

GEF Council Meeting
November 5 – 7, 2013
Washington, D.C.

Agenda Item 19

REPORT OF THE SELECTION AND REVIEW COMMITTEE

Recommended Council Decision

The Council notes with regret that Mr. van den Berg's term as Director of the Evaluation Office expires on September 11, 2014. In order to ensure a smooth transition, his successor will need to be appointed by the GEF Council, preferably at its first session in 2014.

Having reviewed the Report of the Selection and Review Committee (Document GEF C.45/09), the Council:

- (i) Agrees to launch the recruitment process for the Director of the Evaluation Office as soon as possible, based on the attached terms of reference, and in accordance with the recommended 'hybrid' process;
- (ii) Takes note of the estimated costs of the recruitment process for the Director of the Evaluation Office, and approves a budget of US\$50,000 for the Special Initiative to complete the recruitment of a new Director of the Evaluation Office;
- (iii) Takes note of the FY14 goals for the EO Director and the GEF CEO and requests the SRC to present the performance evaluation of the EO Director and the GEF CEO for the Council's review at its second meeting in 2014;
- (iv) Agrees with the SRC's positive assessment of the EO Director's FY13 performance and the recommendation to provide the EO Director with a "4" rating on the World Bank's 5-point scale, with an associated merit-based salary increase of 2.5%. The Council requests the SRC to communicate this decision to the World Bank Human Resource Department.

INTRODUCTION

1. This document presents to the Council the process for hiring a new Director as replacement for Mr. Van den Berg noting that the term of the Director of the Evaluation Office, Mr. van den Berg, expires on September 11, 2014. The document also summarizes the SRC's performance evaluation of the Evaluation Office Director and recommends a merit-based salary increase for the Evaluation Office Director, in accordance with the World Bank's salary scales. Finally, the document reports the FY14 goals for both the GEF CEO and the Evaluation Office Director, as they have been agreed with the SRC.
2. The SRC makes these recommendations and updates in view of its mandate, which since its establishment in 2009 has been to "oversee the process for appointing and reappointing the GEF CEO/Chairperson and the Evaluation Office Director and for conducting their performance objective reviews."

PROPOSED RECRUITMENT PROCESS FOR THE NEW DIRECTOR OF THE EVALUATION OFFICE

3. The final term of the current EO Director, Rob D. van den Berg, will be expiring on September 11, 2014. Consistent with the SRC's mandate to "oversee the processes for appointing...the Director of the GEF Evaluation Office", the SRC--based on inputs from the World Bank Human Resources Department and the Director of the Evaluation Office--has developed Terms of Reference for the upcoming vacancy (Annex 1).
4. The SRC has also been considering a number of options for the appointment process for the new EO Director. Three alternative options were examined in detail:
 - (a) *Relying entirely on the World Bank's usual process for managerial recruitments.* In this option the process would be run entirely by the World Bank Human Resources Development - Talent Acquisition (HRDTA). In this option, HRDTA would advertise the vacancy on the World Bank's website internally and externally. HRDTA would carry out the screening to identify candidates who meets the minimum requirement and determine the shortlist based on an assessment of the candidates against the Terms of Reference. Shortlisted candidates would be interviewed by a panel composed of World Bank staff. The selected candidate would be selected by the panel and submitted to the World Bank Board for clearance on the basis of No Objection.
 - (b) *Fully outsourcing the process to an external search firm,* which would screen and identify a pool of candidates for consideration by the SRC. The vacancy would be advertised by the search firm on print and electronic platforms. The search firm would carry out the screening to identify candidates who meets the minimum requirement and determine the shortlist based on an assessment of the candidates against the Terms of Reference. Shortlisted candidates would be interviewed by the SRC and a final candidate would be submitted to GEF Council for approval.
 - (c) *A hybrid model,* in which HRDTA conducts the search subject to SRC oversight and approvals at key stages in the process, as follows: HRDTA would advertise the vacancy on the World Bank's website internally and externally, and also advertise on using professional evaluation networks and in a few strategic print and electronic platforms, to be determined. Screening and shortlisting would be carried out as in option (a), but the shortlist would be cleared by SRC. Shortlisted candidates would be interviewed by a panel which in addition to relevant evaluation experts from for example the World Bank's Independent Evaluation Group and/or UNDP's Evaluation Office would include representation from the SRC. The

Panel would present a prioritized list for consideration by the full SRC. After review of the prioritized list, the SRC would recommend one candidate to the GEF Council for approval.

5. The SRC recommends that the option (c)--the "hybrid" process--be followed for the appointment of the new Director for the Evaluation Office. The SRC's recommendation is based on a number of considerations, including
 - (i) *Consistency with the Council's decisions* regarding the SRC's role in the appointment: In the SRC's view, option (a) is not consistent with the Council's decision, since the SRC effectively would have no oversight of the process. By contrast, the SRC is of the view that both option (b) and (c) would provide the SRC with sufficient oversight.
 - (ii) *Financial cost for the GEF*: While option (a) and (c) will have relatively modest financial costs (see paragraph 6, below) for the GEF, the costs for option (b) can be large (possibly in excess of US\$200,000).
 - (iii) *Practical aspects*, including the time commitment needed by the SRC members. Option (b) would require a very significant time commitment of the SRC, both in terms of the supervision of the search firm, and in the interview process. While option (c) would also require substantial inputs from the SRC at key stages in the process, it is the SRC's view that overall option (c) is much more practical and manageable for the SRC.
6. In terms of costs, HRDTA estimates that the advertisement costs for option (c) would amount to approximately US\$25,000. Additional cost could be incurred if it decided to conduct face-to-face interviews with the final candidates. While this is not expected, the SRC considers it prudent nevertheless to budget for such an eventuality, and for that reason asks the Council to approve a budget up to US\$50,000 to complete the recruitment process for the EO Director.
7. Subject to the Council's approval of the recommended process, the SRC would work with the HRDTA to initiate the process as soon as possible in order to ensure a smooth transition in the position as Director of the Evaluation Office.

PERFORMANCE EVALUATION, PROPOSED MERIT-BASED SALARY INCREASE AND FY14 GOALS OF THE EVALUATION OFFICE DIRECTOR

8. The SRC assesses that the EO Director' has had another year of strong performance during FY13. The SRC performance assessment is based on the discussion at its meeting on June 6, 2013 with the EO Director around the agreed objectives that had been set for FY13 and the written self-assessment submitted by the EO Director to the SRC (Annex 2). The Chair of the SRC made an oral presentation of the SRC's assessment of the EO Director to the Council in an executive session at its 42nd Meeting held in June 2012. In addition, at its meeting on October 23, 2013, the SRC reviewed the EO Director's 360 Leadership Assessment (Annex 3), which provided further inputs into the SRC performance assessment.
9. With the Banks' yearly salary review exercise for the period completed, the World Bank Performance-Based Salary Increase Matrix, effective July 1, 2013 has been made available, as indicated in Table 1.

Table 1.

World Bank Group Merit Increase Matrix, United States

Merit Increase Effective Date: July 1, 2013

Salary Plan: US

Salary Zone	SRI Performance Rating							
	2		3		4		5	
	Min	Max	Min	Max	Min	Max	Min	Max
1	0.0%	0.0%	0.8%	3.3%	4.2%	4.8%	5.6%	6.2%
2	0.0%	0.0%	0.8%	2.8%	3.1%	3.7%	4.0%	4.6%
3	0.0%	0.0%	0.8%	2.2%	2.5%	3.1%	3.4%	4.0%

Note: The applicable salary zone for the EO Director is salary zone 3.

10. Consistent with a SRI rating of 4 reflecting the performance assessment in the high end of the spectrum, and taking into account the EO Director's salary zone placement, the SRC recommends a merit based salary increase in FY14 of 2.5% for the EO Director.
11. At its meeting on October 23, 2013 the SRC also agreed the FY14 goals with the EO Director, which *inter alia* includes completion of the Fifth Overall Performance Study, completion of the review of the evaluation function at the GEF and improvements to the project management database of the GEF (the full set of goals is included in Annex 2).

PERFORMANCE EVALUATION OF THE GEFCEO AND FY14 GOALS

12. As noted at in its report to the Council at the June 2013 meeting, according to the World Bank Human Resource Policy a staff who is being confirmed is only eligible for a merit based salary increase based on the subsequent assessment cycle, in this case the assessment cycle covering FY14, which will be carried out in the fall of 2014. Consequently, the SRC informed Council that it would not submit to the Council at its November 2013 meeting, as it normally would, a recommendation for a merit based salary increase for the CEO. In addition to the performance assessment conducted on the occasion of the GEF CEO's confirmation, the SRC takes note of the GEF CEO's 360 leadership assessment (annex 4).
13. At its meeting on October 23, the SRC agreed the FY14 goals with the GEF CEO, which includes *inter alia* completion of the GEF6 replenishment and GEF2020 processes, further efforts to strengthen the GEF partnership and continuation of internal strengthening of GEFSEC (the full set of goals is included in Annex 5).

ANNEX 1

The Global Environment Facility Director of the Independent Evaluation Office Terms of Reference

Background / General Description

The **Global Environment Facility (GEF)** is a financial mechanism that provides grant and concessional funds to recipient countries for projects and activities to protect the global environment. The governance structure of the GEF includes an Assembly, a Council, a Secretariat, a Scientific and Technical Advisory Panel and an independent Evaluation Office. Projects financed by the GEF are implemented by ten GEF Agencies. GEF is open to universal membership, and currently 183 countries are members. A Council comprising 32 Members appointed by constituencies of GEF member countries governs the GEF. An Assembly of all member countries meets every four years at the ministerial level.

GEF is designated as a financial mechanism for several international environmental conventions: the Convention on Biological Diversity, the UN Framework Convention on Climate Change, the Stockholm Convention on Persistent Organic Pollutants, the Minamata (Mercury) Convention and the UN Convention to Combat Desertification. Furthermore, it provides support on international waters issues. Since its inception as a pilot facility in 1991, GEF has committed over \$11 billion in grants to over 2,700 projects in more than 160 developing countries and transitional economies. Available funding for GEF activities in the period 2010 to 2014 is \$4.25 billion (5th replenishment period). The 6th replenishment negotiation is scheduled to be completed in 2014.

Context of the Evaluation Office

The **Evaluation Office (EO)** is an independent unit within the GEF. The Director of the Office reports directly to the governing Council of the GEF. The EO's mission is to improve results of the GEF through excellence in evaluation.

The EO is directly responsible for independently evaluating the GEF's efficiency, effectiveness, relevance, impact and sustainability; making recommendations to improve the organization's performance; appraising the GEF's evaluation and monitoring systems; promoting cooperation with the evaluation heads of the GEF Agencies and other international agencies, including environmental agencies, and assisting developing countries to build effective M&E systems and associations. The EO also aims to improve the GEF's work by identifying and disseminating the lessons learned from its findings. The role and responsibilities of EO and other partners in monitoring and evaluation are fully described in the GEF Monitoring and Evaluation Policy, which was approved by the Council in 2010.

The EO team is made up of 17 staff in different categories, working in five teams, with an annual budget of more than \$4 million. The Council reviews, discusses and approves the four year work

plan and budget of the Office for a replenishment period, which includes the Overall Performance Study of the GEF which that informs the next replenishment period.

The position will become vacant in September 2014. Consistent with the GEF M&E policy and the GEF ethical guidelines for M&E for the avoidance of conflict of interest in independent evaluation, the position will be offered on the basis of a 5-year term, with the possibility of a one-time, non-renewable extension of up to 5 additional years. The Director can only be removed by decision of the Council. The Director is ineligible for (re)employment in the GEF or in the GEF units of GEF Agencies.

Duties and Accountabilities

General

The EO Director is directly accountable to the GEF Council on evaluation matters, including the evaluation program and budget of the Office. Furthermore, the Director reports directly to the Council on all other matters related to the functioning of the Office, including human resources and technical and administrative issues. The Office operates independently within the general context of service agreements between the GEF CEO (on behalf of the GEF Secretariat) and the World Bank in its role as administrative host of the GEF.

The Director's performance is appraised annually by the Selection and Review Committee (SRC) of the GEF Council. The Director submits a self-assessment and performance related goals to the SRC and discusses these with the SRC, which on this basis formulates a proposal to the GEF Council for a performance related salary adjustment within the salary framework of the World Bank.

Specific

The functions and responsibilities of the EO over which the Director will have accountability, are as follows.

1. Implementation of the strategic direction and oversight provided by Council in the:

- Preparation and drafting (or updating) of the GEF M&E policy for GEF Council decision;
- Preparation and drafting of four-year work plans for replenishment periods and annual work programs and budgets for Council decisions;
- Provision of individual evaluation reports and annual summary reports on findings and recommendations from evaluation streams, including follow-up of evaluation findings and recommendations;
- Arrangement of special meetings with Council members, when appropriate and necessary.

2. Providing overall direction in the management of resources as follows:

- Preparation of plans and work programs covering methodology development as well as evaluations at the portfolio, program, strategy, and overall GEF level;
- Ensuring sound budgeting and resources management in evaluations and operations of the Office, in line with World Bank rules and procedures;
- Implementing the work program and managing its component activities within budget, staff and time constraints.

3. Management and Coordination of Staff and Team Performance:

- Responsible for the recruitment, hiring, and retention of the most qualified professional candidates for the EO, while fostering and developing a culturally diverse workplace;
- Assignment of evaluation tasks;
- Managing EO staff and coordinating the inputs of GEF Secretariat, STAP and GEF Agencies and other stakeholders on evaluation issues;
- Monitoring team performance; appraise staff and provide timely constructive feedback, to develop and foster professional excellence;
- Clarifying performance expectations through Results Agreements, assessing strengths and development needs of individual staff through Development Action Plans;
- Providing coaching and mentoring for EO staff; recommending suitable training as appropriate;
- Maintaining open communication, fostering team work and resolving conflict within the EO and across stakeholders.

4. Strengthening Institutional Relationships:

- Between the GEF and its member countries, the Secretariat, the GEF Agencies, STAP, and other key stakeholders on M&E matters;
- Cooperating with the evaluation units in the GEF Agencies, and working with as the GEF Secretariat and Agency GEF coordinating units, ensuring that the M&E practices of these agencies are in accordance with the GEF M&E policy and M&E minimum standards;
- Collaborating with the professional evaluation networks of the UN and the International Financial Institutions, to ensure the EO continues to follow best international practice.

5. Feedback and Knowledge Management:

- Ensuring feedback of evaluation results into the decision-making processes in the GEF at policy, strategy, program and project levels;
- Tracking and reporting follow-up on all evaluation related decisions of the GEF Council through the Management Action Records;
- Participating in the development and maintenance of a comprehensive GEF knowledge management system based on evaluation findings and lessons;
- Ensuring active communities of practice through social media on evaluation and on environmental issues, for example through Climate-Eval (www.climate-eval.org) which is hosted by EO.

Selection Criteria

a. Qualifications

- Strong record in providing management and intellectual leadership of evaluation offices or units, the successful candidate will typically have at least 15 years of relevant management experience in evaluation, research, policy formulation, etc., including at least 5 years as evaluation manager;
- An advanced degree (Ph.D. or Masters) in a relevant area of expertise such as Evaluation, Social Sciences, Economics, Climate Change, Development, Environmental or Natural Sciences or similar fields.
- Recognized internationally as a leader in evaluation.
- Strong analytical aptitude, with substantial background and direct experience in evaluation and relevant analytical work.
- Sound knowledge and understanding of operational strategies, processes and instruments of the GEF Agencies.
- A track record of independent and objective judgment; must demonstrate the ability to focus evaluations on both accountability and learning and have the skill to formulate higher level evaluative judgments and especially recommendations with a problem-solving perspective;
- Excellent teamwork and interpersonal skills, with the ability to operate collaboratively across organizational boundaries.
- Highly developed communication and diplomatic skills, able to function effectively at the highest-levels in a multi-cultural setting and a track record of building and maintaining partnerships with governing bodies, management and a wide variety of stakeholders.
- Proactive, inclusive and innovative, with an open and collegial work style and the ability to listen and integrate ideas from divergent views.
- Demonstrated management skills in leading a complex and diverse team.
- Willingness to travel internationally to represent the Office.
- Complete fluency in verbal and written English is essential. Proficiency in other UN languages is a plus.

b. Corporate Managerial Competencies

1. **Courage of your Conviction:** Outstanding GEF managers demonstrate the confidence in their convictions and the integrity to express themselves to peers and superiors even if it is easier or more comfortable to refrain from speaking up. They have the confidence, balanced with humility and judgment, to operate with the intent of doing what is right for the GEF and its clients
1. **Behavioral standard at Director (GI) level:** Stands up to others and challenges when necessary.
2. **Leading the Team for Impact:** Outstanding GEF managers focus on the GEF purpose and mission in order to provide on-going clarity and vision to their teams. They align capabilities and resources around the GEF mission. They create an energizing and empowering work

environment where people are engaged and have the resources necessary to do their jobs, while holding team members accountable for results and improvement.

Behavioral standard at Director (GI) level: Generates high levels of commitment to GEF mission.

3. **Influencing Across Boundaries:** Outstanding GEF managers persuade, convince and create buy-in for ideas and initiatives in order to advance their own goals and strategies, consistent with the WBG mission and vision.

Behavioral standard at Director (GI) level: Leverages sophisticated influence strategies.

4. **Fostering Openness to New Ideas:** Outstanding *GEF* managers create open and innovative climates for the people around them. They are transparent, open to divergent views and encouraging of these attributes in others. They promote broad thinking and frank discussion, welcoming others' input into the decision-making process, and they build on others' ideas.

Behavioral standard at Director (GI) level: Facilitates change.

5. **Building Talent for the Future:** Outstanding GEF managers build people's capabilities for the future by supporting and leveraging the diversity of staff in terms of their race, gender, nationality, culture, educational and professional backgrounds. They create growth opportunities for others, encouraging them to stretch beyond their current experience or comfort zone. They provide ongoing feedback and development, including long term career development and mentoring, as well as hold their team members accountable for developing others.

Behavioral standard at Director (GI) level: Develops broad capabilities.

Short listed candidates will be asked to supply references and also provide waivers that will enable background checks to be conducted.

ANNEX 2

Self-Assessment EO Director for FY13 and goals for FY14

Rob D. van den Berg – July 3, 2013 – Revised version

This note provides an overview of my assessment of what has been achieved up to May 30, 2013, on the basis of the self-assessments for FY11 and FY12 and the goals for FY13. No other documents were taken into account at this stage. A 360 degree assessment has started in May 2013. The results will be available at the SRC meeting in November 2013. This note was revised on the basis of the discussion with the SRC in June 2013.

This document includes issues of independence of the GEF Evaluation Office that were discussed with the SRC in June 2013.

Performance indicators following from the EO Director terms of reference

The 2004 terms of reference and the revised GEF M&E policy of 2010 require the Director to:

1. Implement strategic direction and oversight provided by Council
2. Provide overall direction and management of resources
3. Manage and coordinate staff and team performance
4. Strengthen institutional relationships
5. Ensure feedback and knowledge management

Performance in FY13 – self-assessment

Strategic direction and delivery of products

The work in fiscal year 2013 has focused on starting up the Fifth Overall Performance Study of the GEF and the delivery of the first OPS5 report to the first replenishment meeting in April in Paris. This has been accomplished. As promised, the report provides a meta-evaluation of all 33 evaluations of the Office since OPS4. The synthesis of evaluation findings, combined with an initial portfolio analysis and some additional work has led to two overarching conclusions: the emergence of multi-focal area projects as a new dominant modality of the GEF and the challenge of overcoming constraints to broader adoption of innovations introduced by the GEF. Both issues will be further explored in the final report of OPS5. The first report has been achieved within the budget approved by Council; some funds have been saved that will be used to address some issues for the final report that replenishment participants expressed interest in.

So far the work for OPS5 is proceeding according to plan and according to the vision that was agreed upon with Council in June 2012. It validates the strategic move away from a sole reliance on the OPS to deliver evaluative evidence to the replenishment to a combination of evidence coming from the regular evaluation program of the office and evidence coming from special OPS5 sub-studies. This new approach has made it possible to reduce the budget of OPS5 with US\$ 1 million compared to OPS4.

The production of regular evaluation reports has continued without interruption. The annual reports on impact and thematic evaluations were available to the November 2012 Council meeting, and the annual reports on country portfolio evaluations and on performance are available to the June 2013 Council meeting.

Strengthening institutional relationships

The relationship with the core of the GEF – Secretariat and STAP – as well as with the Evaluation Offices of the GEF Agencies has been further strengthened during FY13. Furthermore, the relations at the country level with GEF focal points are excellent and the Evaluation Office has received strong support from them in implementing its evaluations. However, the relationships with GEF coordinating units in the GEF Agencies have become more difficult over time, as Agencies are under pressure to reduce costs and are thus looking at monitoring and evaluation as possibilities for budget cuts. Their focus has been more on establishing a good relationship with the new CEO and to promote changes in the GEF that would solve problems in the partnership. This poses a new challenge for the Evaluation Office, which it has first encountered in FY13 and for which it is developing a coping strategy. The main problem at the moment is to finalize new guidelines for terminal evaluations without compromising the evaluation function of the GEF.

A second important operational issue emerged during this fiscal year, which is that the Office could not get access to two GEF funded projects because the executing agency refused this access with a reference to the contract they had signed with the implementing agency. This agency has meanwhile solved this for future projects, but there may still be a portfolio of older projects that do not have a legal requirement to provide access. The issue has been raised with Council at its June session and it is now on the agenda for the next fiscal year to be solved by the Evaluation Office in interaction with the Agencies.

In FY13 a new milestone was achieved in country level evaluations, through a joint evaluation with Sri Lanka on the GEF support to the country. For the first time it was possible to ensure independence of the evaluation to enable this partnership. Increasingly, countries are becoming strong partners in evaluation. The independent evaluation offices of the GEF agencies continue to be strong partners in reviewing terminal evaluations and in thematic and country level evaluations. Joint evaluations with UNDP's Evaluation Office are taking place with greater frequency. Possibilities to collaborate with other evaluation offices are actively sought.

The Office continues to be active in both the UN Evaluation Group and the Evaluation Cooperation Group of the International Financial Institutions. I was asked to chair a peer review panel of UNDP's evaluation function in 2013 and have gained additional insight in the strengths and weaknesses of UNDP's evaluation policy and its Evaluation Office.

Manage and coordinate staff and team performance

The team work in the Office and the professional development of its staff, as well as the current level of motivation and job satisfaction have been maintained, but are increasingly under pressure as uncertainties about professional careers grow. At the end of FY13 a 360 assessment will take place. The results of this assessment will be made available to the SRC at its November meeting.

The workload for regular staff of the Office has increased over time and the balance between staff and outsourced work needs to be addressed, as was previewed in the Work Program of the Office for FY13.

The Work Program FY14 contains a proposal to Council to shift funds from the multi-annual to the annual budget of the Office to reach a better balance.

Management of resources

The Office is now used to managing an annual budget for fixed costs and a multi-annual part for evaluations operations after its introduction in FY12. Procedures and controls are in place. The annual budget will be almost fully spent at the end of the fiscal year, whereas the multi-annual budget has reached the level of commitments that was expected.

The Office has become more systematically involved with the LDCF/SCCF Council and the Adaptation Fund and is preparing work plans and budgets for both. These will be managed in separate budget lines in the administrative system of the World Bank, ensuring full accountability on the use of these funds. Furthermore, during this fiscal year the Special Initiatives Trust Fund of the Office was renewed for a second phase and received substantial contributions from Denmark, Sweden and Germany for the community of practice Climate-Eval.

Knowledge management and outreach

The Office has continued to invest in the interaction with GEF focal points and other stakeholders in recipient countries through the Expanded Constituency Workshops. In FY13 the focus was very much on OPS5, including a session in which participants could voice their questions and concerns. In the second half of FY13 a training module on M&E was introduced, which has been well received so far.

The communities of practice supported by the Office (Climate-Eval and CEPKE) continue to be groundbreaking in exploring new ways to communicate and reach out, through webinars, a YouTube channel, LinkedIn discussion groups and (more recently) blogs and a twitter account. The Office continues to benefit from these efforts. Lastly, I have published several papers and presented the GEF approach to evaluation and GEF achievements (and failures) in evaluation conferences throughout the world.

Overview of goals and achievements for FY13

The achievements during FY13 are summarized in the table below, which relates the goals agreed upon with the Selection and Review Committee of the GEF Council.

Goal for FY13	Target	Achievements during FY13
The Fifth Overall Performance Study needs to start and reach a status of full implementation during this fiscal year	The first OPS5 report needs to be presented to the first replenishment meeting. All sub-studies for the final report need to be set in motion before the end of the fiscal year.	The first report has been presented to the replenishment meeting. All approach papers for the sub-studies will be published on the OPS5 website before the end of FY13. Council has received the first report of OPS5 for discussion at its June 2013 meeting.
Mid-term reviews of STAR and NPFE/CSP need to be implemented.	Approach papers need to be published and finalized after comments are received. The evaluation teams need to be in place and implementation under way.	Approach papers have been published and comments from Council members and replenishment members have been incorporated. Both evaluations are in full swing at the end of FY13 and will be incorporated into OPS5 and presented to the Council in November 2013.
Verified database on	OPS5 and other evaluations will be	A reliable database has been established

GEF projects	based on reliable and verified data on projects and GEF support and commitments; an effort will be made to upgrade the PMIS with the verified data.	on the full portfolio of the GEF and has been used for the first report of OPS5. Upgrading PMIS has not been possible, as more fundamental decisions on the future of PMIS need to be taken.
Good relationship with the new CEO	Establishing a good and sound relationship with the new CEO to ensure a continued contribution of evaluations to accountability and learning in the GEF	An excellent relationship with the new CEO has been established, fully recognizing the independence of the Evaluation Office. Additionally: the internal machinery of Secretariat and World Bank support to the Office needs to continue and promote good evaluations; some problems need to be discussed with the SRC.
Continued strong collaboration with GEF partners	Strong interaction with GEF partners during OPS5 and the two mid-term reviews, as witnessed in interagency meetings and formal exchanges on draft notes, concepts, etc.	Interactions have taken place and will continue. The number of interagency meetings on OPS5 (2 in FY13) will increase when the implementation nears completion in FY14.
Team work driving results in EO	Smooth collaboration in OPS5 to ensure full integration of evaluative evidence from the different evaluation streams	The first report of OPS5 presents many instances of evaluative evidence from different streams of work, for example on impact and on focal area achievements, as well as country level evidence.
New knowledge management system building on the success of Climate-Eval	New modalities established and new knowledge products presented to GEF partners.	A second community of practice has been opened up – CEPKE – and the Evaluation Office has started new knowledge products like Blogs, a YouTube channel and various new social media accounts (including Twitter).
Continued strong interaction with GEF Focal Points	Continued use of the Expanded Constituency Workshops for interaction.	The interaction with focal points has increased through the introduction of a training module on M&E that so far has received excellent reviews and is in high demand. The interactions on OPS5 are also highly appreciated.
High motivation of staff maintained	Office culture continues to award high motivation and professional quality; special action is needed to confront career insecurities especially of younger staff.	A 360 assessment has started in May 2013 and its results will be available to the November 2014 SRC meeting.
Management of resources maintained at current high level of accountability and reliability	Financial and budgetary procedures up to standards and fully under control for all budgets, including those for LDCF/SCCF and the Adaptation Fund.	The Office has handled the volume of contracts for OPS5 well and all budgets are under control.

Goals for FY14

The main objective for fiscal year 2014 will be to deliver the final report of the Fifth Overall Performance Study of the GEF to the third replenishment meeting, which is expected to take place in December 2013. As part of this exercise two mid-term evaluations will be presented to the November 2013 Council meeting: on STAR and NPFE. Furthermore, the regular work will need to continue: country portfolio evaluations, impact evaluations, thematic work and the performance of completed projects. The focus in OPS5 will be on the effectiveness and impact of GEF support and will include lessons on how to improve catalytic or system level impact.

The second half of the fiscal year will provide time to reflect and prepare for the GEF-6 evaluation period. One important input in this will be the professional peer review of the evaluation function at the GEF, which will take place in this period, with the aim to present a report to the Council meeting in June 2014. Furthermore, evaluation issues taken up in the replenishment negotiations will also need to be dealt with.

The issue of the independence of the Evaluation Office needs to be taken up with the Council; some of the current arrangements are ad hoc as they need to translate decisions in the GEF M&E policy into the terms of the Instrument. For example the Instrument only assigns a role to the CEO in proposing agenda items to the Council, whereas the GEF M&E also provides for a role of the Evaluation Director. These and similar issues can be solved if the existence and independent role of the Evaluation Office are taken up in the Instrument at its next change, which is expected to occur next year at the Assembly (to include the Mercury convention).

The Office will interact with the Secretariat and the Trustee on the project management database of the GEF, which still needs considerable improvement. The work for OPS5 will have led to a better identification of persistent problems and how to solve them. In the second half of the fiscal year the Office will provide support and advice to the Secretariat and the Trustee on structural improvements of the database.

The Council has requested the Office to interact with GEF Agencies to ensure access to ongoing and completed projects funded by the GEF. This will be taken up in coming interagency meetings where possible obstacles to access will be discussed and solved, to be reported on to the Council meeting in June 2014.

A new development in the GEF is the accreditation of two new “GEF project agencies”: WWF-US and CI. For both agencies contacts on M&E issues need to be established and the GEF M&E policy needs to be discussed with them. In fiscal year 2014 a working relationship with the M&E entities in the project agencies needs to be established.

On institutional relations in general the Office will continue to invest in strong relationships with the Secretariat, STAP, the independent evaluation offices of the GEF agencies and with the GEF coordination units in the Agencies, as well as the GEF operational focal points and the NGO Network. The international engagement of the Office in existing networks will continue, to ensure that the Office continues to use best international practices.

The Office hosts two communities of practice: Climate-Eval and CEPKE. The first community is vibrant and will be working towards hosting an international workshop or conference in 2014. This will be funded through voluntary contributions (through the Special Initiatives Trust Fund of the Office).

Goals for FY14	Target	Comments/verification
The Fifth Overall Performance Study should be finalized and presented to replenishment and Assembly	The final OPS5 report needs to be presented to the third replenishment meeting. OPS5 will be a working document of the Assembly.	A progress report on OPS5 will be presented to the second replenishment meeting. The final report will be presented at the third meeting. The Assembly will take place in May or June 2014.
Mid-term evaluations of STAR and NPFE will be finalized and presented to Council.	The evaluation reports of STAR and NPFE will be presented to the November Council meeting and their findings incorporated into OPS5.	Presentation of the reports to the November 2013 Council meeting.
Existence and role of the Evaluation Office to be incorporated in the Instrument	The next change of the Instrument, to be expected at the Assembly in 2014 when the Mercury Convention needs to be included, should also include a change of the Instrument to recognize the existence and role of the GEF Evaluation Office.	Incorporation of the existence and role of the GEF Evaluation Office in the Instrument in May 2014.
Verified database on GEF projects	OPS5 and other evaluations will be based on reliable and verified data on projects and GEF support and commitments; after OPS5 has closed, this database will be transferred to the Secretariat and Trustee.	Conclusions on the database will be included in OPS5. In the second half of FY14 advice and support of the Office will be offered to the Secretariat and Trustee to come to structural improvements of the database.
Continued strong collaboration with GEF partners, with special attention to coordination units in GEF agencies	Strong interaction with GEF partners during OPS5 and the two mid-term reviews, as witnessed in interagency meetings and formal exchanges on draft notes, concepts, etc.	Interactions will be undertaken while maintaining the independence of the Office and its evaluations.
Access to projects (ongoing and completed) guaranteed	Interaction with the GEF Agencies to ensure access to all GEF funded projects and activities	Report back to the Council on this issue at its June 2014 meeting.
Good working relationship with the new GEF project agencies	Interaction with the new agencies to learn about their organization and the role and function of M&E in the organization.	Inclusion of the new partners into the interagency network of the Office and solid foundations for future work on M&E.
Team work driving results in EO	Smooth collaboration in OPS5 to ensure full integration of evaluative evidence from the different evaluation streams.	Implementation of the preparatory work for OPS5, which produced a matrix of issues and contributions of the different teams.
New knowledge management system	New modalities established and new knowledge products presented to	Knowledge products through net 2.0 software, including blogs and twitter, as

building on the success of Climate-Eval	GEF partners, with the emphasis on supporting operational focal points and project proponents	well as webinars; however, the more traditional knowledge products will not be overlooked as they play an important role in countries that are not fully connected to the internet. The focus should be on supporting project proponents and countries.
Continued strong interaction with GEF Focal Points	Continued use of the Expanded Constituency Workshops for interaction.	In FY14 the focus will be on OPS5, the two mid-term reviews and the M&E training module. In country level evaluations more joint evaluations will be attempted where possible, without compromising the independence of the evaluations. Knowledge products will be developed specifically focusing on operational focal points.
High motivation of staff maintained with special attention for younger staff.	Office culture continues to award high motivation and performance; for younger staff opportunities for professional development will be explored.	360 degrees assessment has started in May 2013 and will deliver results to November SRC meeting; this will also provide inspiration for further measures to strengthen team work and empower and support staff in their work.
Management of resources maintained at current high level of accountability and reliability	Financial and budgetary procedures up to standards and fully under control for all budgets, including those for LDCF/SCCF and the Adaptation Fund.	A special challenge remains the volume of contracts required for OPS5 in the first half of FY14. A special coordination team has been set up to handle this.

INDEPENDENCE ISSUES

In my self-assessment on FY12 and goals for FY13 I noted that the internal machinery of rules and regulations of the World Bank and the GEF need to support the independent work of the Office and that I would report on this to the SRC. The GEF M&E policy establishes the independence of the Office. On three issues the policy clashes with the CEO, the GEF Secretariat and sometimes the World Bank. The first is the direct line of the Office to the Council. The Instrument of the GEF gives only the CEO the authority to directly communicate with the Council and to propose agenda items for meetings, as well as decisions between Council meetings. The previous CEO therefore felt that a special delegation of authority was needed from the CEO to the Evaluation Office to allow the Office to report directly to the Council. This has functioned without problems, but is of course open to renegotiation upon appointment of a new CEO. It is therefore a workable but not permanent solution. At the time of this delegation of authority, it was also proposed to include the Evaluation Office and its mandate, as well as the direct reporting line of the Evaluation Director to the Council, in the Instrument of the GEF. This was not taken up due to the relatively recent status of the Office and reluctance of Council members to change the Instrument. However, since that time the Instrument has in fact been changed to accommodate new institutional developments, like the designation of the GEF as a financial instrument of UNCCD. A new change of the Instrument is to be expected to include the Mercury convention. This is the time to also include the Evaluation Office, its mandate and its direct reporting line.

The second issue that needed special arrangements between the Evaluation Office Director and the CEO concerns human resources. The GEF M&E Policy gives responsibility to the Director of the Office to ensure that professional staff is hired and working in circumstances that allow them to be as independent and objective as possible. However, HR decisions on staff need two signatures of management in the World Bank system. According to the World Bank system, only the Director of the Office is “tagged” as manager. This means that HR decisions need to be approved by the CEO as second approver in the system. With the previous CEO a letter of agreement was signed in which the CEO promised to countersign any HR decision of the Evaluation Office Director, provided such a decision was within the rules and regulations of the World Bank and within the overall human resources policy of the GEF. Overall this has worked, but the delegation needs to be reconfirmed with the arrival of a new CEO or Director. The Chief Evaluation Officer of the Officer at grade GH could be “tagged” as manager for human resources purposed, thus removing the need for delegations.

The third issue is the administrative and logistical arrangements between the GEF Secretariat and the Evaluation Office. When the Office became independent, the Council expressed its concern that the Secretariat should continue to support the Office administratively and logistically, so that administrative arrangements of the GEF with the World Bank on for example legal support, internet support, office space and information technology, as well as the services of human resources and procurement should include the Evaluation Office. The Office and the Secretariat have a Memorandum of Understanding on these issues. The experience over the past four to five years has been that the Secretariat comes to arrangements with the World Bank without consulting the Evaluation Office, except on major issues like the move from the G building to the P building.

These issues were discussed with the SRC and led to the conclusion that the Evaluation Office should formulate a proposal to the November Council meeting on the issue of incorporating the existence and independent role of the Office in the next version of the Instrument. If and when the Council approves this, the other issues could be raised and discussed subsequently and lead to improvements that settle these issues in a satisfactory way.

ANNEX 3

EO Director 360 Leadership Assessment



360° LEADERSHIP ASSESSMENT REPORT

Robert D. van den Berg
Director

July 20, 2013

STRICTLY CONFIDENTIAL

Contents

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Feedback Provider List

Introduction

The individual feedback report is based on the questionnaires completed by you and those from whom you sought feedback.

Ratings were gathered on:

Five Corporate Competencies:

- Client Orientation
- Drive for Results
- Teamwork
- Learning and Knowledge Sharing
- Business Judgment & Analytical Decision Making

Five Managerial Competencies:

- Courage of your Convictions
- Leading the Team for Impact
- Influencing Across Boundaries
- Fostering Openness to New Ideas
- Building Talent for the Future

One Overall Evaluation question:

- Overall, based on your direct interaction, to what extent has this Manager's leadership had a positive impact in the last FY?

Three Write-in questions:

- Which are the key strengths that make this staff member effective? Please provide examples.
- Which are the areas for development where the staff member could further enhance his/her effectiveness? Please provide examples.
- Overall, based on your direct interaction, what is your feedback for this Manager in terms of his/her technical contributions in the last FY?

What this report gives you

The purpose of this report is to provide you specific and structured feedback on behaviors. It is based on what others have observed and how they have interpreted these observations. It is, therefore, based on feedback providers' perception.

It also gives you a benchmark of your own perception of the same behaviors. By comparing your perceptions against those from others, you should have a clearer starting point for your personal improvement and Career Development Plan.

Look at the detail

It is important to take notice of the individual ratings that build up the averages. A strong "positive" rating by one person may be cancelled out by the strong "negative" rating of someone else. The implications, of course, are quite different than if both people gave the same mid-range rating.

Insights may also be gained from paying attention to where there is agreement or differences in your own ratings compared with others.

You will gain more from discussing the ratings with others (e.g., your manager, your coach) than from trying to interpret them in isolation.

Note: If there are less than 6 responses in any category, they will be merged with another category(ies) to form an "Aggregate" comparison line, except for responses from Self and Manager(s).

Initial handling of the feedback

Feedback may contain pleasing confirmation of the best aspects of your performance but may also contain data which may surprise you and/or is harder to accept. An initial reaction to an aspect of feedback may be to explain it away by reasoning or dismiss it altogether. However, the challenge is to find ways of identifying why the particular feedback has been given, what may have triggered it, and what you can do to improve things. It is most constructive to find ways of understanding and acting on the feedback, rather than reasons why it is invalid.

Response Rates

This section lists the response rate, by feedback provider category, as a percentage and fraction (# of providers who responded / # of providers who were nominated).











Providers		Response Rate
Self	<div></div>	100%, (1/1)
Manager	<div></div>	100%, (1/1)
Direct Reports	<div></div>	79%, (11/14)
Peers	<div></div>	100%, (5/5)
Clients	<div></div>	NA, (0/0)
Other	<div></div>	88%, (7/8)

Core Competencies - Rank Ordered











Below are the Core competencies listed in rank order by category from highest to lowest with a difference column between yourself and feedback category score. This view will enable you to build a picture of your key areas of strength and development. You will need to go to the Verbatim Comment section of this report in order to read comments that may explain these highs and lows. Feedback from your Manager(s) is not anonymous.

Core Competencies as assessed by Naoko Ishii				
Client Orientation	Self	<div><div></div></div>	4.0	-1.0
	Manager 1	<div><div></div></div>	5.0	
Drive for Results	Self	<div><div></div></div>	5.0	+1.0
	Manager 1	<div><div></div></div>	4.0	
Teamwork	Self	<div><div></div></div>	4.0	0
	Manager 1	<div><div></div></div>	4.0	
Learning and Knowledge Sharing	Self	<div><div></div></div>	5.0	+1.0
	Manager 1	<div><div></div></div>	4.0	
Business Judgment & Analytical Decision Making	Self	<div><div></div></div>	4.0	0
	Manager 1	<div><div></div></div>	4.0	

Core Competencies as assessed by your Direct Reports











Drive for Results	Self		5.0	+0.6
	Direct Reports		4.4	
Client Orientation	Self		4.0	-0.3
	Direct Reports		4.3	
Learning and Knowledge Sharing	Self		5.0	+1.0
	Direct Reports		4.0	
Business Judgment & Analytical Decision Making	Self		4.0	0
	Direct Reports		4.0	
Teamwork	Self		4.0	+0.4
	Direct Reports		3.6	

Core Competencies as assessed by your Non-Self respondents











Drive for Results	Self		5.0	+0.7
	Non-Self		4.3	
Client Orientation	Self		4.0	-0.1
	Non-Self		4.1	
Business Judgment & Analytical Decision Making	Self		4.0	+0.0
	Non-Self		4.0	
Learning and Knowledge Sharing	Self		5.0	+1.1
	Non-Self		3.9	
Teamwork	Self		4.0	+0.2
	Non-Self		3.8	

Managerial Competencies - Rank Ordered











Below are the Managerial competencies listed in rank order by category from highest to lowest with a difference column between yourself and feedback category score. This view will enable you to build a picture of your key areas of strength and development. You will need to go to the Verbatim Comment section of this report in order to read comments that may explain these highs and lows.

Managerial Competencies as assessed by Naoko Ishii				
Courage of your Convictions	Self		5.0	+1.0
	Manager 1		4.0	
Leading the Team for Impact	Self		5.0	+1.0
	Manager 1		4.0	
Influencing Across Boundaries	Self		4.0	0
	Manager 1		4.0	
Fostering Openness to New Ideas	Self		5.0	+1.0
	Manager 1		4.0	
Building Talent for the Future	Self		4.0	0
	Manager 1		4.0	

Managerial Competencies as assessed by your Direct Reports

Influencing Across Boundaries	Self		4.0	-0.1
	Direct Reports		4.1	
Courage of your Convictions	Self		5.0	+1.0
	Direct Reports		4.0	
Leading the Team for Impact	Self		5.0	+1.4
	Direct Reports		3.6	
Fostering Openness to New Ideas	Self		5.0	+1.7
	Direct Reports		3.3	
Building Talent for the Future	Self		4.0	+0.9
	Direct Reports		3.1	

Managerial Competencies as assessed by your Non-Self respondents

Courage of your Convictions	Self		5.0	+1.0
	Non-Self		4.0	
Influencing Across Boundaries	Self		4.0	+0.0
	Non-Self		4.0	
Leading the Team for Impact	Self		5.0	+1.2
	Non-Self		3.8	
Fostering Openness to New Ideas	Self		5.0	+1.5
	Non-Self		3.5	
Building Talent for the Future	Self		4.0	+0.5
	Non-Self		3.5	

Core Competency Summary

Your feedback providers were invited to consider the behaviors for the 5 core competencies. The chart below shows the mean rating for each category as well as the frequency breakdown for each item. Note: If there are less than 6 responses in any category they will be merged with another category(ies) to form an "Aggregate" comparison line.

Key	
Color code	
Category	Self Manager 1 Manager 2 Direct Rpt. Peers Clients Other Aggregate

		Average Rating						Number of Respondents						
		0	1	2	3	4	5	Avg	Total	1	2	3	4	5
1. Client Orientation	Self							4.0	1				1	
	Manager 1							5.0	1					1
	Direct Reports							4.3	11			1	6	4
	Peers	included in Aggregate												
	Clients	no data												
	Other	included in Aggregate												
	Aggregate							3.9	12			4	5	3
2. Drive for Results	Self							5.0	1					1
	Manager 1							4.0	1				1	
	Direct Reports							4.4	11				7	4
	Peers	included in Aggregate												
	Clients	no data												
	Other	included in Aggregate												
	Aggregate							4.3	12			3	3	6
3. Teamwork	Self							4.0	1				1	
	Manager 1							4.0	1				1	
	Direct Reports							3.6	11		3	1	4	3
	Peers	included in Aggregate												
	Clients	no data												
	Other	included in Aggregate												
	Aggregate							3.9	11		2	2	2	5
4. Learning and Knowledge Sharing	Self							5.0	1					1
	Manager 1							4.0	1				1	
	Direct Reports							4.0	11		1	2	4	4
	Peers	included in Aggregate												
	Clients	no data												
	Other	included in Aggregate												
	Aggregate							3.8	12	1		3	4	4
5. Business Judgment & Analytical Decision Making	Self							4.0	1				1	
	Manager 1							4.0	1				1	
	Direct Reports							4.0	11		1	1	6	3
	Peers	included in Aggregate												
	Clients	no data												
	Other	included in Aggregate												
	Aggregate							3.9	11			4	4	3

Managerial Competency Summary

Your feedback providers were invited to consider the behaviors for the 5 managerial competencies. The chart below shows the mean rating for each category as well as the frequency breakdown for each item. Note: If there are less than 6 responses in any category they will be merged with another category(ies) to form an "Aggregate" comparison line.

		Key						
Color code								
Category	Self	Manager 1	Manager 2	Direct Rpt.	Peers	Clients	Other	Aggregate

		Average Rating							Number of Respondents					
		0	1	2	3	4	5	Avg	Total	1	2	3	4	5
1. Courage of your Convictions	Self							5.0	1					1
	Manager 1							4.0	1				1	
	Direct Reports							4.0	11		2		5	4
	Peers			included in Aggregate										
	Clients			no data										
	Other			included in Aggregate										
	Aggregate							4.1	12			3	5	4
2. Leading the Team for Impact	Self							5.0	1					1
	Manager 1							4.0	1				1	
	Direct Reports							3.6	11	1		4	3	3
	Peers			included in Aggregate										
	Clients			no data										
	Other			included in Aggregate										
	Aggregate							3.9	12		1	3	4	4
3. Influencing Across Boundaries	Self							4.0	1				1	
	Manager 1							4.0	1				1	
	Direct Reports							4.1	11		1	1	5	4
	Peers			included in Aggregate										
	Clients			no data										
	Other			included in Aggregate										
	Aggregate							3.8	11		1	3	4	3
4. Fostering Openness to New Ideas	Self							5.0	1					1
	Manager 1							4.0	1				1	
	Direct Reports							3.3	11	2	1	2	4	2
	Peers			included in Aggregate										
	Clients			no data										
	Other			included in Aggregate										
	Aggregate							3.7	11		1	4	3	3
5. Building Talent for the Future	Self							4.0	1				1	
	Manager 1							4.0	1				1	
	Direct Reports							3.1	11	3		2	5	1
	Peers			included in Aggregate										
	Clients			no data										
	Other			included in Aggregate										
	Aggregate							3.9	11		1	4	1	5

Overall Leadership

Key								
Color code								
Category	Self	Manager 1	Manager 2	Direct Rpt.	Peers	Clients	Other	Aggregate

Average Rating									Number of Respondents					
		0	1	2	3	4	5	Avg	Total	1	2	3	4	5
Overall, based on your direct interaction, to what extent has this Manager's leadership had a positive impact in the last FY?	Self							4.0	1				1	
	Manager 1							4.0	1				1	
	Direct Reports							3.8	10	1		2	4	3
	Peers	included in Aggregate												
	Clients	no data												
	Other	included in Aggregate												
	Aggregate							4.1	11			4	2	5

Detailed Ratings by Manager






Feedback from your Manager(s) is not anonymous. This section presents the individual set of ratings and comments submitted by each manager who provided feedback.

Manager: Naoko Ishii

Core Competency Ratings

<u>Competency</u>		<u>Rating</u>
1. Client Orientation	Manager 1 	5.0
2. Drive for Results	Manager 1 	4.0
3. Teamwork	Manager 1 	4.0
4. Learning and Knowledge Sharing	Manager 1 	4.0
5. Business Judgment & Analytical Decision Making	Manager 1 	4.0

Managerial Competency Ratings

<u>Competency</u>		<u>Rating</u>
1. Courage of your Convictions	Manager 1 	4.0
2. Leading the Team for Impact	Manager 1 	4.0
3. Influencing Across Boundaries	Manager 1 	4.0
4. Fostering Openness to New Ideas	Manager 1 	4.0
5. Building Talent for the Future	Manager 1 	4.0

Overall Leadership

		<u>Rating</u>
Overall, based on your direct interaction, to what extent has this Manager's leadership had a positive impact in the last FY?	Manager 1 	4.0

Manager Comments

Which are the key strengths that make this manager effective?

✓

Which are the areas for development where the manager could further enhance his/her effectiveness?

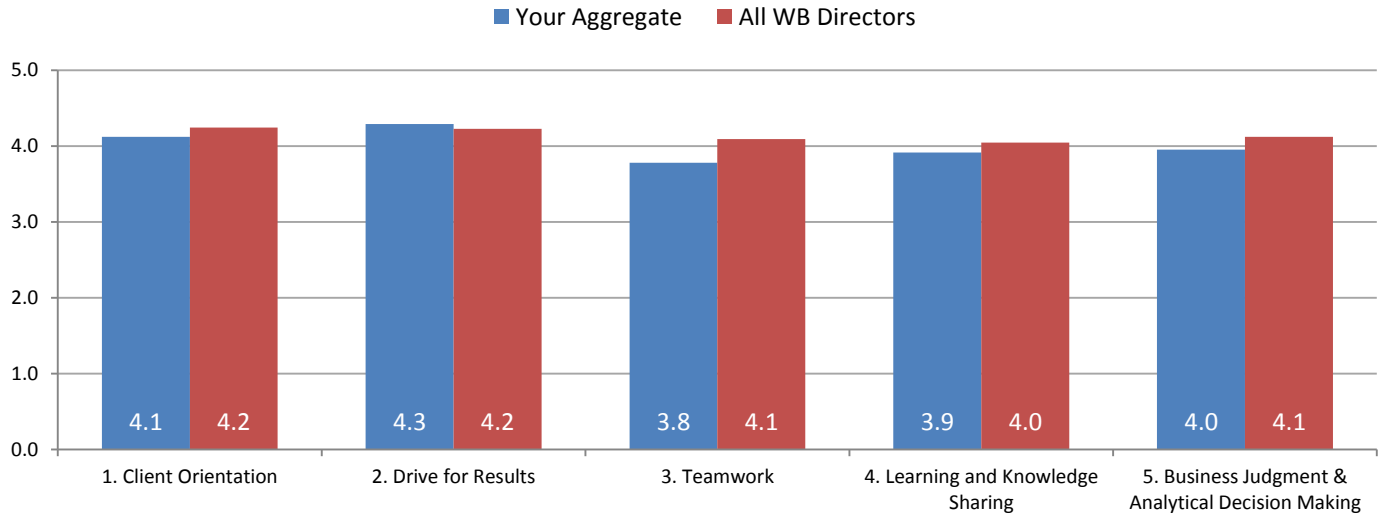
✓

Overall, what is your feedback for this Manager in terms of his/her technical contributions in the last FY?

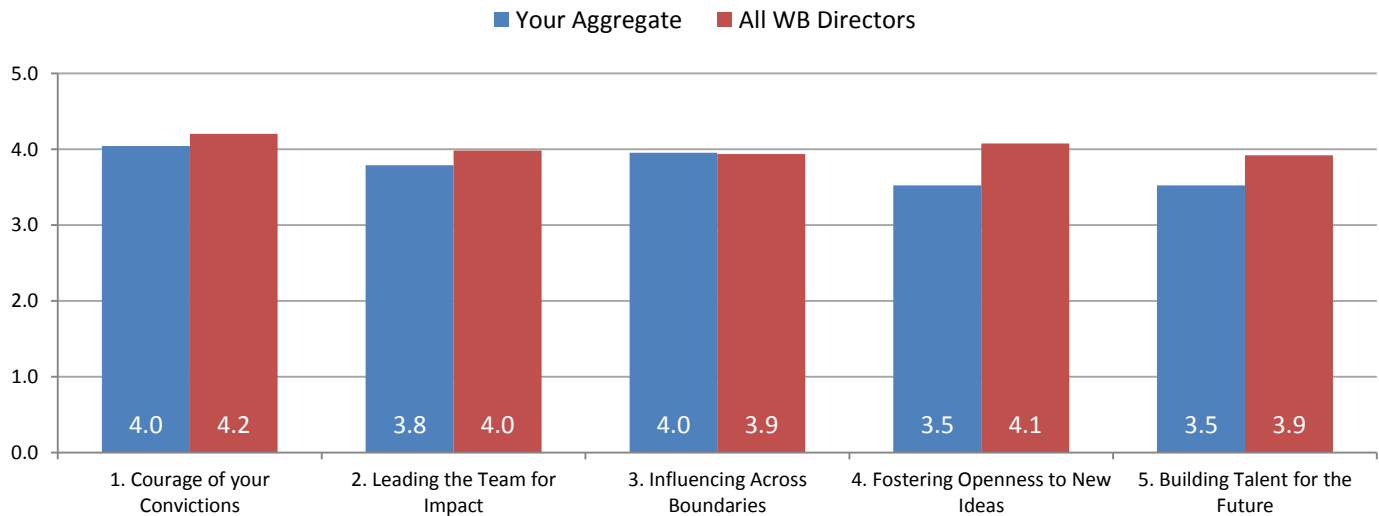
✓

Organizational Comparison

Core Competencies

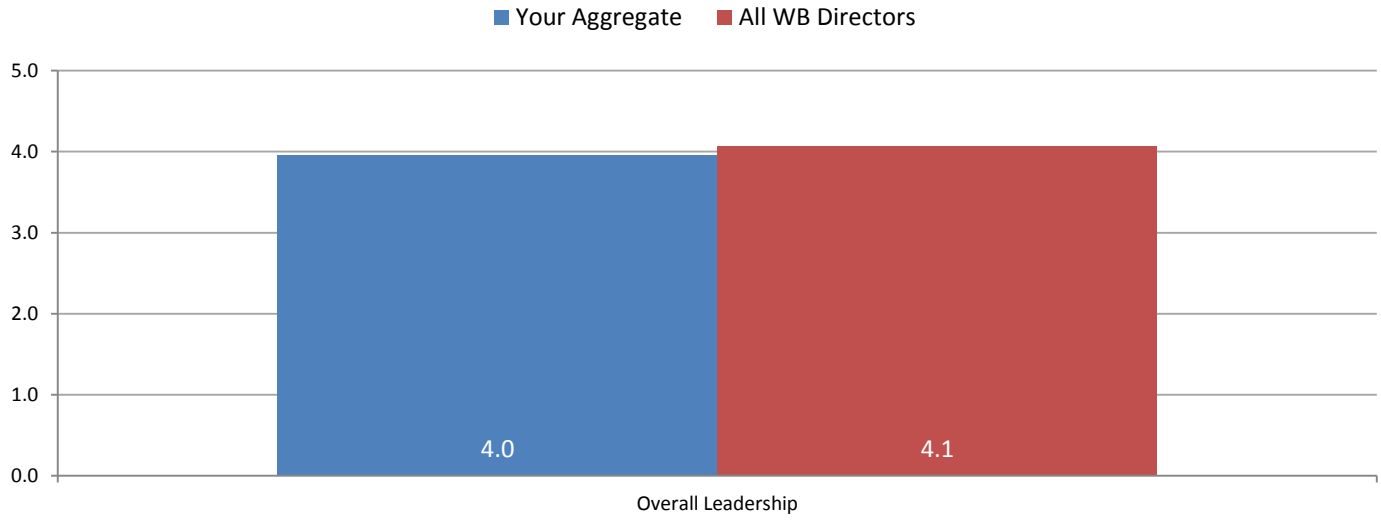


Managerial Competencies



The aggregate score is the average rating from Manager(s), Direct Reports, Peers, Clients, and Other where applicable.

Overall Leadership



The aggregate score is the average rating from Manager(s), Direct Reports, Peers, Clients, and Other where applicable.

Verbatim Comments - Guidance

On the following page(s) are the narrative comments provided by your feedback providers. This has not been edited and is reported verbatim. It is important, therefore, that you set the comments in the right context, for example:

1. Do not overreact to any one comment (positive or negative).

The comment may have been triggered by a specific situation or incident.

Ask yourself "Why might someone have said that about me? What do I do?"

2. Don't read too much into what is written.

The comment was written at the end of the questionnaire. The author may have used short punchy, even abrupt, wording in her/his haste to finish the questionnaire.

Ask yourself "How else might someone have meant me to interpret this comment?"

3. Look for patterns - whilst the actual words used by people may be different, are there any apparent underlying themes?

Ask yourself, "What is the key message people appear to be giving me?"

4. Do the comments match the ratings? Look to see if the comments help to explain the ratings. If not, have you understood correctly what has been written?

Ask yourself, "Why would people who have rated me this way, have written these comments?"

5. Use the comments to find ideas for improvement.

What suggestions do they include that you could take action on?

6. Don't reject ideas out of hand.

Even if you don't like or agree with a suggestion, still ask yourself "How could I make use of this idea, possibly in a different form?"

Verbatim Comments

Your feedback providers were invited to add their own narrative comments to complement the ratings. 'Aggregate' is only used if data was merged due to insufficient responses from the source.

As you read the comments, please keep in mind that they have been provided in a less structured and less comprehensive manner than the ratings.

Which are the key strengths that make this staff member effective?

Self

- ☐ Conceptual thinking that ensures the relevance of evaluation for GEF strategies and performance

Direct Reports

- ☐ Open to dialogue, supportive, intellectually challenging but encouraging as well. Technically strong. Human.
- ☐ Decisiveness, strong public speaker, engaging, good presenter.
- ☐ This staff member is strong in his technical expertise in the area of evaluation. He has brought this office to international standard and recognition in this area during his ten years in the office.
- ☐ Rob has an excellent capacity to anticipate and analyze situations that could have the potential to put in jeopardy the completion of the office annual work program. Most of the evaluations produced by the office should be completed in a short period of time, making a must the effective and efficient managing of the resources assigned to the office. It has been recognized by the GEF Council the excellent products produced by the office, all of them under time and budget constraints.
- ☐ Rob has managed the OPS5 process with excellent technical and managerial skills. Generally, his approach is open, strategic and takes a visionary perspective regarding evaluation in the GEF. His staff benefit from this in depth technical knowledge. In his role as an office manager, Rob is able to recognize strengths and talents in individuals and encourage development.
- ☐ Open to new ideas and debates for improving and facilitate day to day operations
- ☐ Rob is an excellent communicator - he is very articulate and is able to express complex ideas in a simple manner. He is consultative in his approach but could also be decisive in situations which warrant such action.
- ☐ Staff member is well connected in the evaluation community and stays abreast of international best practices. He is hard working.

Aggregate

- ☐ Rob is a very committed manager, constantly thinking of the 'organisation first', looking for ways to improve, make evaluations more useful, relevant and timely. Rob is also very much a supporter of a collaborative work with the GEF and partners, seeking dialogue and being quite open to listen to opposing or different ideas.
- ☐ Attention to detail; collegiality; discipline and drive for results

- ☐ Rob has tremendous strategic vision coupled with an immensely practical approach to getting things done. His knowledge of evaluation is very deep and well informed, and he sets very high professional standards and knows how to achieve them. He is fun to work with and inspires me to give of my best. His political judgement is excellent and based on long experience.
- ☐ Rob has done a remarkable job building up the GEF Evaluation Office since it was founded under his leadership.
- ☐ Deep knowledge of the subject. Commitment to making independent reports for the benefit of the Council and the GEF.
- ☐ Rob is efficient, approachable and very resourceful.

Which are the areas for development where the staff member could further enhance his/her effectiveness?

Self

- ☐ Interaction with stakeholders could be further improved.

Direct Reports

- ☐ none
- ☐ The GEF EO could be more proactive in engaging with the GEF SEC so as to make GEF EO projects more useful to the GEF SEC. There is a sense among some in the office that the GEF SEC doesn't find much of what the GEF EO produces to be of value to their work.
- ☐ As a Manager it is important to work towards a good team spirit and office atmosphere. This staff members takes decisions that are not transparent to staff or explained in meetings. This staff member applies rules in a seemingly arbitrary manner - different for different staff, which creates a sense of unfairness in the office. This unfairness has in general been negative for women. The gender balance has also been very uneven historically in the office. Although this has been partly addressed, women are still in the lower grades and receive less important work tasks. An example of this is a female staff member losing her team leader role as she did not perform "satisfactory" - whereas this could have been avoided would she have been given sufficient support and help in time from the Management.
- ☐ The staff should enforce different ways to have a more effective communication among teams and within the office.
- ☐ He and the office could benefit, however, from much needed attention to issues that are address individual staff weaknesses. Seems to be easier for Rob to be distracted by work matters than to handle or check in on personnel situations. Dominant aggressive personalities are not managed and an office harmony or congeniality is not encouraged. This is an important duty also for a Director.
- ☐ Rob has been an excellent director. However, there are situations where he takes extreme positions in academic debates. While as an intellectual it is fine to do so, but since he also carries the weight of the Evaluation Office, it may be more appropriate if he takes a more moderate stance.
- ☐ Staff member would be more effective if he could delegate while out of the especilly during frequent traveling. More open decisions on work assinments would also improve effectiveness.

Aggregate

- ☐ Sometimes because of his extensive experience and intense convictions, Rob may forget that his interlocutor has not reached the same level or conclusion yet, because of a different starting point/information base. I would recommend more time to listen, as well as (although I acknowledge the very busy schedule and limited time available) to help his clients grow and understand better the purpose, usefulness of evaluations as a tool to improve.
- ☐ In putting across his always well-informed and well-judged views, Rob can occasionally be rather dominant and needs to remember to listen to others, even if they have a bit less experience, since they also have things to contribute. He can be very direct, which is a strength if used sparingly.
- ☐ I find it hard to answer this question since I do not work closely with Rob.
- ☐ I have not had enough interaction with him to identify his areas for development.

Overall, what is your feedback for this Manager in terms of his/her technical contributions in the last FY?

Direct Reports

- ☐ effectively leading the 4 office evaluation streams of work, and the 5th Overall Performance study of the GEF.
- ☐ His technical contributions are usually very good.
- ☐ None
- ☐ Strong technical contributions always..stronger where the evaluation was of personal interest.
- ☐ He keeps himself well informed and up to date with new trends and processes related to evaluating climate change
- ☐ His contributions have been high.
- ☐ Excellent contributions on evaluation methodology and knowledge of the GEF. Could enhance technical knowledge of WB system for budgets, HR, etc.

Aggregate

- ☐ Overall I had a very collaborative relation with Rob throughout the year, very useful exchanges on a wide range of issues, feel that I learned a lot in these exchanges, and welcomed Rob's desire for a closer partnership with the GEF. For having seen./experienced many evaluation offices/partners over the years, I must say that EO is among the best I had the chance to work with, thanks to Rob.
- ☐ Based on my interactions, Rob's contributions have been excellent and important both for the GEF and other parts of the WB/UN system and the development community. He is a real leader in evaluation.
- ☐ Rob is more than technically competent in development evaluation. He has made positive contributions to the profession beyond his own unit.
- ☐ Very positive contributions to the organization.
- ☐ Rob has contributed a lot the past year. He is technically sound and very resourceful.

List of Nominated Providers

Providers		Source
1.	Robert D. van den Berg	Self
2.	Anoop Agarwal	Direct Report
3.	Carlo Carugi	Direct Report
4.	Evelyn Chihuguyu	Direct Report
5.	Elizabeth B. George	Direct Report
6.	Francisco Grahammer	Direct Report
7.	Malac L. Kabir	Direct Report
8.	Neeraj Kumar Negi	Direct Report
9.	Juan Jose Portillo	Direct Report
10.	Sandra Maria Romboli	Direct Report
11.	Joshua David Schneck	Direct Report
12.	Anna Birgitta Viggh	Direct Report
13.	Baljit Wadhwa	Direct Report
14.	Aaron Zazueta	Direct Report
15.	Andrew Zubiri	Direct Report
16.	Naoko Ishii	Manager
17.	Kenneth M. Chomitz	Peer
18.	Christopher D. Gerrard	Peer
19.	Caroline Heider	Peer
20.	Andre Laperriere	Peer
21.	Nicholas David York	Peer
22.	Bonizella Biagini	Other
23.	Robert K Dixon	Other
24.	William Ernest Ehlers	Other
25.	Gustavo Alberto Fonseca	Other
26.	Julienne A. Kouame	Other
27.	Marcia Levaggi	Other
28.	Ramesh Ramankutty	Other
29.	Lesly Rigaud	Other

ANNEX 4

CEO 360 Leadership Assessment

CONSOLIDATED 360° LEADERSHIP ASSESSMENT REPORT

for

Naoko Ishii

Chief Executive Officer & Chairperson

The Global Environment Facility

www.thegef.org

August 31, 2013

STRICTLY CONFIDENTIAL

FEEDBACK GATHERING PERIOD: August 2 – August 23, 2013

REPORT FACILITATED BY: Corporate HR Team (HRDCT) of The World Bank Group

1. Background/Context

In July 2013, Gelfond Surveys was contracted by the World Bank Group to conduct an online 360° feedback exercise to cover all of their staff in managerial and senior leadership positions over a 21-day period. The exercise covered staff in The World Bank, the IFC, MIGA and the GEF Secretariat.

During this exercise, feedback was generated from the individual staff members as well as their nominated feedback providers in the categories of Direct Reports, Peers, Clients and Others.

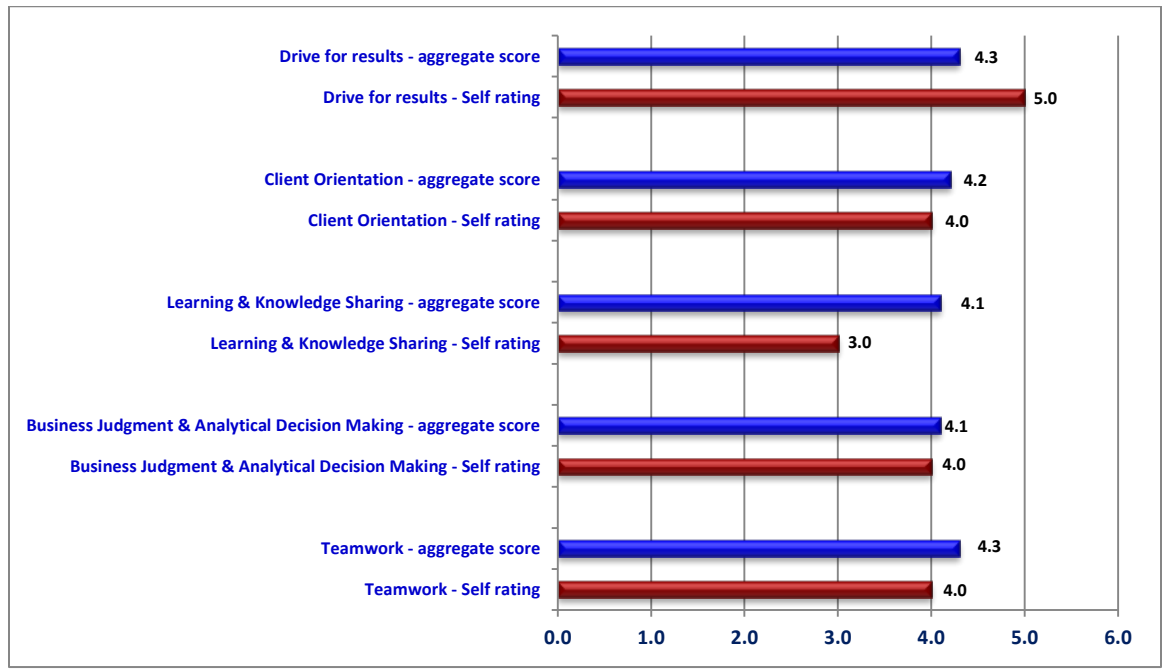
From a technical standpoint, the feedback gathering was restricted to respondents working within the World Bank Group as the launch communications were sent to WBG addresses only.

For staff in senior leadership positions whose stakeholders were more external than internal, their inability to invite feedback from outside of the World Bank Group was identified as a potential handicap in securing a well-rounded perspective of their managerial effectiveness.

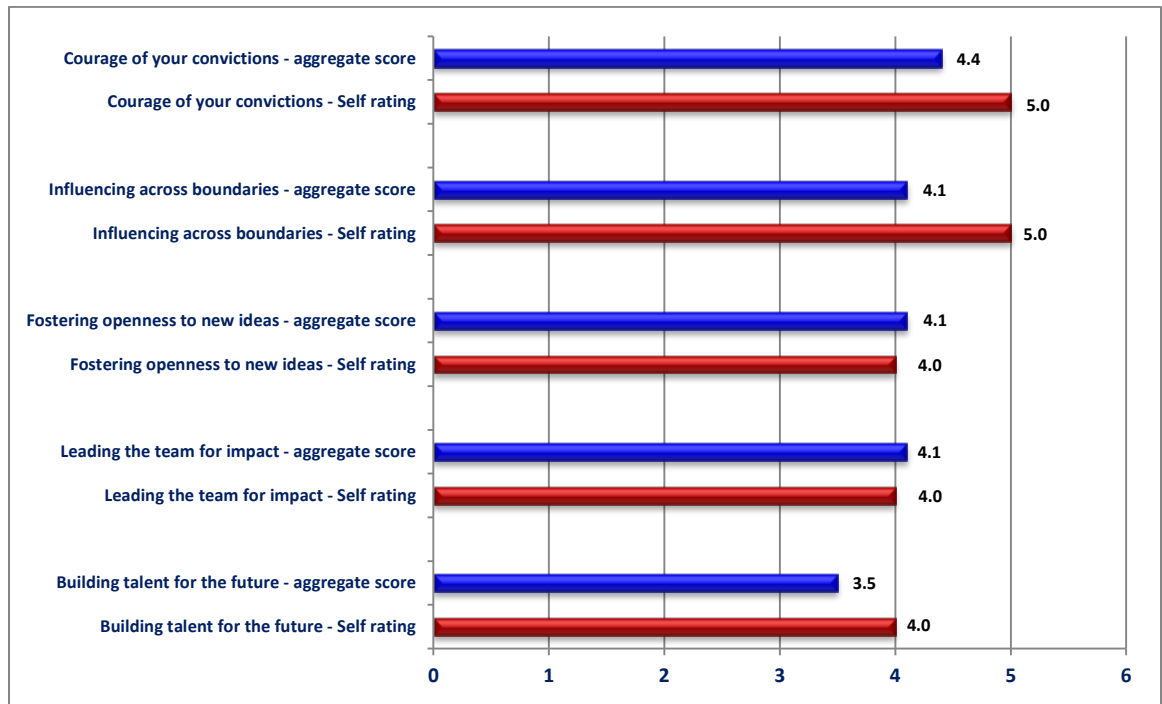
It is in the light of this handicap that a supplementary 360° feedback exercise was launched and carried out to obtain additional input from some additional external stakeholders of the CEO & Chairperson of the GEF outside of the World Bank Group.

The scores shown in this consolidated report are expressed as a weighted average of feedback from all respondents within and outside the WBG for each competency measured. The original individual report from Gelfond Surveys dated July 20, 2013 may be consulted for further detail on internal feedback received from World Bank staff from a WBG perspective.

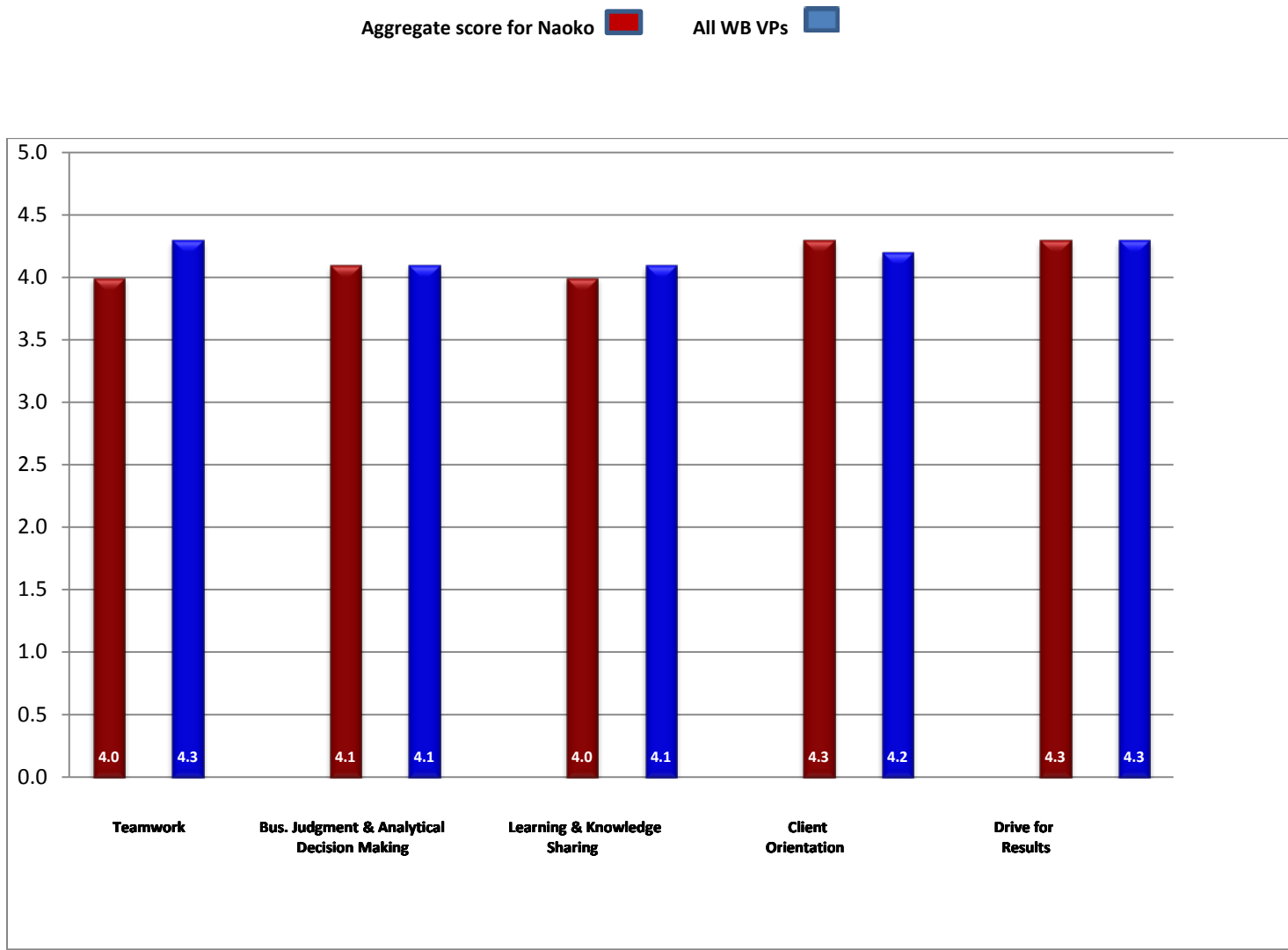
2. Aggregate of WBG Core Competencies on a scale of 1 – 5



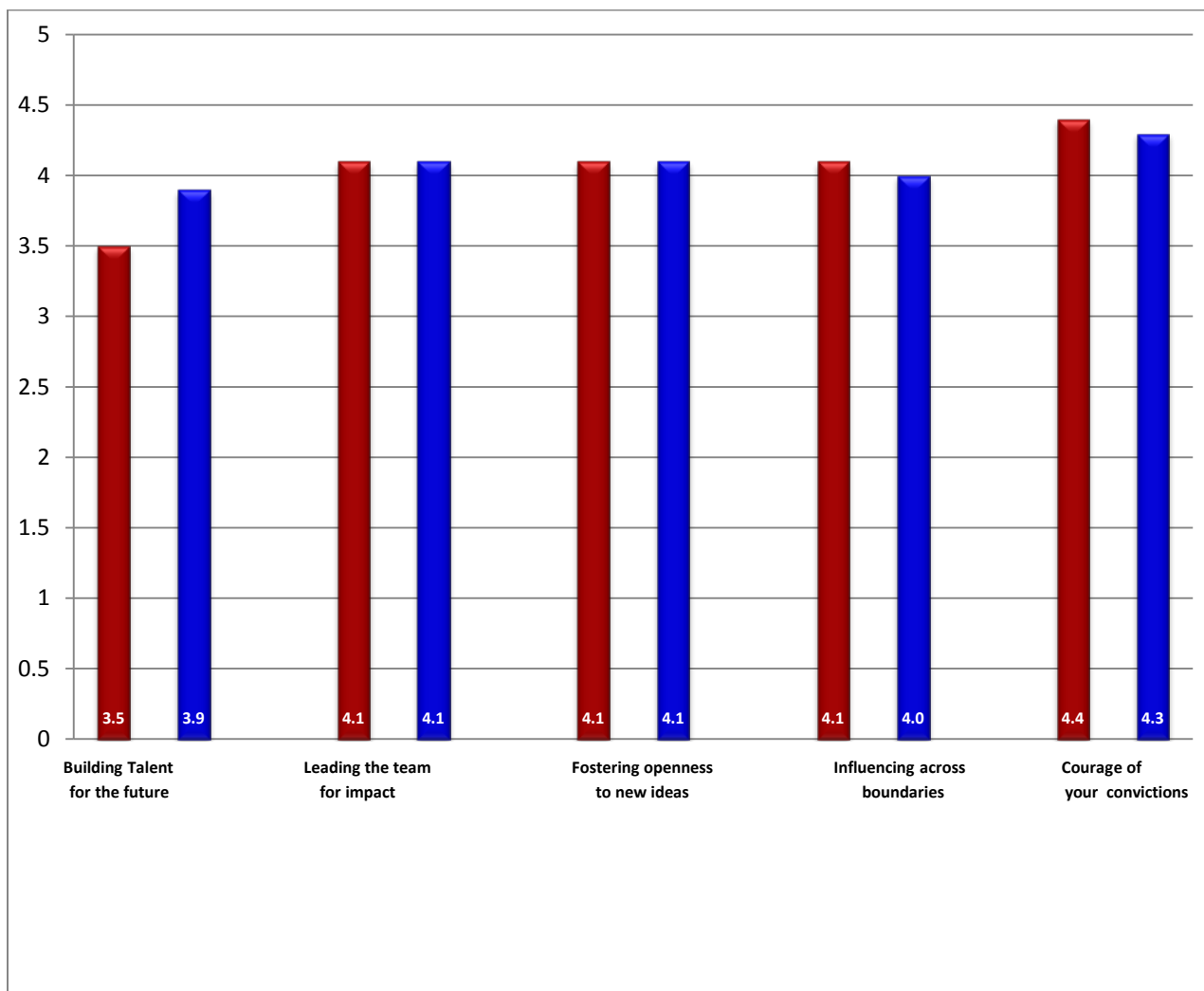
3. Aggregate of WBG Managerial Competencies on a scale of 1 – 5



4. Organizational comparison against WB peers



Aggregate score for Naoko  All WB VPs 



5. Write in Comments (reproduced unedited from all respondents)

a. Question: What are the key strengths that make this Manager effective?

- *She provides thorough comments and feedback on papers submitted by staff, including those for Council meetings and Replenishment. This encourages staff to think more analytically and improve the work they do.*
- *Excellent political savvy, great analytical skills, total commitment to doing well and moving forward new ideas.*
- *Very strong drive for results and power of convictions. Examples are draft GEF-6 strategies and GEF2020 long-term strategy.*
- *Clear vision, drive for more ambitious results, consultative approach to institutional management.*
- *Conviction and clear sense of direction. Determination to succeed.*
- *This staff came in with clear ideas for the future of the GEF. She is a hard working person, driven by result and is very focus. She came in with a background in Finance and in no time she knew what to do and how to achieve her goal for the GEF. She is a fast learner and a very persistent person.*
- *Willingness to consider new ideas and change for the organization from the perspective of maximizing impact of the GEF.*
- *Naoko has built strong positive relationships across a range of stakeholders and with her team developed a creative, powerful and compelling new strategy for the GEF.*
- *A good listener; actively seeks views of broad range of stakeholders; committed to 'elevating' the game of GEF; humble personality, high integrity and commitment.*
- *Stays focused on the big picture: Since her arrival, Naoko Ishii introduced the GEF 2020 vision and uses all opportunities to create support and partnerships for the new vision for the GEF. She has confidence in her convictions and leads by example. She is also hard working and inspires trust among her partners.*
- *Leadership in rebuilding trust and a conducive collaborative atmosphere in the GEF Partnership among the GEF Secretariat and the GEF Agencies as well as with the SRC.*
- *Although the length of time I have worked with Ms. Ishii is limited, I have been favorably impressed. She has brought a much-welcome spirit of openness and inclusiveness, and she has been willing to innovate. She has also put considerable effort into building a rapport with her clients, and to refocus the GEFSEC to meet their needs. It is also clear that staff have responded very positively to her management style. Her development of a vision statement early in her tenure was also a most welcome innovation.*
- *As GEF Council Member and then as GEF OP I have worked with Ms Ishii since her appointment. We have collaborated in discussions regarding the need to revise the GEF overall strategy and long-term projection, and how to address the financial limitations that resulted from the previous CEO's overprogramming.*

The GEF CEO has been characterized by her dynamic and proactive approach since taking over this Fund. From the outset she demonstrated a keen interest in reaching out and canvassing a broad range of stakeholders in order to be able to better assess the problems and opportunities of the Fund over both the short and long term. Based on my conversations with her I find that she tempers a strong strategic drive with clear understanding of the need to root an emerging vision in the on-the-ground realities of the concerns and priorities of both donor and recipient countries, as well as of the broader current economic context. She is therefore both visionary and pragmatic.

In order to advance her GEF 2020 strategy as well as proposals for new programming mechanisms she has combined a solid technical underpinning with compelling political messaging. One senses that her team is solidly engaged in these initiatives.

b. Question: Which are the areas for development where the Manager could further enhance his/her effectiveness?

- *I don't see great room for improvement but just can point out that we are entering a critical period for replenishment and reforms for the GEF and this will test her very good skills of diplomacy and negotiation.*
- *Communicating clear strategic choices to enable target audiences to 'make their own choices'; greater engagement of key partners in GEF partnership needed. Greater focus on pragmatic next steps. Greater focus on 'functioning of GEF Secretariat may be useful.*
- *Naoko should engage more the GEF Implementing Agencies as core strategic partners to champion the programming vision for the GEF - 6. This might include greater collaboration in knowledge management and communication with the GEF Implementing Agencies.*
- *Given the nature of my interactions with Dr. Ishii, I have not identified any weaknesses. The GEF, and in particular the GEF Council, is a steep learning curve, and I find that she has quickly found her footing and is progressively strengthening her base and propositions.*
- *Staff feel that their inputs to the long-term strategy exercise are not being taken into account, which leads staff to feel there is not a lot of trust at the top level in terms of the quality and value of their contributions. Being more inclusive, being more approachable to staff regardless of their grade level or gender, and being more open to different ideas may be helpful. A better management of staff expectations in their work environment may also be helpful in increasing their morale.*

- *Communication flows from Naoko's office sometimes causes confusion as partial info may be given to various staff who may not be aware of the full picture/other components given to others. I also feel that while resources available to Naoko are not used to their full capacity (sometimes not acknowledged or known maybe), 'loud' but sometimes unqualified opinions seem to prevail/have more influence in the overall decision process, at the dismay of other staff.*
- *Leadership of management team; clearer expectations and accountabilities.*
- *Greater delegation of authority.*
- *It's a bit soon for me to give my assessment on this.*
- *Openness for experiences from the past - looking towards the future is more stronger if based on a solid foundation of understanding how the GEF operated in the past.*

c. Question: Overall, what is your feedback for this Manager in terms of his/her technical contributions in the last fiscal year?

- *Keep up the good work! And keep the courage of your convictions in working on the reform process.*
- *Very strong commitment to learning about the GEF and providing a new strategic direction; Asking GEF constituents the right questions about the future – next challenge is to build a coherent and achievable agenda for the GEF notwithstanding the many 'competing visions and interests'.*
- *In the past year, Naoko has grown in the position and has made significant progress in restoring the confidence of the Council members, countries and Agencies in the GEF partnership. She has revived the GEF and positioned it for the first time as a contributor to the post 2015 development agenda through her GEF 2020 visioning paper.*
- *I think more and more people now recognize that GEF has turned over a new leaf in terms of its new strategic direction. This is largely owing to Naoko's setting of high standards and new ambitions in focal area strategies and strategic programs. Her technical contributions would find even more resonance had she been more open to bringing all staff into the brainstorming and decision-making process.*
- *Naoko's arrival to the GEF brought a breath of 'fresh air', new ideas quite stimulating to the staff. Her visible conviction, commitment and desire to make things work are an inspiration to all, and if relying on available (and willing resources), can lead the GEF to the next excellence level.*
- *Very high contributions in terms of new ideas and a new conception of what the GEF can and should be.*
- *As I said previously, this manager is hard working and result driven. She is a go-getter and would go the extra mile to achieve a goal.*
- *Naoko had a strong start in GEF, strengthening its leadership and building stronger relations and teamwork with the Bank. Well done.*
- *Great first year and really hopeful as regards a vision for the GEF in the next replenishment phase!*

6. List of nominated feedback providers

The feedback contained in this consolidated report was obtained with the kind participation of the following individuals as well as seven other external stakeholders during the feedback gathering time frame.

1. Naoko Ishii	Self
2. Claus Pram Astrup	Direct Report
3. Bonizella Biagini	Direct Report
4. Robert K Dixon	Direct Report
5. William Ernest Ehlers	Direct Report
6. Gustavo Alberto Fonseca	Direct Report
7. Elif Kiratli	Direct Report
8. Marie Constance Manuella Koukoui	Direct Report
9. Andre Laperriere	Direct Report
10. Marcia Levaggi	Direct Report
11. Ramesh Ramanathan	Direct Report
12. Rachel Kyte	World Bank Peer
13. Joachim von Amsberg	World Bank Peer
14. Robert D. van den Berg	Other

ANNEX 5

GEF CEO AND CHAIRPERSON GOALS FOR FY14

Naoko Ishii, CEO and Chairperson of the GEF

This note provides my goals for FY14. The goals have been discussed and agreed with my management team, as delivery of these goals would require full support and cooperation from the team.

1. Set the strategic direction of the GEF

(a) Finalization of GEF 2020—a long-term strategy for the GEF

In order to position the GEF to play its unique role within the challenging context of the global environment, I have launched the preparation of a long term strategy for the GEF-- GEF2020. The objective of formulating this strategy is to set a clear direction of where the GEF should be in 10 years from now, and identify some of the key elements that can support the achievement of that vision. A first draft of the strategy document was sent to Council members for their review and for broader consultation in September 2013. The draft will be tabled for preliminary discussion at the 45th Council Meeting in November 2013.

(b) Completion of the GEF-6 Replenishment process

The first meeting of the GEF6 replenishment process we held in April 2013. It offered participants the opportunity to reflect on their ambitions for GEF of the future, and on how the GEF can most effectively seek to address the drivers of global environmental degradation. At the 2nd meeting in September 2013 participants discussed key reform issues that GEF could pursue during GEF6, including options for how to further strengthen GEF's private sector engagement, identification of types of programs or activities where non-grant instruments might be feasible, and possible introduction of pilot "signature programs". The replenishment negotiation are planned to be completed through two further meetings, in December 2013 and in February/March 2014. In addition, a meeting of the GEF Assembly will take place in May 2014. My objective is, in close collaboration with the Trustee, to ensure that the process be completed in a timely fashion with the best possible outcome for the GEF, appropriately balancing the various participants' priorities.

2. Implement Council decisions in an effective and responsive manner

I will ensure that the GEF Secretariat respond to the Council decisions and implement them in an effective and responsive manner. Several critical decisions of strategic importance have been made at the recent Council meetings, in addition to operational decisions on work programs. In FY14, I will put particular emphasis on the following decisions and issues:

(a) Managing progress in view of a the projected funding shortfall

At the June 2013 Council meeting it was projected that total GEF5 resources available for programming would amount to US\$4,066 million. This is equivalent to a shortfall in GEF-5 resource envelope of about \$184 million, or 4.3 percent, against the original target envelope of \$4,250 million. During FY14 I will implement the Council decision that programming would be undertaken for the remainder of GEF-5 maintaining the balance among the original allocations in the GEF-5 replenishment decision, assisting least developed countries (LDCs) and small island developing states (SIDS) in accessing resources, and supporting core obligations to the conventions for which the GEF is a or the financial mechanism.

(b) Progress on Accreditation process of new GEF Project Agencies

2.

I will ensure that the accreditation process be pursued with rigor and without delay. Since this is on a pilot basis and new experiences continue to accumulate, I will periodically keep the Council informed of progress we make and lessons learnt.

(c) Constitution and presentation of a high quality Work program to the Council

I will ensure that the Council continues to receive a high quality Work program that responds to the strategic objectives of GEF-5 focal area strategies, taking into account available resources in the GEF Trust fund and the LDCF/SCCF. Related, I will continue to implement and further strengthen results reporting to Council through the bi-annual Annual Monitoring Reports

3. Enhance partnership, knowledge management, and outreach

In order to further enhance the potential of the GEF in its unique setup as a partnership institution, I will enhance the partnership relations with the Agencies, STAP and other stakeholders for the benefit of recipient countries. I will in particular focus on the following issues:

(a) Strengthened partnerships with Agencies

3.

GEF has made significant improvements to its project cycle in recent years. It is a critical agenda that needs to be continuously paid attention by all members of the GEF partnership. We have made a good start, but I believe that especially in collaboration with the Agencies we can do more. In FY14, I intend to pursue further streamlining of the project cycle, including assessing the pilot project cycle harmonization we have undertaken with the World Bank. I will also ensure that regular Heads of Agency meetings are being held, and continuously reach out to the leadership of our implementing agencies with the objective of further enhancing our strategic engagement.

(b) Strengthened collaboration with Convention processes

I will ensure the GEF strengthen its collaboration with Conventions by constructively participating in relevant COP and other high level forums so that the GEF secretariat aligns its assistance with the guidance of the Conventions. I will further strengthen GEF's working relations with the various COP Secretariats and other COP forum, including for example UNFCCC's Standing Committee for Finance and ensuring that GEF adequately supports the new Minamata Convention.

(c) Enhanced results and knowledge management

While the GEF has been making efforts to strengthen the results management system, or current tools such as the Annual Monitoring Report remain limited in their ability to continually inform our programming decisions. In addition, we do not adequately monitor the impact we are having on the global environment, particularly at the portfolio levels. In terms of knowledge, enhanced knowledge management will be critical to help us to accomplish more than would be possible through direct investments alone. In FY14, I will continue to strengthen the GEF's RBM system and also further refine our work plan on knowledge management.

(d) Stronger outreach to countries and the private sector

In order for the GEF supported agenda to be sustainable and achieve impacts at scale, it is critical for the GEF engagement to be firmly embedded in domestic policy making in GEF recipient countries and that we further enhance our engagement with the private sector. In FY14, I intend to strengthen the GEF's strategic dialogue a number of key recipient countries to ensure the highest possible impact of the GEF engagement. Moreover, I will develop a new action plan for the GEF's engagement with the private sector.

4. Enhance organizational effectiveness of the GEF Secretariat

In order for the GEF to achieve its goals, it is critical that the GEF Secretariat is well equipped with technical skills, and effectively structured and managed with needed human and financial resources.

(a) Strengthened management of the budget and human resources

I will continue the process of improving budget and human resource management within the Secretariat, with a focus on improving managers' oversight and accountability for staff performance and unit budgets.

(b) Maintaining productive working relations with the Evaluation Office and STAP

I will make sure we maintain productive working relationship with the Evaluation Office, which is a critical partner for the GEF to formulate the 2020 strategy as well as conduct successful GEF-6 replenishment. With STAP, I will continue our dialogue, already embarked on, to identify how the GEF can make best use of its world class expertise.

(c) Providing support to the Adaptation Fund

I will ensure the GEF Secretariat continues to provide professional support to the

Adaptation Fund, through staffing and cross-support, and attending Board meetings.

Summary of Goals and Deliverables of the GEF CEO/Chairperson for FY13 and FY14

Goals	Process	Deliverables
1. Set the strategic direction of the GEF	Development of a long-term strategy: GEF 2020. GEF-6 Replenishment.	Draft Strategy Document presented to Council during the November 2013 Council Meeting. Completion of the GEF6 replenishment process
2. Implement Council decisions in an effective and responsive manner	Managing the GEF5 shortfall. Progress on Accreditation process of new GEF Project Agencies, and status of review of GEF Agencies' adherence to GEF Policies on Environmental and Social Safeguards and Gender Mainstreaming. Work program development	Reports to the Council at its meetings in November 2013 and May 2014 on the progress the implementation the Council decision in this regard. Reports to the Council on the progress made on the Accreditation Pilot. ; Report to the Council on the review of GEF Agencies on Environmental and Social Safeguards and Gender Mainstreaming; Presentation to the Council of high quality work programs.
3. Enhance partnership, knowledge management, and outreach	Strengthened partnerships with Agencies. Strengthened relationship with Conventions Enhanced results and knowledge management Enhanced outreach to countries and the Private Sector	Report to the Council on the progress made on streamlining of project cycle, including the harmonization pilot with the World Bank; Full participation of the GEF SEC in the Convention meetings, ensuring a close working relationship with Convention Secretariats, and GEF support for convention guidance. Refinement of RBM framework, and Knowledge Management Work Plan, as informed by the GEF2020 process; Outreach and engagement with key relevant ministries to have dialogue on mainstreaming the GEF supported agenda;

<p>4. Enhance organizational effectiveness of the GEF Secretariat</p>	<p>Strengthened management of the budget and human resources.</p> <p>Maintaining productive working relations with the Evaluation Office and STAP.</p> <p>Providing support to the Adaptation Fund</p>	<p>Enhanced oversight and accountability for budget and HR by GEF line-managers</p> <p>Frequent interactions with the Evaluation Office and STAP;</p> <p>Continuous support to the Adaptation Fund measured by the satisfaction by its Board;</p>
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