptation where possible, whilst lowering risks in countries with lower capacity;</li> <li>• This option allows for evolution: as the programme evolves in countries, the execution modality can evolve.</li> </ul>	<ul style="list-style-type: none"> <li>• Globally, the SGP could lack coherence;</li> <li>• Although less risky than options 2 and 3, the changes do lead to risks.</li> </ul>	Estimates under development

<sup>10</sup> Management costs are general estimates to include country and global costs, execution costs, and implementing agency fees.

## **ANNEX 1: EXECUTION, MANAGEMENT AND TECHNICAL SUPPORT SERVICES**

### **1. Key management and technical services provided by SGP country level teams**

#### **A Country Programme Programme Management Activities**

- In consultation with UNDP, CPMT, and national stakeholders, identify and select (new) NSC members, convene regular NSC meetings and serve as its Secretary.
- Develop and ensure the regular review and update of the country programme's NSC Terms of Reference and the SGP operating
- Prepare annual country programme operating budget and assess potentials and extent of grant-making.
- Liaise with UNDP country office for timely payment transfers, contract issuance and other administrative and financial activities.
- Assist local community grantees to understand the legal agreements governing the implementation of SGP projects, the responsibilities of each party concerned, and the timeframe
- Assist grantees in project inception activities as necessary.
- Prepare project/programme briefs for submission to CPMT for various purposes and/or as required by GEFSEC/Council.

#### **B Project Identification and development to approval**

- Liaise closely with the national GEF counterpart, civil society, academia, private sector to kick start and/or enhance SGP activities in the country.
- Develop and/or update SGP Country Programme Strategy, seek CPMT's approval, and ensure its timely and effective implementation.
- Assess the capacity of potential national institutions and/or NGO for grants eligibility and project implementation.
- Assure and facilitate actual participation of communities and civil society in SGP grant-making activities and ensure benefits flow to communities to achieve the intended environmental impacts.
- Ensure SGP reaches the poor/the poorest, the remote/remotest, including indigenous populations, and incorporate elements of local/indigenous knowledge, gender perspectives and livelihood in project development.
- Assist communities and local groups in the formulation of project proposals to ensure their technical and substantive quality.

#### **C M&E (and project follow-up)**

- Conduct periodic project monitoring and/or trouble-shooting missions and prepare mission reports for sharing with UNDP CO, UNOPS and SGP HQs as deemed appropriate.
- Review project implementation progress reports and follow up with grantees on project implementation
- Prepare project description to be incorporated into global project database
- Follow-up on audit recommendations to ensure full compliance and effective use of resources.

#### **D Partnerships Building and Resource Mobilization**

- Develop and ensure regular update of an SGP Resource Mobilization Strategy and Implementation Plan.
- Identify and seek opportunities for project co-financing and take follow-up actions.
- Arrange regular workshops and seminars to advocate for GEF-SGP activities and raise awareness.
- Negotiate country RAF allocations and develop graduation or financial sustainability strategies

#### **E Knowledge Management & Lessons Learning**

- Document lessons learned and best practices in SGP programme/project development, implementation, and oversight
- Actively participate in the SGP knowledge network for learning and knowledge dissemination purposes
- Collect knowledge information as inputs to the wider GEF knowledge products and policy papers
- Participate in and/or represent SGP in regional/international meetings and seminars.

#### **F Policy Development**



- Participate in national or international policy development meetings or workshops, and provide community-based experiences for incorporation in national/international policy development processes
- Provide inputs to national policy development through influential NSC members.

#### **G Capacity Development and Technical Assistance**

- Organize and conduct training workshops to NGOs and communities in project proposal formulation, project implement and M&E, as appropriate
- Provide technical assistance to project planning, implementation and M&E

## **2. Key management and technical services provided by Central Programme Management Team (CPMT)**

### **A Country Programme Oversight and Start-ups**

- Interface and liaise with the government agencies, civil society, academia, and UNDP country office to initiate and launch new SGP country programmes, conduct start-up missions, and follow up the entire process of recruitment, national steering committee (NSC) formation, CPS development and initial grant-making procedures
- Review short-listed candidates' qualifications and select SGP national coordinators (NCs); review and approve memberships or changes of memberships of NSCs to ensure the appropriate composition of the NSCs
- Assess each programme country's absorption capacity, allocate annual resources of grant-making for the implementation of the CPS and RAF strategies, and monitor the overall implementation progress
- Review NCs performance annually through the Performance and Results Assessment (PRA) tool, provide feedback, and prepare their annual performance appraisal reports, and make appropriate recommendations regarding performance improvement and their contractual statuses
- Review, comment and approve Country Programme Strategies (CPS) and GEF Resource Allocation Framework (RAF) Utilization Strategies to ensure country programmes' strategic alignment with GEF's operational policies and focal areas' strategies
- Authorize the total grant amount for each SGP country programme.
- Review SGP audit reports and follow up as necessary with the respective SGP national teams and UNDP offices to ensure the timely implementation of the various audit recommendations
- Liaise with UNOPS on financial and programme administration issues, including country operating budgets (COBs), financial monitoring, contracts and personnel
- In consultation with UNOPS, review and approve special budgetary requests of country programmes

### **B Corporate Programme Reporting & Coordination**

- Develop programme replenishment documents, and prepare annual fund request document and liaise with GEF Secretariat and UNDP on fund endorsement and transfer
- Prepare meeting documents and reports to the bi-annual Programme Steering Committee (SC) meetings and the Council meetings, inform NCs on decisions made by the SC, and follow up the implementation of SC decisions
- Respond to and liaise with GEF Secretariat and GEF agencies on strategies, implementation, replenishment, and other programmatic and operational strategies, including SGP policies, programme allocations, reporting, evaluations and other relevant matters
- Advise country programmes on graduation or sustainability strategies as determined by the GEF Council
- Liaise with and provide inputs to the GEF NGO network
- Provide ad-hoc reports as required by the GEF Secretariat.
- Participate in GEF meetings/workshops and other international conferences as deemed necessary and appropriate

### **C M&E**

- Develop, update and maintain a global project database (over 9500 projects) as a major tool of monitoring project activities

- Conduct periodic portfolio reviews of focal area development and monitor the implementation progress towards the indicators as defined in the Project Document
- Coordinate inputs to and facilitate the evaluation of SGP by GEF Evaluation Office and UNDP Evaluation Office
- Conduct country and project visits for supervisory, advisory, evaluation, trouble-shooting, problem-resolution and M&E purposes

#### **D Partnership Building and Resource Management**

- Raise awareness, build partnerships and mobilize co-financing – at the international, regional and national levels – with donors, NGOs, international partners and private sector
- Conduct periodic review and update of the SGP Resource Mobilization Strategy and the related Toolkit
- Lead communications and resource mobilization at the global level, and provide guidance to country programmes for actions in these areas
- Participate in international conferences and related UN conventions, as appropriate

#### **E Knowledge Management & Lessons Learning**

- Collect, synthesize and disseminate SGP results, best practices and lessons learnt with SGP, GEF, and other regional and global networks.
- Develop and publish SGP knowledge products and/or contribute to wider GEF knowledge products.

#### **F Policy Development**

- Conduct periodic review and update of the SGP Operational Guidelines and Strategic Framework
- Develop and/or update SGP global strategies of resource mobilization, knowledge management and communications, focal area development, M&E framework
- Provide inputs to key policy dialogues through participation in international conferences and conventions' Conference of Parties (COPs)

#### **G Capacity Development and Technical Assistance**

- Provide technical assistance and backstopping to SGP country programmes on technical matters and relevant programmatic approaches, and respond to national coordinators' queries on country programme management, project eligibility, upscaling, GEF policies and other matters;
- Advise and provide guidance to country programmes on approaches of the programmes including geographical and thematic focus
- Develop training materials/tools to enhance understanding of the national coordinators and SGP stakeholders regarding GEF and SGP policies and priorities
- Facilitate mainstreaming of SGP projects and findings into GEF agencies and programmes, other UN programmes, Governments, donors, and private sectors
- Develop in-country capacity of national technical teams to implement SGP and promote regional and global exchanges and knowledge transfer
- Provide technical assistance to country programmes in database management and improvement
- Identify training needs of and opportunities for national coordinators, and facilitate training visits between country programmes

### **3. Key Services provided by the Execution Agency (UNOPS)**

#### **A Personnel Administration**

- Recruit and administer all the Programme's international and local personnel
- Administer all SGP personnel's salaries, allowances and entitlement
- Manage the monthly payroll
- Manage staff's contracts, including contract extension and staff separation.
- Manage staff's performance appraisal system in accordance with established guidelines in collaboration with SGP CPMT.
- Train new SGP national staff on project management and UNOPS business processes and procedures, including Atlas system.

- Review the SGP annual Workplan and make plans for launching new SGP programmes.
- Prepare/review job descriptions required for new SGP programmes and set up new posts in Atlas system.
- Arrange for advertisement of post(s) in close consultation with the concerned field office, and screen the short-listed candidates.
- Ensure interviews of the short-listed candidates (for local and global positions) and finalize recruitment actions in consultation with UNDP CO and CPMT.
- Monitor closely and oversee all personnel related activities.
- Maintain an SGP personnel list and update it periodically.

## **B Financial Management**

- Provide data to SGP management Team for preparation of the Annual Work Programme and assist in the preparation of the annual budget.
- Review the SGP national team's annual operating expenditure trend and provide critical inputs to the SGP management Team for the annual SGP budget and grant allocations exercise.
- Create awards in Atlas for all programme countries.
- Authorize the annual SGP operating budgets and total grant amount for each programme country in a timely manner.
- Review and approve MOAs for grants prepared by the national SGP teams.
- Authorize disbursement of grants to approved grantees to country offices.
- Administer all grants approved and oversee their disbursements.
- Monitor closely and oversee all financial transactions related to SGP from programme countries.
- Manage any other co-financing funds provided to SGP and channelled through either the IA or directly to SGP (global or local levels).
- Prepare periodic and ad-hoc financial reports as requested.
- Authorize the annual SGP operating budgets.

## **C Procurement**

- Prepare annual procurement plan
- Undertake all procurement activities for SGP teams.
- Maintain an inventory of all capitalized assets procured under SGP.
- Undertake any ad hoc procurement requests from SGP national teams as may be required.

## **D Programme Support and Monitoring**

- Assist in the preparation of the annual SGP workplan in close consultation with CPMT
- Contribute where appropriate to selective missions.
- Assist in planning, organization and facilitation of SGP workshops, seminars, and training activities as per workplan established in close consultation with SGP CPMT.
- Undertake selective programme monitoring missions to the field, covering at least 2-3 countries per region per year.
- Undertake trouble-shooting and problem-solving missions as and when required.

## **E Reporting**

- Prepare semi-annual and annual progress reports, including financial statements, for submission to UNDP and UNDP GEF Unit.
- Prepare and systematically update SGP personnel list, contract status and expiration dates for timely management decisions on contracts extension.
- Prepare periodic status on grant allocations and expenditures for timely follow-up actions by SGP management Team as may be required.
- Prepare annual expenditures report.
- Provide ad-hoc reports as required by the SGP management Team and IA.

## **F Audit**

- Review the SGP portfolio, plan and prepare an annual audit plan covering at least 10 programme countries per year.
- Prepare the TOR for the audit, indicating specific country issues, where applicable, requiring special attention by the auditors.
- Liaise with the Audit unit and assign audit tasks/recruit auditors.
- Liaise with the national SGP team and UNDP country office to coordinate the necessary preparatory activities prior to the audit.

- Organize and manage the regular SGP audits.
- Review and discuss the audit reports with SGP CPMT and the UNDP CO prior to its finalization, highlight any major issues arising from the audit requiring intervention by the UNDP.
- Synthesize key audit findings and draw lessons learned.
- Follow up proactively and timely on all audit recommendations with the national SGP team and the concerned UNDP COs.

#### **4. Implementation Agency technical oversight and support services**

##### **A. Corporate Programme Reporting & Coordination**

- Support the global CPMT unit to develop programme replenishment documents, liaise with GEF Secretariat and UNDP on fund endorsement and transfer (EEG)
- Participate in bi-annual Programme Steering Committee (SC) meetings and GEF Council meetings, and follow up the implementation of SC decisions (EEG)
- Respond to and liaise with GEF Secretariat and GEF agencies on SGP policies, programme allocations, reporting, evaluations and other relevant matters (EEG)
- Coordinate inputs into the UNDP management response to global evaluations of the SGP (EEG)
- Respond to GEF Council recommendations on the SGP as a corporate programme (EEG)

##### **B Due Diligence reviews**

- Provide advice as requested on substantive issues and specialized funding opportunities (EEG)
- Sourcing of technical expertise and guidance (EEG)
- Identify project ideas as part of country programming, UNDAF, TRAC and other co-financing opportunities at the country level (UNDP CO)
- Assist SGP National Country Teams to support the formulation of project ideas and proposals (UNDP CO)
- Assist SGP National Country Teams to identify and negotiate with relevant partners, bilateral donors, co-financiers (UNDP CO)
- Obtain clearances – government, LPAC, co-financiers, etc (UNDP CO)

##### **C. Project Development & Implementation**

- Technical support, backstopping and troubleshooting as necessary (EEG)
- Global technical and specialized funding opportunities oversight and support (EEG, GEF Regional Coordination Units)
- Facilitate mainstreaming of SGP pilot projects into GEF medium and full-size projects (EEG, GEF Regional Coordination Units)
- Assist CPMT and the Execution Agency in country start-up arrangements, including contracting of SGP Country personnel (UNDP CO)
- Country level management administrative oversight and support (UNDP CO)
- Policy negotiations (UNDP CO)
- Participation in GEF SGP National Steering Committee (NSC) meetings (UNDP CO)
- Provide logistical and equipment support to SGP Country Teams (UNDP CO)
- Provide support to SGP Country Teams regarding UN Security regulations, Phase situations, post-conflict countries (UNDP CO)

##### **D. Financial Oversight & Support Services**

- Provide supervisory services for global CPMT unit located in UNDP (EEG)
- Liaise with CPMT and UNOPS on financial and programme administration issues (EEG)
- Financial management – verifying expenditures, advancing funds, issuing combined delivery reports, ensuring no over-expenditure of budget (EEG)
- Support SGP National Country Teams to prepare operational and financial reports (UNDP CO)
- Coordinate inputs to assessment of SGP National Coordinator's performance as part of the global Performance and Results Assessment (PRA) tool sent to CPMT (UNDP CO)
- Management and financial oversight of project and partner development, including for the financial screening of NGOs and CBO credentials (UNDP CO)
- Financial management – verifying expenditures, advancing funds, issuing combined delivery reports, ensuring no over-expenditure of budget (UNDP CO)
- Assist the Execution Agency (UNOPS) in the organisation of audits, and follow-up to audit recommendations (UNDP CO)

## ANNEX 2 BASIC INFORMATION ON COUNTRY PROGRAMMES-OP3 <sup>11</sup>

												*Under Recruitment			
Country	Start Year	Total Grants Delivered (GEF)	Aggregate No. of Grants (GEF)	\$Value of Grants Issued in OP3, annualised (GEF)	\$Value of Co-financing in Cash, annualised (GEF)	Annualized Mgmt Costs in OP3	Mgmt Costs as a % of (GEF + Co-financing in Cash) Grants Delivered	NC	PA	Other Staff	NHI	Comments			
Total	-	210,619,328	9,534	39,828,000	18,339,430	7,916,227	13.6%	80	68	19	9	-			
Albania	1996	1,598,000	148	275,000	54,912	93,969	28.5%	1	1	Driver		Sub-Reg. Program			
Argentina	2005	529,175	33	350,000	0	66,226	18.9%	1	1						
Barbados (sub-reg)	1994	1,290,839	72	350,000	128,438	124,990	26.1%	1	1						
Belarus	2004	874,363	27	328,000	417,023	71,611	9.6%	1	1						
Belize	1993	3,354,769	138	322,000	58,975	82,373	21.6%	1	1						
Benin	2005	349,872	12	150,000	0	28,230	18.8%	1	1*						
Bhutan	1996	1,224,915	56	230,000	71,541	41,347	13.7%	1	1						
Bolivia	1992	5,379,720	205	800,000	262,020	118,524	11.2%	1	1						
Botswana	1992	2,763,346	109	650,000	601,146	136,285	10.9%	1	1						
Brazil	1994	6,566,527	261	1,030,000	44,380	135,370	12.6%	1	n/a		Y				
Bulgaria	2005	1,345,983	43	452,000	439,109	92,225	10.3%	1	1						
Burkina Faso	1992	3,079,276	103	700,000	191,735	103,863	11.6%	1	1	Driver					
Cambodia	2004	737,137	42	665,000	430,726	70,630	6.4%	1	1						
Cameroon	2005	290,581	11	150,000	0	118,993	79.3%	1	1*						
Chad	2005	150,000	3	150,000	0	17,282	11.5%	1	1*						
Chile	1992	5,716,144	216	800,000	81,738	191,570	21.7%	1	1						
Colombia	2004	n/a	n/a	n/a	n/a	n/a	n/a	0	0						
Comoros	2005	300,000	8	150,000	0	20,000	13.3%	1	1*						
Costa Rica	1993	7,511,862	432	852,000	333,200	129,586	10.9%	1	1						
Cuba	2004	617,351	19	300,000	647,452	61,527	6.5%	1	1						
Dominica	1994	479,118	33	200,000	6,368	105,946	51.3%	1	1		Y				
Dominican Republic	1993	5,233,548	265	862,000	319,818	131,648	11.1%	1	1	Driver					
Ecuador	1994	5,204,620	187	875,000	387,184	160,882	12.7%	1	1	Driver					
Egypt	1993	3,799,324	198	500,000	161,149	147,608	22.3%	1	0		Y				
El Salvador	2001	1,721,361	73	500,000	328,914	90,935	11.0%	1	1						
Ethiopia	2004	676,878	17	250,000	172,827	65,948	15.6%	1	2						
Fiji (sub-reg)	2003	482,071	16	150,000	0	44,297	29.5%	1	1			Sub-Reg. Program			
Gambia	2007	n/a	n/a	n/a	n/a	n/a	n/a	0	0						
Ghana	1993	2,570,869	115	450,000	596,009	74,743	7.1%	1	1	Driver					
Guatemala	1996	3,079,770	293	380,000	92,377	102,009	21.6%	1	1						
Guinea	2007	n/a	n/a	n/a	n/a	n/a	n/a	0	0						
Haiti	2005	n/a	n/a	n/a	n/a	23,168	n/a	1	1						
Honduras	2001	3,036,372	118	607,000	0	99,280	16.4%	1	1	Driver					
India	1995	5,631,475	244	925,000	672,254	80,590	5.0%	1	n/a		Y				
Indonesia	1992	4,075,518	236	600,000	0	85,241	14.2%	1	n/a		Y				
Iran	2000	2,581,060	117	465,000	73,425	120,809	22.4%	1	1						
Ivory Coast	1993	3,402,108	161	618,000	131,979	149,681	20.0%	1	1	Driver					

<sup>11</sup> By the end of OP3 in June 2007, SGP had expanded to cover 83 country programmes and four sub-regional programmes which included Barbados and the OECS (Antigua & Barbuda, Barbados, Grenada, St. Lucia, St Kitts & Nevis, St. Vincent & Grenadines); Fiji sub-region (Fiji, Kiribati, Nauru, Tonga and Tuvalu); Micronesia sub-region (Federated States of Micronesia, Marshall Islands, and Palau); and Samoa sub-region (Cook Islands, Niue, Samoa, and Tokelau as an associate member in receipt of co-financing from NZAID).

Jamaica	2003	706,998	33	200,000	149,586	83,599	23.9%	1	1				
Jordan	1992	4,546,500	143	575,000	260,743	118,560	14.2%	1	1			Y	
Kazakhstan	1996	2,770,853	191	525,000	262,552	100,141	12.7%	1	1	Driver			
Kenya	1993	5,786,371	235	550,000	0	118,958	21.6%	1	1	Driver			
Kyrgyzstan	2001	2,238,857	180	475,000	149,265	58,736	9.4%	1	1				
Lebanon	2001	549,302	21	275,000	0	102,919	37.4%	1	1				
Lesotho	2007	n/a	n/a	n/a	n/a	n/a	n/a	0	0				
Lithuania	2000	2,654,238	105	678,000	1,897,258	73,809	2.9%	1	1				
Macedonia	2004	494,704	27	245,000	166,705	89,856	21.8%	1	1				
Madagascar	2004	365,000	27	400,000	0	16,847	4.2%	1	1*				
Malawi	2007	n/a	n/a	n/a	n/a	n/a	n/a	0	0				
Malaysia	1996	2,288,802	65	328,000	146,460	92,107	19.4%	1	1				
Mali	1993	6,612,733	268	1,050,000	2,304,808	161,168	4.8%	1	1	Driver			
Mauritania	2001	1,483,407	71	500,000	63,378	78,956	14.0%	1	1	Driver			
Mauritius	1995	2,267,544	86	361,000	435,682	88,983	11.2%	1	1				
Mexico	1994	8,419,506	408	1,200,000	412,361	200,409	12.4%	1	1				
Micronesia (sub-reg)	2004	1,309,447	47	498,000	450	124,315	24.9%	1	1			Y	Sub-Reg. Program
Mongolia	2002	1,173,306	146	330,000	114,573	53,227	12.0%	1	1				
Morocco	1996	2,402,990	88	350,000	244,185	144,715	24.4%	1	1				
Mozambique	2003	1,008,337	54	395,000	82,151	85,942	18.0%	1	1				
Namibia	2002	1,860,059	71	500,000	38,816	118,993	22.1%	1	0			Y	
Nepal	1993	3,363,522	95	650,000	152,640	100,396	12.5%	1	1	Driver			
Nicaragua	2003	1,388,925	76	426,000	0	110,117	25.8%	1	1	Driver			
Niger	2002	1,558,768	55	504,000	143,583	115,972	17.9%	1	1	Driver			
Pakistan	1993	4,390,386	174	700,000	0	72,412	10.3%	1	1				
Palestine	1996	3,027,714	95	612,000	19,459	99,600	15.8%	1	1				
Panama	2005	174,074	10	150,000	0	41,331	27.6%	1	1				
Papua New Guinea	1994	1,539,115	129	150,000	7,500	67,412	42.8%	1	1*				
Peru	1996	4,850,391	132	775,000	169,576	146,466	15.5%	1	1				
Philippines	1992	6,988,591	241	950,000	177,065	130,529	11.6%	1	1				
Poland	1993	6,759,433	373	990,000	1,568,181	159,854	6.2%	1	1				
Romania	2004	1,230,961	49	275,000	261,818	108,331	20.2%	1	1*				
Rwanda	2003	938,295	19	375,000	48,036	66,751	15.8%	1	1				
Samoa (sub-reg)	2003	452,796	70	365,000	33,461	88,969	22.3%	1	1				Sub-Reg. Program
Senegal	1993	5,482,871	174	870,000	237,290	148,004	13.4%	1	2	Driver			
Solomon Islands	2007	n/a	n/a	n/a	n/a	n/a	n/a	0	0				
South Africa	2001	1,487,343	37	350,000	0	72,172	20.6%	1	1				
Sri Lanka	1994	4,425,678	262	950,000	3,878	81,532	8.5%	1	1	Driver			
Suriname	1995	1,198,707	58	200,000	11,014	90,546	42.9%	1*	1				
Syria	2004	979,835	22	525,000	160,405	74,883	10.9%	1	1				
Tanzania	1996	4,464,543	179	775,000	0	88,218	11.4%	1	1	Driver			
Thailand	1993	4,049,317	300	585,000	2,956	151,444	25.8%	1	1				
Trinidad & Tobago	1995	837,380	53	200,000	179,767	100,711	26.5%	1	0				
Tunisia	1993	3,458,750	105	450,000	749,937	90,685	7.6%	1	0			Y	
Turkey	1993	2,892,256	146	330,000	296,368	183,535	29.3%	1	1				
Uganda	1996	3,077,157	112	600,000	150,696	106,424	14.2%	1	1	Driver			
Uruguay	2005	528,156	27	350,000	0	70,920	20.3%	1	1				
Vanuatu	2007	n/a	n/a	n/a	n/a	n/a	n/a	0	0				
Vietnam	1996	2,822,917	145	560,000	73,850	67,675	10.7%	1	1*				
Yemen	2003	329,182	15	165,000	81,562	63,534	25.8%	1	1				
Zambia	2007	n/a	n/a	n/a	n/a	n/a	n/a	0	0				
Zimbabwe	1993	3,329,359	104	475,000	376,726	118,180	13.9%	1	1	Driver			

### ANNEX 3A: OP3 DETAILED BREAKDOWN OF COSTS BY MANAGEMENT SERVICE

Country	A1. Country Prog. Mgmt	A2. Project ID, Devel., & Appraisal	A3. Monit. & Eval.	A4. Partnership Build. & Resource Mob.	A5. Knowledge Mgmt & Lessons Learned	A6. Policy Development	A7. Capacity Devel. & Tech. Assistance	Total
<b>Total</b>	<b>3,217,515</b>	<b>927,574</b>	<b>998,630</b>	<b>759,526</b>	<b>799,929</b>	<b>484,452</b>	<b>401,923</b>	<b>7,589,549</b>
<b>%</b>	<b>42.4%</b>	<b>12.2%</b>	<b>13.2%</b>	<b>10.0%</b>	<b>10.5%</b>	<b>6.4%</b>	<b>5.3%</b>	<b>-</b>
<b>Albania</b>	46,875	9,416	11,121	8,308	9,304	4,864	4,082	93,969
<b>Argentina</b>	27,102	8,102	9,513	6,111	8,531	3,665	3,202	66,226
<b>Barbados (sub-reg)</b>	32,425	18,667	21,659	16,866	17,721	9,169	8,483	124,990
<b>Belarus</b>	35,487	7,751	7,123	6,066	7,544	3,830	3,810	71,611
<b>Belize</b>	30,926	9,974	11,909	8,046	10,957	5,330	5,230	82,373
<b>Benin</b>	10,443	3,410	2,544	4,185	2,651	2,436	2,562	28,230
<b>Bhutan</b>	16,638	5,965	5,650	3,525	4,801	2,753	2,016	41,347
<b>Bolivia</b>	34,405	17,352	17,938	15,760	15,644	9,924	7,501	118,524
<b>Botswana</b>	49,297	20,562	19,558	13,553	15,835	9,148	8,333	136,285
<b>Brazil</b>	135,370	0	0	0	0	0	0	135,370
<b>Bulgaria</b>	34,404	10,331	12,220	10,961	12,591	6,767	4,951	92,225
<b>Burkina Faso</b>	49,811	12,317	13,755	8,836	9,557	5,249	4,339	103,863
<b>Cambodia</b>	22,639	10,935	10,314	8,872	7,401	5,551	4,918	70,630
<b>Cameroon</b>	90,293	5,381	5,381	7,175	3,587	3,587	3,587	118,993
<b>Chad</b>	3,017	2,263	2,263	3,292	1,715	3,223	1,509	17,282
<b>Chile</b>	52,372	29,330	35,329	22,267	29,642	12,522	10,107	191,570
<b>Colombia</b>	0	0	0	242	182	182	0	606
<b>Comoros</b>	4,126	4,175	4,175	3,009	1,505	1,505	1,505	20,000
<b>Cook Islands</b>	646	188	188	0	0	447	0	1,468
<b>Costa Rica</b>	47,669	15,642	17,156	13,629	16,353	8,790	10,347	129,586
<b>Cuba</b>	23,473	9,768	10,890	5,215	6,059	3,685	2,437	61,527
<b>Dominica</b>	62,692	7,960	9,160	9,013	8,107	4,507	4,507	105,946
<b>Dominican Republic</b>	50,012	17,666	19,031	15,159	12,762	9,432	7,586	131,648
<b>Ecuador</b>	52,537	23,850	23,292	19,867	16,615	15,351	9,370	160,882
<b>Egypt</b>	90,772	10,657	10,657	14,209	7,104	7,104	7,104	147,608
<b>El Salvador</b>	30,537	11,686	12,772	12,157	10,987	6,906	5,890	90,935
<b>Ethiopia</b>	31,777	7,044	7,675	6,318	6,239	3,640	3,255	65,948
<b>Fiji (sub-reg)</b>	13,694	5,617	6,163	6,836	5,076	3,530	3,380	44,297
<b>Ghana</b>	28,366	11,568	11,427	7,222	6,597	6,110	3,453	74,743
<b>Guatemala</b>	41,646	12,265	14,356	9,288	12,265	7,453	4,737	102,009
<b>Haiti</b>	4,884	3,475	3,475	4,634	2,317	2,567	2,317	23,668
<b>Honduras</b>	32,992	14,380	16,256	11,464	12,094	6,729	5,365	99,280
<b>India</b>	80,590	0	0	0	0	0	0	80,590
<b>Indonesia</b>	85,241	0	0	0	0	0	0	85,241
<b>Iran</b>	51,701	14,267	15,108	10,574	13,821	6,875	8,464	120,809
<b>Ivory Coast</b>	58,845	17,494	18,050	19,194	15,106	10,877	10,114	149,681

<b>Jamaica</b>	38,065	8,683	9,873	7,832	8,705	6,404	4,037	<b>83,599</b>
<b>Jordan</b>	57,919	11,057	13,564	11,400	13,220	5,700	5,700	<b>118,560</b>
<b>Kazakhstan</b>	36,678	14,747	17,626	8,568	13,436	5,157	3,929	<b>100,141</b>
<b>Kenya</b>	41,389	14,574	15,918	13,651	15,328	11,307	6,791	<b>118,958</b>
<b>Kyrgyzstan</b>	19,681	9,512	10,450	5,418	7,493	3,388	2,794	<b>58,736</b>
<b>Lebanon</b>	37,216	12,104	14,168	12,761	13,384	6,711	6,574	<b>102,919</b>
<b>Macedonia</b>	32,492	11,372	12,365	11,532	9,566	6,755	5,773	<b>89,856</b>
<b>Madagascar</b>	4,010	2,623	2,937	2,534	2,237	1,295	1,210	<b>16,847</b>
<b>Malaysia</b>	28,596	12,270	14,188	12,215	12,292	6,841	5,703	<b>92,107</b>
<b>Mali</b>	73,343	22,763	22,843	12,491	14,108	8,344	7,277	<b>161,168</b>
<b>Mauritania</b>	31,613	11,020	11,957	7,744	8,302	4,911	3,409	<b>78,956</b>
<b>Mauritius</b>	29,953	11,343	12,894	11,172	10,839	7,917	4,863	<b>88,983</b>
<b>Mexico</b>	72,337	30,704	32,329	17,592	25,839	10,948	10,661	<b>200,409</b>
<b>Micronesia (sub-reg)</b>	75,432	9,061	9,901	10,961	8,000	5,480	5,480	<b>124,315</b>
<b>Mongolia</b>	26,889	6,106	5,554	4,637	4,254	2,979	2,807	<b>53,227</b>
<b>Morocco</b>	42,644	19,665	23,368	18,136	20,303	10,818	9,779	<b>144,715</b>
<b>Mozambique</b>	31,083	11,243	10,882	9,193	11,372	6,175	5,994	<b>85,942</b>
<b>Namibia</b>	90,293	5,381	5,381	7,175	3,587	3,587	3,587	<b>118,993</b>
<b>Nepal</b>	36,908	10,826	11,641	13,845	12,680	10,196	4,301	<b>100,396</b>
<b>Nicaragua</b>	46,178	13,458	13,557	10,024	13,123	7,858	5,920	<b>110,117</b>
<b>Niger</b>	50,471	13,824	14,312	10,482	12,688	8,444	5,751	<b>115,972</b>
<b>Niue</b>	2,548	0	0	100	75	538	0	<b>3,260</b>
<b>Pakistan</b>	25,321	10,747	11,049	8,793	6,885	4,993	4,624	<b>72,412</b>
<b>Panama</b>	13,775	5,090	5,949	5,252	5,768	2,842	2,653	<b>41,331</b>
<b>Papua New Guinea</b>	22,907	10,072	10,736	7,136	8,411	4,497	3,654	<b>67,412</b>
<b>Peru</b>	78,850	12,678	12,678	16,904	8,452	8,452	8,452	<b>146,466</b>
<b>Philippines</b>	42,544	24,621	26,282	10,945	10,596	9,688	5,852	<b>130,529</b>
<b>Romania</b>	42,464	14,236	16,122	10,900	12,220	6,986	5,402	<b>108,331</b>
<b>Rwanda</b>	23,250	8,549	8,525	7,566	8,881	5,252	4,728	<b>66,751</b>
<b>Samoa (sub-reg)</b>	36,778	12,873	11,894	7,526	8,656	6,741	4,501	<b>88,969</b>
<b>Senegal</b>	55,680	22,787	22,251	12,317	15,091	11,688	8,191	<b>148,004</b>
<b>South Africa</b>	18,316	10,811	13,005	9,159	11,449	5,331	4,102	<b>72,172</b>
<b>Sri Lanka</b>	30,162	12,259	13,054	8,545	7,729	6,375	3,408	<b>81,532</b>
<b>Suriname</b>	31,528	11,022	14,075	9,780	14,113	5,264	4,764	<b>90,546</b>
<b>Syria</b>	33,208	10,408	11,068	5,498	7,012	3,533	4,155	<b>74,883</b>
<b>Tanzania</b>	22,054	14,072	14,949	11,218	12,813	6,501	6,610	<b>88,218</b>
<b>Thailand</b>	41,754	23,754	22,561	17,291	22,699	10,675	12,712	<b>151,444</b>
<b>Tokelau</b>	450	0	0	0	0	300	0	<b>750</b>
<b>Trinidad &amp; Tobago</b>	30,168	14,107	16,354	13,299	13,459	6,813	6,510	<b>100,711</b>
<b>Tunisia</b>	65,169	4,784	4,784	6,379	3,189	3,189	3,189	<b>90,685</b>
<b>Turkey</b>	59,924	23,950	28,776	21,970	26,579	11,634	10,702	<b>183,535</b>
<b>Uganda</b>	53,647	11,777	13,080	7,834	8,718	7,396	3,972	<b>106,424</b>
<b>Uruguay</b>	24,990	7,829	8,905	9,625	8,657	6,469	4,444	<b>70,920</b>
<b>Vietnam</b>	21,051	11,950	11,501	6,547	8,026	4,448	4,151	<b>67,675</b>
<b>Yemen</b>	19,600	10,129	10,937	7,419	6,956	4,704	3,787	<b>63,534</b>
<b>Zimbabwe</b>	54,480	17,277	18,280	6,303	12,067	5,215	4,558	<b>118,180</b>



### ANNEX 3B: OP3 BASELINE DETAILED COST BREAKDOWN BY INPUTS

Country	Personnel		Operations & Equipment		Hosting Arrang./Premises		Travel		Technical Assistance		Comm. & Outreach		Workshops		Other		Annualized Avg (Yr 1 & Yr 2)
	YR 1	YR 2	YR 1	YR 2	YR 1	YR 2	YR 1	YR 2	YR 1	YR 2	YR 1	YR 2	YR 1	YR 2	YR 1	YR 2	
<b>Total</b>	<b>4,413,305</b>	<b>4,792,030</b>	<b>684,145</b>	<b>828,210</b>	<b>1,029,233</b>	<b>1,220,400</b>	<b>479,725</b>	<b>488,805</b>	<b>18,840</b>	<b>3,390</b>	<b>159,509</b>	<b>175,409</b>	<b>158,900</b>	<b>196,050</b>	<b>116,831</b>	<b>175,408</b>	<b>7,470,095</b>
<b>%</b>	<b>59.1%</b>	<b>64.1%</b>	<b>9.2%</b>	<b>11.1%</b>	<b>13.8%</b>	<b>16.3%</b>	<b>6.4%</b>	<b>6.5%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>2.1%</b>	<b>2.3%</b>	<b>2.1%</b>	<b>2.6%</b>	<b>1.6%</b>	<b>2.3%</b>	<b>-</b>
<b>Albania</b>	57,872	57,872	11,569	18,542	15,027	17,296	2,842	3,507	0	0	75	640	0	0	948	401	93,295
<b>Argentina</b>	46,132	46,132	0	27,271	0	520	2,868	4,009	0	0	652	683	0	2,239	0	1,946	66,226
<b>Barbados (sub-reg)</b>	114,756	114,756	742	4,471	0	0	6,698	4,929	0	0	214	0	0	569	346	1,076	124,279
<b>Belarus</b>	31,728	31,728	11,072	25,763	5,811	10,884	3,844	3,405	17	0	2,834	3,913	6,286	5,254	684	0	71,611
<b>Belize</b>	60,906	60,906	9,595	10,362	3,160	3,019	2,532	4,081	2,150	0	786	431	1,476	557	1,131	1,260	81,177
<b>Benin</b>	0	33,917	0	13,957	0	0	0	0	0	0	0	2,521	0	5,775	0	291	28,230
<b>Bhutan</b>	17,014	17,014	9,986	9,508	1,089	1,937	3,500	7,424	0	0	4,075	2,132	6,100	892	650	1,373	41,347
<b>Bolivia</b>	80,877	80,877	4,254	7,017	6,927	8,000	11,405	7,680	0	0	8,407	7,752	4,534	5,363	2,511	1,445	118,524
<b>Botswana</b>	73,295	73,295	18,817	11,060	13,603	14,218	14,532	15,170	0	0	4,110	7,659	6,376	15,493	2,002	2,941	136,285
<b>Brazil</b>	0	0	0	0	135,178	135,561	0	0	0	0	0	0	0	0	0	0	135,370
<b>Bulgaria</b>	68,398	68,398	12,470	7,110	3,073	8,344	972	2,489	0	0	4,346	3,460	2,006	0	1,690	1,697	92,225
<b>Burkina Faso</b>	57,770	57,770	14,268	27,014	14,850	12,477	10,419	6,660	0	0	825	1,637	0	1,337	1,101	1,598	103,863
<b>Cambodia</b>	36,240	49,704	11,544	3,450	4,266	4,934	3,276	10,852	408	794	844	5,119	1,929	6,697	816	1,589	71,231
<b>Cameroon</b>	0	39,574	0	0	0	0	0	470	0	282	0	0	0	3,832	0	99	22,128
<b>Chad</b>	9,052	24,138	0	0	0	0	0	0	0	0	350	1,023	0	0	0	0	17,282
<b>Chile</b>	161,058	161,058	6,662	7,800	0	116	19,777	12,906	0	0	5,499	4,764	0	0	2,345	1,156	191,570
<b>Colombia</b>	0	0	0	0	0	0	0	0	0	0	1,212	0	0	0	0	0	606
<b>Comoros</b>	0	30,094	0	2,234	0	0	0	7,672	0	0	0	0	0	0	0	0	20,000
<b>Cook Islands</b>	0	0	0	158	0	240	0	750	0	0	0	0	0	0	0	1,788	1,468
<b>Costa Rica</b>	83,952	83,952	9,117	12,556	14,621	11,752	5,777	6,877	6,923	7	5,769	4,267	1,032	7,532	0	0	127,067
<b>Cuba</b>	35,592	35,592	15,846	9,583	0	807	10,479	9,482	0	0	1,674	30	0	0	2,709	1,261	61,527
<b>Dominica</b>	45,067	69,067	0	0	48,974	48,783	0	0	0	0	0	0	0	0	0	0	105,946
<b>Dominican Republic</b>	87,005	87,005	20,430	17,760	8,934	8,479	11,307	9,391	500	0	2,552	1,941	308	1,338	6,346	0	131,648
<b>Ecuador</b>	88,128	88,128	38,481	7,259	6,593	3,608	17,842	19,444	0	0	10,560	12,246	2,724	11,015	5,415	10,321	160,882
<b>Egypt</b>	71,044	71,044	405	5,501	76,449	70,772	0	0	0	0	0	0	0	0	0	0	147,608
<b>El Salvador</b>	69,756	69,756	6,806	6,796	5,633	7,000	2,128	4,140	0	0	2,597	2,603	1,548	1,101	235	1,772	90,935
<b>Ethiopia</b>	38,862	38,862	11,783	24,605	1,306	5,839	2,111	3,379	0	0	889	778	0	2,100	0	1,381	65,948
<b>Fiji (sub-reg)</b>	33,803	44,728	0	6,648	0	2,663	0	1	0	0	0	378	0	0	373	0	44,297
<b>Ghana</b>	33,120	33,120	11,400	9,222	9,391	6,786	11,504	12,913	0	0	5,324	3,339	2,852	2,819	1,493	6,204	74,743
<b>Guatemala</b>	68,284	68,284	10,935	25,624	2,430	1,904	6,131	5,430	0	0	1,252	782	2,369	0	1,545	9,049	102,009
<b>Haiti</b>	0	46,336	0	0	0	0	0	0	0	0	0	0	0	0	0	1,000	23,668
<b>Honduras</b>	72,408	72,408	3,552	9,408	6,383	8,148	7,991	9,555	0	0	4,238	606	937	0	1,395	1,531	99,280
<b>India</b>	0	0	0	0	74,000	87,180	0	0	0	0	0	0	0	0	0	0	80,590
<b>Indonesia</b>	0	0	0	0	80,000	90,482	0	0	0	0	0	0	0	0	0	0	85,241
<b>Iran</b>	65,544	65,544	19,695	19,586	13,974	12,460	7,617	8,627	5,500	0	7,056	1,924	1,114	9,482	1,501	1,995	120,809
<b>Ivory Coast</b>	106,698	106,698	17,473	25,112	11,752	12,406	2,676	2,299	0	0	1,039	2,516	1,865	5,115	163	3,549	149,681

<b>Jamaica</b>	52,273	52,273	7,780	13,191	12,046	11,421	0	5,095	0	0	0	1,510	1,850	325	1,232	8,202	<b>83,599</b>
<b>Jordan</b>	82,068	82,068	0	0	34,833	38,150	0	0	0	0	0	0	0	0	0	0	<b>118,560</b>
<b>Kazakhstan</b>	68,076	68,076	7,890	14,647	4,000	6,439	15,000	8,727	0	0	2,005	2,267	0	578	784	1,794	<b>100,141</b>
<b>Kenya</b>	81,341	81,341	12,851	5,613	49	14,203	5,952	3,953	0	0	6,365	3,460	0	7,582	9,233	5,972	<b>118,958</b>
<b>Kyrgyzstan</b>	37,320	37,320	3,817	8,601	1,515	3,850	6,207	10,298	0	0	529	2,904	2,836	588	1,417	269	<b>58,736</b>
<b>Lebanon</b>	86,378	86,378	4,615	8,638	6,650	10,212	0	253	0	0	0	0	0	1,548	19	1,149	<b>102,919</b>
<b>Macedonia</b>	55,628	79,699	10,750	9,016	4,208	7,392	399	6,057	0	0	1,089	592	0	1,403	1,266	2,212	<b>89,856</b>
<b>Madagascar</b>	0	30,484	0	162	0	505	0	1,975	0	0	398	0	0	0	0	0	<b>16,762</b>
<b>Malaysia</b>	76,209	76,209	3,129	7,883	3,235	3,562	2,387	4,688	0	0	302	4,229	0	391	378	1,612	<b>92,107</b>
<b>Mali</b>	73,562	73,562	65,233	21,994	8,846	9,755	21,728	21,190	0	0	341	6,665	13,855	0	1,773	3,832	<b>161,168</b>
<b>Mauritania</b>	43,464	43,464	15,562	10,033	5,260	8,618	11,815	7,352	0	0	5,061	2,518	0	2,363	400	2,002	<b>78,956</b>
<b>Mauritius</b>	64,151	64,151	7,678	7,380	3,852	5,018	3,618	6,245	0	0	5,731	1,998	0	404	3,721	4,017	<b>88,983</b>
<b>Mexico</b>	122,862	122,862	29,371	22,259	12,375	9,378	25,974	19,684	0	0	5,246	3,976	12,686	9,614	2,579	1,954	<b>200,409</b>
<b>Micronesia (sub-reg)</b>	54,804	71,604	0	0	46,507	75,715	0	0	0	0	0	0	0	0	0	0	<b>124,315</b>
<b>Mongolia</b>	22,548	22,548	14,473	18,251	4,154	5,506	4,408	3,426	0	0	1,946	1,333	1,586	4,943	327	1,006	<b>53,227</b>
<b>Morocco</b>	116,374	116,374	4,265	7,254	1,145	4,490	7,400	3,553	0	1,925	2,471	51	0	0	2,477	4,018	<b>135,899</b>
<b>Mozambique</b>	56,325	56,325	14,389	13,774	2,172	0	528	5,557	0	0	1,824	2,414	3,672	10,893	2,706	1,305	<b>85,942</b>
<b>Namibia</b>	35,874	35,874	0	0	80,787	85,450	0	0	0	0	0	0	0	0	0	0	<b>118,993</b>
<b>Nepal</b>	51,161	51,161	14,618	14,841	5,898	9,360	2,925	10,292	0	0	11,967	18,506	3,387	17	3,030	3,629	<b>100,396</b>
<b>Nicaragua</b>	60,189	60,189	9,616	25,751	9,600	10,335	9,116	4,578	0	0	6,399	2,110	7,374	6,700	2,744	5,532	<b>110,117</b>
<b>Niger</b>	62,397	62,397	15,441	19,413	12,260	15,488	8,246	7,403	0	0	5,631	2,536	5,116	5,501	2,288	7,829	<b>115,972</b>
<b>Niue</b>	0	0	0	3,941	0	230	0	0	0	0	0	500	0	0	0	1,850	<b>3,260</b>
<b>Pakistan</b>	49,253	49,253	3,292	7,395	7,094	9,306	4,117	9,057	0	0	1,239	101	0	2,888	421	1,410	<b>72,412</b>
<b>Panama</b>	0	70,248	0	7,509	0	1,677	0	708	0	0	0	960	0	984	0	575	<b>41,331</b>
<b>Papua New Guinea</b>	41,275	41,275	10,429	2,533	830	9,079	8,014	7,406	0	382	1,761	5,239	1,845	2,917	832	1,006	<b>67,412</b>
<b>Peru</b>	84,520	84,520	0	0	55,948	67,944	0	0	0	0	0	0	0	0	0	0	<b>146,466</b>
<b>Philippines</b>	70,234	70,234	3,249	15,683	524	22,514	59,622	0	979	0	99	1,183	147	0	8,927	7,664	<b>130,529</b>
<b>Romania</b>	72,878	72,878	6,208	14,108	10,190	13,915	7,739	8,694	0	0	406	2,391	1,854	1	3,484	1,916	<b>108,331</b>
<b>Rwanda</b>	47,040	47,040	6,953	8,729	97	4,037	52	2,991	0	0	1,417	1,140	4,100	5,505	1,176	3,226	<b>66,751</b>
<b>Samoa (sub-reg)</b>	35,222	35,222	14,668	19,871	2,585	13,632	17,351	6,864	0	0	4,274	5,790	12,938	1,015	4,890	3,614	<b>88,969</b>
<b>Senegal</b>	76,555	76,555	14,611	24,401	10,044	12,373	13,081	25,163	0	0	2,597	1,664	10,261	9,406	7,043	12,256	<b>148,004</b>
<b>South Africa</b>	62,956	62,956	1,168	446	0	0	4,555	5,277	0	0	1,719	3,161	0	84	411	1,611	<b>72,172</b>
<b>Sri Lanka</b>	42,027	42,027	7,408	23,714	0	5,407	6,984	18,099	0	0	1,239	8,766	151	939	1,617	4,685	<b>81,532</b>
<b>Suriname</b>	78,171	78,171	701	1,401	8,298	8,555	520	2,773	0	0	604	658	0	0	235	1,006	<b>90,546</b>
<b>Syria</b>	36,339	36,339	13,772	3,161	14,461	14,320	12,644	7,283	2,363	0	2,846	0	3,528	550	592	1,569	<b>74,883</b>
<b>Tanzania</b>	74,868	74,868	0	4,197	0	0	4,052	6,479	0	0	0	788	0	8,636	569	1,979	<b>88,218</b>
<b>Thailand</b>	115,184	115,184	1,883	13,449	0	4,524	2,996	10,481	0	0	462	719	18,162	15,312	2,659	1,874	<b>151,444</b>
<b>Tokelau</b>	0	0	0	300	0	0	0	0	0	0	0	0	0	0	0	1,200	<b>750</b>
<b>Trinidad &amp; Tobago</b>	87,572	87,572	296	3,447	10,759	1,629	4,568	3,812	0	0	499	891	0	0	372	3	<b>100,711</b>
<b>Tunisia</b>	31,894	31,894	0	0	55,600	61,981	0	0	0	0	0	0	0	0	0	0	<b>90,685</b>
<b>Turkey</b>	155,276	155,276	1,866	22,382	6,408	6,058	6,021	5,767	0	0	1,015	3,891	153	1,507	601	848	<b>183,535</b>
<b>Uganda</b>	52,752	52,752	13,832	26,237	13,268	19,967	7,288	10,305	0	0	538	867	266	1,297	6,838	6,642	<b>106,424</b>
<b>Uruguay</b>	43,339	67,065	8,390	4,106	0	7,843	0	127	0	0	0	4,602	0	737	1,298	4,334	<b>70,920</b>
<b>Vietnam</b>	37,020	37,020	3,189	17,945	0	0	10,439	10,912	0	0	3,254	1,885	8,704	2,423	1,061	1,497	<b>67,675</b>
<b>Yemen</b>	45,957	45,957	4,336	3,599	6,369	591	5,352	8,767	0	0	1,055	0	972	490	2,034	1,588	<b>63,534</b>
<b>Zimbabwe</b>	55,608	55,608	49,515	15,581	3,940	3,353	10,401	23,972	0	0	0	0	0	0	0	0	<b>108,990</b>

#### ANNEX 4: FORECASTED BASIC INFORMATION ON COUNTRY PROGRAMME DURING OP4

Country	Start Year	Total Grants Delivered (GEF) before OP4	Total Co-financing (In Cash & In Kind) before OP4	Projected Total Grants in OP4 (GEF)	Projected Total Cash Co-financing in OP4	Projected Annualized Mgmt Cost in OP4	Total Projected Mgmt Cost in OP4	Total Delivery in OP4	Country Mgmt Cost as % of total delivery in OP4
<b>Total</b>	<b>-</b>	<b>198,177,943</b>	<b>231,137,454</b>	<b>123,148,000</b>	<b>61,574,000</b>	<b>10,035,314</b>	<b>27,211,125</b>	<b>184,722,000</b>	<b>14.7%</b>
Albania	1996	1,598,000	547,343	700,000	350,000	93,969	281,908	1,050,000	26.8%
Argentina	2005	529,175	385,915	2,100,000	1,050,000	66,226	198,679	3,150,000	6.3%
Barbados (sub-reg)	1994	1,290,839	1,291,634	1,150,000	575,000	124,990	374,970	1,725,000	21.7%
Belarus	2004	874,363	1,267,052	1,400,000	700,000	71,611	214,833	2,100,000	10.2%
Belize	1993	3,354,769	2,486,924	1,075,000	537,500	82,373	247,118	1,612,500	15.3%
Benin	2005	349,872	2,283,045	700,000	350,000	28,230	84,690	1,050,000	8.1%
Bhutan	1996	1,224,915	949,118	700,000	350,000	41,347	124,041	1,050,000	11.8%
Bolivia	1992	5,379,720	3,525,084	1,400,000	700,000	118,524	355,571	2,100,000	16.9%
Botswana	1992	2,763,346	2,498,537	1,300,000	650,000	136,285	408,854	1,950,000	21.0%
Brazil	1994	6,566,527	4,645,498	2,400,000	1,200,000	135,370	406,109	3,600,000	11.3%
Bulgaria	2005	1,345,983	1,703,311	1,400,000	700,000	92,225	276,676	2,100,000	13.2%
Burkina Faso	1992	3,079,276	1,165,276	1,300,000	650,000	103,863	311,590	1,950,000	16.0%
Cambodia	2004	737,137	1,339,384	1,200,000	600,000	70,630	211,890	1,800,000	11.8%
Cameroon	2005	290,581	30,735	900,000	450,000	118,993	356,978	1,350,000	26.4%
Chad	2005	150,000	211,097	550,000	275,000	17,282	51,845	825,000	6.3%
Chile	1992	5,716,144	4,037,128	2,100,000	1,050,000	191,570	574,710	3,150,000	18.2%
Comoros	2005	300,000	50,740	550,000	275,000	20,000	60,000	825,000	7.3%
Costa Rica	1993	7,511,862	13,116,009	1,400,000	700,000	129,586	388,758	2,100,000	18.5%
Cuba	2004	617,351	2,061,967	1,200,000	600,000	61,527	184,582	1,800,000	10.3%
Dominica	1994	479,118	165,977	850,000	425,000	105,946	317,837	1,275,000	24.9%
Dominican Republic	1993	5,233,548	11,149,093	1,400,000	700,000	131,648	394,945	2,100,000	18.8%
Ecuador	1994	5,204,620	4,984,124	2,400,000	1,200,000	160,882	482,646	3,600,000	13.4%
Egypt	1993	3,799,324	2,407,772	2,100,000	1,050,000	147,608	442,823	3,150,000	14.1%
El Salvador	2001	1,721,361	2,564,396	1,300,000	650,000	90,935	272,806	1,950,000	14.0%
Ethiopia	2004	676,878	476,773	950,000	475,000	65,948	197,844	1,425,000	13.9%
Fiji (sub-reg)	2003	482,071	236,741	1,000,000	500,000	44,297	132,891	1,500,000	8.9%
Ghana	1993	2,570,869	7,360,089	1,300,000	650,000	74,743	224,230	1,950,000	11.5%
Guatemala	1996	3,079,770	5,279,067	450,000	225,000	102,009	306,028	675,000	45.3%
Honduras	2001	3,036,372	3,356,893	1,200,000	600,000	99,280	297,841	1,800,000	16.5%
India	1995	5,631,475	5,769,265	2,400,000	1,200,000	80,590	241,770	3,600,000	6.7%
Indonesia	1992	4,075,518	2,810,141	2,400,000	1,200,000	85,241	255,723	3,600,000	7.1%
Iran	2000	2,581,060	20,330,404	1,600,000	800,000	120,809	362,428	2,400,000	15.1%
Ivory Coast	1993	3,402,108	3,088,960	600,000	300,000	149,681	449,043	900,000	49.9%
Jamaica	2003	706,998	902,064	1,160,000	580,000	83,599	250,797	1,740,000	14.4%
Jordan	1992	4,546,500	9,921,383	1,300,000	650,000	118,560	355,679	1,950,000	18.2%
Kazakhstan	1996	2,770,853	4,312,938	1,900,000	950,000	100,141	300,423	2,850,000	10.5%
Kenya	1993	5,786,371	3,093,640	1,700,000	850,000	118,958	356,874	2,550,000	14.0%
Kyrgyzstan	2001	2,238,857	1,772,063	1,300,000	650,000	58,736	176,207	1,950,000	9.0%
Lebanon	2001	549,302	0	700,000	350,000	102,919	308,758	1,050,000	29.4%
Macedonia	2004	494,704	581,927	700,000	350,000	89,856	269,567	1,050,000	25.7%
Madagascar	2004	365,000	0	2,100,000	1,050,000	16,847	50,541	3,150,000	1.6%
Malaysia	1996	2,288,802	3,981,583	1,326,000	663,000	92,107	276,320	1,989,000	13.9%
Mali	1993	6,612,733	8,261,967	1,600,000	800,000	161,168	483,505	2,400,000	20.1%
Mauritania	2001	1,483,407	408,193	1,300,000	650,000	78,956	236,869	1,950,000	12.1%
Mauritius	1995	2,267,544	3,731,679	1,400,000	700,000	88,983	266,948	2,100,000	12.7%
Mexico	1994	8,419,506	8,470,942	2,400,000	1,200,000	200,409	601,228	3,600,000	16.7%
Micronesia (sub-reg)	2004	1,309,447	817,421	1,270,000	635,000	124,315	372,945	1,905,000	19.6%
Mongolia	2002	1,173,306	1,081,996	1,200,000	600,000	53,227	159,680	1,800,000	8.9%
Morocco	1996	2,402,990	5,210,208	1,500,000	750,000	144,715	434,144	2,250,000	19.3%
Mozambique	2003	1,008,337	448,753	800,000	400,000	85,942	257,827	1,200,000	21.5%

Namibia	2002	1,860,059	1,217,482	1,200,000	600,000	118,993	356,978	1,800,000	19.8%
Nepal	1993	3,363,522	2,655,816	1,300,000	650,000	100,396	301,187	1,950,000	15.4%
Nicaragua	2003	1,388,925	742,993	800,000	400,000	110,117	330,352	1,200,000	27.5%
Niger	2002	1,558,768	905,796	1,612,000	806,000	115,972	347,916	2,418,000	14.4%
Pakistan	1993	4,390,386	10,018,225	2,100,000	1,050,000	72,412	217,237	3,150,000	6.9%
Panama	2005	174,074	10,000	1,135,000	567,500	41,331	123,992	1,702,500	7.3%
Papua New Guinea	1994	1,539,115	66,157	1,900,000	950,000	67,412	202,237	2,850,000	7.1%
Peru	1996	4,850,391	3,278,011	1,900,000	950,000	146,466	439,398	2,850,000	15.4%
Philippines	1992	6,988,591	5,842,756	2,400,000	1,200,000	130,529	391,587	3,600,000	10.9%
Romania	2004	1,230,961	1,131,148	1,300,000	650,000	108,331	324,994	1,950,000	16.7%
Rwanda	2003	938,295	240,217	850,000	425,000	66,751	200,253	1,275,000	15.7%
Samoa (sub-reg)	2003	452,796	156,540	900,000	450,000	88,969	266,906	1,350,000	19.8%
Senegal	1993	5,482,871	2,632,917	1,600,000	800,000	148,004	444,013	2,400,000	18.5%
South Africa	2001	1,487,343	1,966,689	2,200,000	1,100,000	72,172	216,515	3,300,000	6.6%
Sri Lanka	1994	4,425,878	1,785,056	1,900,000	950,000	81,532	244,595	2,850,000	8.6%
Suriname	1995	1,198,707	782,812	700,000	350,000	90,546	271,639	1,050,000	25.9%
Syria	2004	979,835	1,056,251	800,000	400,000	74,883	224,648	1,200,000	18.7%
Tanzania	1996	4,464,543	2,448,273	1,200,000	600,000	88,218	264,653	1,800,000	14.7%
Thailand	1993	4,049,317	3,000,369	1,200,000	600,000	151,444	454,333	1,800,000	25.2%
Trinidad & Tobago	1995	837,380	864,344	700,000	350,000	100,711	302,132	1,050,000	28.8%
Tunisia	1993	3,458,750	7,946,322	1,050,000	525,000	90,685	272,054	1,575,000	17.3%
Turkey	1993	2,892,256	5,058,390	1,200,000	600,000	183,535	550,604	1,800,000	30.6%
Uganda	1996	3,077,157	2,167,651	1,520,000	760,000	106,424	319,272	2,280,000	14.0%
Uruguay	2005	528,156	0	700,000	350,000	70,920	212,761	1,050,000	20.3%
Vietnam	1996	2,822,917	1,999,121	1,650,000	825,000	67,675	203,024	2,475,000	8.2%
Yemen	2003	329,182	367,085	700,000	350,000	63,534	190,601	1,050,000	18.2%
Zimbabwe	1993	3,329,359	6,224,784	1,300,000	650,000	118,180	354,540	1,950,000	18.2%
<b>OP3 Outliers*</b>		*Adjusted country operating budgets based on OP3 Comp. Country							
Colombia	2004	n/a	n/a	550,000	275,000	146,466	219,699	825,000	26.6%
Gambia	2007	n/a	n/a	550,000	275,000	74,743	186,858	825,000	22.6%
Guinea	2007	n/a	n/a	350,000	175,000	74,743	186,858	525,000	35.6%
Haiti	2005	n/a	n/a	1,200,000	600,000	83,599	229,897	1,800,000	12.8%
Lesotho	2007	n/a	n/a	550,000	275,000	72,172	180,429	825,000	21.9%
Malawi	2007	n/a	n/a	350,000	175,000	85,942	214,856	525,000	40.9%
Solomon Islands	2007	n/a	n/a	350,000	175,000	25,510	63,776	525,000	12.1%
Vanuatu	2007	n/a	n/a	550,000	275,000	49,883	137,177	825,000	16.6%
Zambia	2007	n/a	n/a	550,000	275,000	85,942	214,856	825,000	26.0%
<b>NEW OP4 Countries**</b>		**COBs based on Comp. Country, NC ProForma NOB-VI, No PA							
Afghanistan (LDC)	2008	n/a	n/a	1,000,000	500,000	57,929	96,549	1,500,000	6.4%
Algeria	2009	n/a	n/a	1,000,000	500,000	46,725	65,031	1,500,000	4.3%
Armenia	2008	n/a	n/a	350,000	175,000	75,990	126,651	525,000	24.1%
Bangladesh (LDC)	2009	n/a	n/a	1,000,000	500,000	108,219	95,330	1,500,000	6.4%
Burundi (LDC)	2008	n/a	n/a	350,000	175,000	79,815	152,989	525,000	29.1%
Bahamas (SIDS)	2008	n/a	n/a	350,000	175,000	51,998	133,025	525,000	25.3%
China	2009	n/a	n/a	1,000,000	500,000	88,623	147,588	1,500,000	9.8%
Cape Verde	2008	n/a	n/a	600,000	300,000	98,392	189,734	900,000	21.1%
Central African	2008	n/a	n/a	350,000	175,000	134,211	125,286	525,000	23.9%
DR Congo (LDC)	2008	n/a	n/a	1,000,000	500,000	78,855	118,283	1,500,000	7.9%
Eritrea (LDC)	2008	n/a	n/a	350,000	175,000	42,938	71,524	525,000	13.6%
Guinea-Bissau	2008	n/a	n/a	350,000	175,000	95,306	158,757	525,000	30.2%
Laos (LDC)	2009	n/a	n/a	600,000	300,000	46,417	65,619	900,000	7.3%
Liberia (LDC)	2008	n/a	n/a	350,000	175,000	66,356	138,348	525,000	26.4%
Maldives (LDC, SIDS)	2008	n/a	n/a	350,000	175,000	20,930	34,884	525,000	6.6%
Nigeria	2008	n/a	n/a	1,000,000	500,000	125,037	208,395	1,500,000	13.9%
Paraguay	2008	n/a	n/a	350,000	175,000	70,898	129,948	525,000	24.8%
Seychelles (SIDS)	2008	n/a	n/a	1,000,000	500,000	45,918	95,736	1,500,000	6.4%
Togo (LDC)	2008	n/a	n/a	350,000	175,000	63,718	81,840	525,000	15.6%
Ukraine	2009	n/a	n/a	1,000,000	500,000	83,947	106,197	1,500,000	7.1%
Uzbekistan	2008	n/a	n/a	1,150,000	575,000	91,960	118,676	1,725,000	6.9%
Tajikistan	2008	n/a	n/a	350,000	175,000	49,104	207,098	525,000	39.4%
Venezuela	2008	n/a	n/a	1,000,000	500,000	153,229	229,843	1,500,000	15.3%
<b>New OP4 Countries Total</b>				<b>15,200,000</b>	<b>7,600,000</b>	<b>1,776,516</b>	<b>2,897,330</b>	<b>22,800,000</b>	<b>12.7%</b>

## ANNEX 5: RANGE OF POSSIBLE IN-COUNTRY EXECUTION MODALITIES IN GEF-5.

Type of execution modality	Strengths	Weaknesses
<b>Execution by a national NGO</b> In some countries with a strong NGO base, the most effective executing agency may be an NGO. Neither the executing NGO nor any subsidiary would be able to access grants.	<ul style="list-style-type: none"> <li>▪ Ensure access to civil society and to local NGOs;</li> <li>▪ The NGO is likely to have a good technical understanding of the country situation and capacity needs;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Challenges to find an NGO that is perceived as “neutral” by all NGOs;</li> <li>▪ National NGOs may be weak with regards to fiduciary arrangements;</li> </ul>
<b>Execution through an existing Environmental Fund</b> In countries where a national (or regional) environmental fund exists, the SGP can be channeled into the Fund, either earmarked for specific types of project, or merged with the overall Fund resources.	<ul style="list-style-type: none"> <li>▪ Builds on an existing mechanism and established procedures;</li> <li>▪ Possibility to leverage co-financing through the existing Fund;</li> </ul>	<ul style="list-style-type: none"> <li>▪ If the existing Fund has a broad or different focus, the SGP funds may lose their focus;</li> <li>▪ Existing funds may not be perceived as neutral and independent.</li> </ul>
<b>Execution by an international agency</b> This could include the GEF Agencies (e.g. World Bank, UNEP, Regional Banks, etc) or UN Agencies (FAO, UNIDO, etc) if they have a permanent office in the country.	<ul style="list-style-type: none"> <li>▪ International agencies have high quality procedures, particularly with regards to fiduciary arrangements;</li> <li>▪ International agencies generally seen as neutral.</li> </ul>	<ul style="list-style-type: none"> <li>▪ This option may be costly.</li> </ul>
<b>Execution by a government agency</b> In line with other UNDP operations in the country, including UNDP/GEF projects, the SGP could be executed by the government executing agency. The government execution procedures would then be followed.	<ul style="list-style-type: none"> <li>▪ Possibility to leverage co-financing through the government agency budget;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited experience working with NGOs and civil society sector;</li> <li>▪ Government agencies may have limited capacity to execute complicated programmes;</li> <li>▪ Not perceived as neutral and independent by civil society organisations.</li> </ul>
<b>Execution by private sector</b> Through a competitive bidding process, a private sector organisation with the required execution capacity could be contracted to execute the SGP programme for a stated number of years.	<ul style="list-style-type: none"> <li>▪ Competitive process to select a private contractor may increase efficiency and reduce certain costs;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unlikely to be able to bring technical knowledge to the programme</li> <li>▪ Profit and ‘bottom-line’ focus may undermine aims to build capacity and work with poor, remote communities</li> </ul>
<b>Direct execution by the UNDP CO</b> The UNDP CO would be directly responsible execution. These functions would be separate from its functions as IA and providing technical support.	<ul style="list-style-type: none"> <li>▪ Flow of information and finance through UNDP may increase efficiency compared to current UNOPS-UNDP CO arrangement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ In most countries, UNDP typically only uses ‘direct’ execution as a last resort, or in special circumstances.</li> <li>▪ In some countries, the UNDP CO may not be able to bring technical knowledge to the programme</li> </ul>

## ANNEX 6: SURVEY OF PRESENT SCENARIO OF SGP MANAGEMENT COSTS DURING OP4 YEAR 1

To support the ongoing study of the SGP Working Group, CPMT conducted an email survey in February 2008 regarding the impacts of the modified management costs in OP4 Year 1, and the possibility of alternative national hosting arrangement in GEF5. 51 NCs responded to the survey. Nearly all of the NCs noted that M&E field visits, NSC meetings and capacity-building workshops for grantees had been reduced and the knowledge management would be adversely impacted by the changes to Country Operating Budgets (COBs) in OP4.

From the survey results, a number of countries have explored new strategies to reduce management costs (further focus on target geographic areas, recruitment of free or low-cost human resources), and secure cost recovery from other donors including UNDP TRAC funds, foundations, and the private sector. The table below summarizes the present scenario of OP4 management services provided by CPMT and country programmes.

OP4 Present Scenario	Differentiated services from OP3
<b>Global Level</b>	
Regional workshops and global workshop not foreseen	<ul style="list-style-type: none"> <li>Reduced capacity building and M&amp;E training for NCs through face-to-face global or regional workshops</li> <li>Exchange and knowledge sharing among NCs limited to e-mail communications</li> </ul>
Zero budgeting for M&E & partnership positions	<ul style="list-style-type: none"> <li>Revised matrix of CPMT roles and responsibilities in M&amp;E, partnerships, and fund-raising.</li> </ul>
Annual global travel budget of \$100,000 for 124 countries by end of GEF4	<ul style="list-style-type: none"> <li>Travel cost will be focused mainly for country start-up missions.</li> <li>Reduced trouble-shooting visits</li> <li>Reduced monitoring visits to SGP countries.</li> <li>Lack of participation in important international events/conferences and fund-raising activities.</li> </ul>
Knowledge management	<ul style="list-style-type: none"> <li>Limitations on knowledge products and dissemination</li> </ul>
Technical assistance (\$50k/year)	<ul style="list-style-type: none"> <li>CPMT to rely almost entirely on existing staff for technical assistance to country programmes</li> <li>Budget focused mainly to procure assistance for the database/website.</li> </ul>
<b>National Level</b>	
M&E field visits	<ul style="list-style-type: none"> <li>Reduced ability for NCs to visit grantees in the field</li> <li>Tendency to fund projects close to country programme offices (near capital cities), challenging SGP's objective to target poor and marginalized communities.</li> </ul>
NSC meetings	<ul style="list-style-type: none"> <li>Reduced frequency, participation and ownership in NSC meetings</li> </ul>
Capacity building workshops & outreach	<ul style="list-style-type: none"> <li>Fewer capacity building activities for NGOs and communities</li> <li>Less visibility in media and reduced awareness-raising activities.</li> </ul>
Knowledge management (each country has average \$1,500 per year)	<ul style="list-style-type: none"> <li>Reduced knowledge products and sharing</li> </ul>
Programme Assistants in new OP4 countries	<ul style="list-style-type: none"> <li>Absence of programme assistants in new OP4 country programmes will hamper the quality of database &amp; financial management</li> </ul>
Equipment and office rental/premises	<ul style="list-style-type: none"> <li>Travel restrictions will limit country programmes' ability to reach marginalized communities through public transportation;</li> <li>Turning to governments for free office space to challenge SGP's basic characteristics and criteria of civil society ownership</li> </ul>

# ANNEX 7: BASIC INFORMATION ON SGP IN MATURE COUNTRIES

	Country Category	Start-up Date	# of Projects	Grants Delivered	Co-Financing Raised		Projected Grant Delivery in GEF 4
					In cash-US\$	In kind-US\$	
Albania		1996	148	1,598,794	329,636	189,707	600,000
Barbados-OECS	SIDS	1994	72	1,290,838	502,813	769,048	1,050,000
Belize	SIDS	1993	138	3,354,769	891,045	1,595,880	975,000
Bhutan	LDC	1996	56	1,224,915	474,660	474,458	600,000
Bolivia		1992	205	5,379,770	1,637,694	1,887,390	1,800,000
Botswana		1992	109	2,763,346	1,928,790	569,747	1,200,000
Brazil		1994	261	6,566,527	2,282,307	2,363,191	2,700,000
Burkina Faso	LDC	1992	103	3,079,298	505,070	660,206	1,200,000
Chile		1992	216	5,716,144	439,714	3,597,414	1,800,000
Costa Rica		1993	428	7,441,556	5,264,470	7,596,296	1,800,000
Cote d'Ivoire		1993	154	3,309,919	785,058	2,293,592	900,000
Dom. Republic	SIDS	1993	265	5,233,548	3,130,789	8,018,304	1,800,000
Ecuador		1994	187	5,214,620	2,575,727	2,408,396	2,295,000
Egypt		1993	198	3,799,324	1,585,295	822,477	1,800,000
Ghana		1993	115	2,570,869	5,986,555	1,373,534	1,200,000
Guatemala		1996	293	3,079,770	1,440,802	3,838,265	400,000
India		1995	243	5,631,475	4,395,361	1,400,907	2,400,000
Indonesia		1992	236	4,075,518	981,101	1,829,041	2,460,000
Jordan		1992	143	4,546,500	2,199,383	7,722,000	1,200,000
Kazakhstan		1996	191	2,770,853	2,044,798	2,232,360	1,800,000
Kenya		1993	235	5,786,371	2,364,350	729,290	1,800,000
Malaysia		1996	65	2,228,802	2,037,134	1,944,449	1,987,500
Mali	LDC	1993	268	6,612,733	5,685,318	2,576,649	1,500,000
Mauritius	SIDS	1995	86	2,267,544	2,344,958	1,386,721	1,800,000
Mexico		1994	408	8,419,506	3,083,690	5,387,252	2,700,000
Morocco		1996	88	2,402,990	2,664,606	2,545,602	1,200,000
Nepal	LDC	1993	95	3,363,522	2,066,416	589,400	1,200,000
Pakistan		1993	174	4,390,386	7,777,259	2,240,965	1,800,000
Papua N. Guinea	SIDS	1994	129	1,539,115	23,107	43,050	1,800,000
Peru		1996	132	4,850,391	773,237	2,504,774	2,100,000
Philippines		1992	241	6,988,591	4,032,976	1,549,780	2,400,000
Senegal	LDC	1993	174	5,482,871	1,744,873	888,044	1,500,000

	Country Category	Start-up Date	# of Projects	Grants Delivered	Co-Financing Raised		Projected Grant Delivery in GEF 4
					In cash-US\$	In kind-US\$	
Sri Lanka		1994	263	4,463,678	581,629	1,203,426	1,800,000
Suriname	SIDS	1995	54	1,142,927	366,180	416,632	600,000
Tanzania	LDC	1996	175	4,405,043	1,437,650	1,010,624	1,800,000
Thailand		1993	300	3,827,518	1,265,835	1,734,534	1,800,000
Trinidad/Tobago	SIDS	1995	53	837,380	558,209	306,135	600,000
Tunisia		1993	105	3,458,750	6,276,120	1,670,202	1,050,000
Turkey		1993	146	2,892,256	3,316,102	1,608,596	1,200,000
Uganda	LDC	1996	112	3,077,157	1,211,977	955,674	1,800,000
Vietnam		1996	145	2,822,917	460,106	1,539,015	1,800,000
Zimbabwe		1993	104	3,329,359	1,797,298	4,427,486	1,200,000
Total			7156	163,238,160	90,920,462	88,900,513	65,017,500