



GEF/C.40/Inf.4  
May 9, 2011

---

GEF Council Meeting  
May 24-26, 2011  
Washington, D.C.

Agenda Item 15

## DRAFT PROCEDURES MANUAL FOR THE ACCREDITATION OF GEF PROJECT AGENCIES

## **SUMMARY**

1. This document responds to the Council's directive for the GEF Secretariat to develop, for presentation at the 2011 meeting, a comprehensive Accreditation Procedures Manual covering all the steps in the procedures to accredit GEF Project Agencies under the pilot initiative to broaden the GEF partnership.
2. The Secretariat is presenting the manual in draft form to provide the Council and each stake-holder with a comprehensive outline of how the accreditation procedure will be implemented based on approved policies, as well as additional policies and criteria recommended for Council approval at the May 2011 meeting.
3. The Secretariat will revise the manual to take into account decisions by the Council at its May 2011 meeting including with respect to recommended Value-added Review Criteria and Standards and Criterion on Environmental and Social Safeguards Standards and Gender Mainstreaming Criteria. The annexed application forms need to undergo further review within the GEF Secretariat. However, the Secretariat welcomes comments and suggestions.

## TABLE OF CONTENTS

INTRODUCTION.....	1
GEF PILOT ON ACCREDITING GEF PROJECT AGENCIES .....	4
STAGE 1: VALUE-ADDED REVIEW AND COUNCIL APPROVAL.....	5
STAGE 2: ACCREDITATION PANEL REVIEW .....	7
STAGE 3: CONCLUSION OF MEMORANDUM OF UNDERSTANDING AND FINANCIAL PROCEDURES AGREEMENT .....	10
ADDITIONAL ISSUES .....	11
ANNEX 1. DRAFT STAGE 1 APPLICATION FORM AND INSTRUCTIONS .....	12
ANNEX 2. DRAFT STAGE 2 APPLICATION FORM .....	21
ANNEX 3. DRAFT VALUE-ADDED REVIEW CRITERIA.....	44
ANNEX 4. DRAFT TERMS OF REFERENCE FOR ACCREDITATION PANEL.....	56
ANNEX 5: GEF FIDUCIARY STANDARDS.....	61
ANNEX 6. DRAFT GEF POLICY ON ENVIRONMENTAL AND SOCIAL SAFEGUARDS .....	68
ANNEX 7: DRAFT GEF POLICY ON GENDER MAINSTREAMING .....	78
ANNEX 8: DRAFT APPLICANT GEF PROJECT AGENCY ENDORSEMENT LETTER .....	81

## CHAPTER 1:

### INTRODUCTION

1. The Global Environment Facility (GEF) was established in October 1991 as a \$1 billion pilot program in the World Bank to assist in the protection of the global environment and to promote environmentally sound and sustainable development. The GEF was designed to provide new and additional grants and concessional funding to cover the so called “incremental” or additional costs associated with transforming a project with national benefits into one with global environmental benefits. In 1994, at the Rio Earth Summit, the GEF’s structure and modalities were restructured and today, the GEF is the principle funder of projects that foster the protection of the global environment and promote environmentally sustainable development in developing countries and countries in transition. It funds programs and projects which are country-driven and based on national priorities. Through the GEF Trust Fund, Least Developed Countries Fund (LDCF) and the Special Climate Change Fund (SCCF), it funds projects in six focal areas; (a) Biodiversity; (b) Climate Change; (c) International Waters; (d) Ozone Layer depletion; (e) Land Degradation, primarily desertification and deforestation; and (f) Persistent Organic Pollutants. It also provides financing for sound chemicals management and sustainable forests management.

2. As part of the restructuring, the GEF was entrusted to become the financial mechanism for the (i) UN Convention on Biological Diversity (CBD); (ii) UN Convention on Climate Change (UNFCCC); and (iii) the Stockholm Convention on Persistent Organic Pollutants (UNPOPs). GEF financing also supports countries with economies in transition to meet the objectives of the Montreal Protocol on Substances That Deplete the Ozone Layer (ODS) and the United Nations Convention to Combat Desertification (“UNCCD”).

3. The GEF is governed by the GEF Council (Council), an independent board of directors, with primary responsibility for developing, adopting and evaluating GEF programs. Council members representing 32 constituencies (16 from developing countries, 14 from developed countries and two from countries with transitional economies). The Council meets periodically to make decisions on the operations of the GEF. It is also has an Assembly, the governing body of the GEF, in which all 182 GEF member countries are represented, and which meets every three to four years to review and evaluate general policies, operations and membership of the GEF. It has a Secretariat which reports directly to the Council and the Assembly, and is responsible for: (i) effectively implementing the decisions of the Council; (ii) ensuring implementation of policies; and (iii) coordinating and overseeing the implementation of projects.<sup>1</sup> The World Bank serves as the Trustee of the GEF trust fund and provides administrative services to the GEF Secretariat. The GEF also has a Scientific and Technical Advisory Panel (STAP), which provides strategic scientific and technical advice to design GEF strategies.

4. To further its objectives, the GEF works in partnership with ten GEF Agencies. From inception in 1991 through 1999, only three Implementing Agencies: United Nations Development Programme (UNDP); United Nations Environment Programme (UNEP); and the World Bank had direct access to GEF resources. However, following a series of reforms between 1999 and 2006, seven additional Agencies were granted access to GEF resources: the African Development Bank

---

<sup>1</sup> GEF also provides Secretariat services to the Adaptation Fund Board.

(AfDB); Asian Development Bank (ADB); Inter-American Development Bank (IDB); European Bank for Reconstruction and Development (EBRD); International Fund for Agriculture and Development (IFAD); Food and Agricultural Organization (FAO); and the United Nations Industrial Development Organization (UNIDO). Therefore, there are currently ten Agencies principally accountable for the execution of GEF projects. Collectively, these ten agencies are referred to as the GEF Agencies.

5. In November 2010, in response to the policy recommendations of the Fifth Replenishment of the GEF Trust Fund (GEF-5), the Council decided that the GEF shall undertake a pilot initiative to accredit new agencies to the GEF network to give countries greater choice regarding the agencies with which to collaborate.<sup>2</sup> Under this pilot, the Council decided that there shall be two types of GEF agencies, the current ten GEF Agencies and additional GEF Project Agencies. “GEF Project Agencies,” those that will be accredited under the pilot; collectively all entities entitled to receive GEF resources directly will be referred to as “GEF Partner Agencies”.

6. In November 2010, the Council also approved an accreditation procedure for designating GEF Project Agencies which requires that applicants: (a) be endorsed by the relevant Country Operational Focal Point; (b) demonstrate a strategic fit and clear value-added to the GEF partnership; and (c) fully meet the GEF Fiduciary Standards and any policies on environmental and social safeguards and gender mainstreaming that Council may adopt. As such, applicants will be required to meet the GEF’s strategic objectives, add value to the GEF, have high standards of financial and performance management, internal controls and have a past track record of implementing GEF projects. In addition, each applicant seeking accreditation will pay a fee sufficient to cover the cost of the Accreditation Panel Review, including associated Secretariat costs. The fee will be paid to the GEF after Council approval of the application and prior to the start of the Accreditation Panel Review. It will be non-refundable, even if an applicant fails to receive accreditation.

7. The accreditation process of the Agencies will follow a transparent and systematic three stage procedure involving the Secretariat, the Council, the GEF Accreditation Panel (Panel) and the Trustee. The process will include three stages:

- Stage 1: Submission of a Stage 1 Application, Value-added Review by the Secretariat, and Council Approval. This stage determines whether the applicant will add value to the partnership and provide a good strategic fit with the GEF. Council approval of the application enables the application to move to the next stage, but it does not accredit the applicant as a GEF Project Agency. The applicant must also successfully complete Stages 2 and 3 in order to be accredited.
- Stage 2: Submission of a Stage 2 Application and Accreditation Panel Review. The Panel will assess each applicant’s capacity to implement GEF projects and meet GEF Fiduciary Standards and any policies on environmental and social safeguards and gender mainstreaming that the Council may adopt; and
- Stage 3: Negotiation and approval of a Memorandum of Understanding (“MoU”) with the Secretariat followed by the negotiation and approval of a Financial

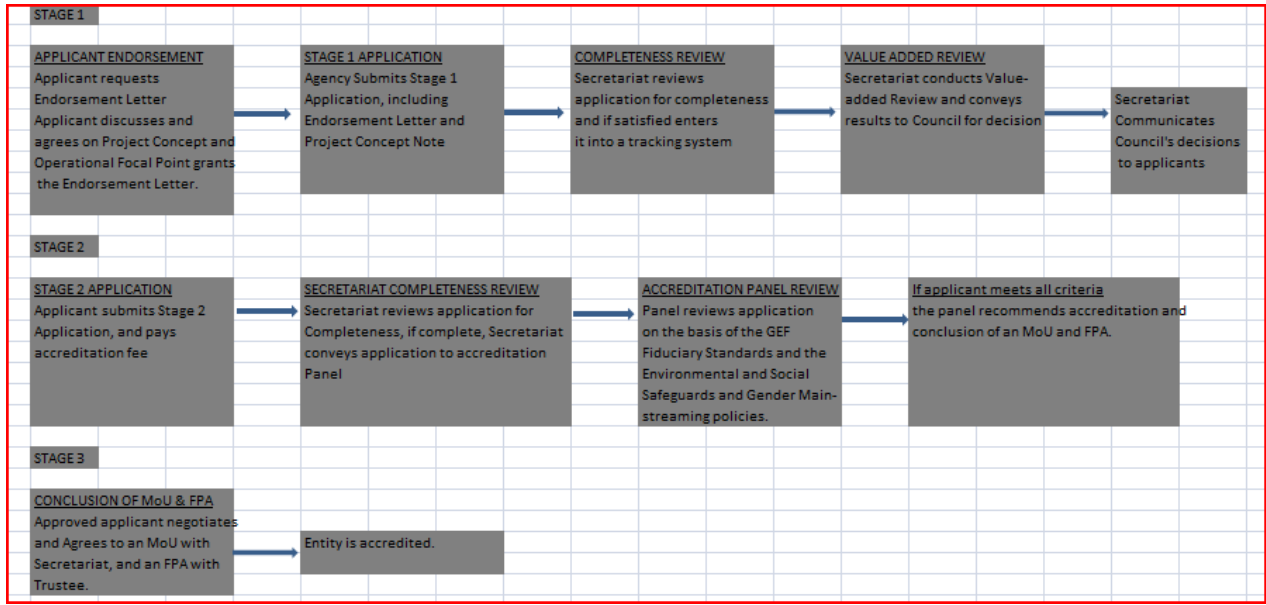
---

<sup>2</sup> The GEF shall launch this pilot pursuant to Paragraph 28 of the GEF instrument which mandates the GEF to cooperate with other international organizations to promote achievement of the purposes of the GEF.

Procedures Agreement (“FPA”) with the Trustee. The conclusion of the FPA concludes the accreditation procedures.

8. This process is illustrated in Diagram 1, below.

Diagram 1: GEF Accreditation Procedure



10. Accreditation of an agency will make the agency eligible for project funding from all trust funds managed by the GEF including: the GEF Trust Fund, the SCCF), and the LDCF. GEF Project Agencies will follow the same procedures as the existing GEF Agencies.

11. The present draft accreditation manual (Manual) outlines the accreditation process for GEF Project Agencies in response to a Council request and will be used as a comprehensive guide for the Secretariat, the Trustee, the Council, potential Agencies and the Panel. It stipulates the rules that will apply to the accreditation of GEF Project Agencies, offers guidance on how the accreditation procedure will be managed, and provides instructions necessary for the completion of the accreditation procedure. It also provides the templates and documents necessary for submission of accreditation application.

## CHAPTER 2:

### GEF PILOT ON ACCREDITING GEF PROJECT AGENCIES

1. The Council directed that priority shall be given to national institutions during the pilot, including institutions from different GEF regions, and preferably, different groups of countries, i.e. least developed countries (“LDC”), small island developing states (“SIDS”) and middle income countries (“MIC”). The following describes the proposal made to Council in May 2011 on how the pilot would [will] operate;

- Under the pilot, the GEF will seek to accredit up to ten new GEF Project Agencies;
- All applicants will need to complete the accreditation procedure as agreed by the Council and described in this Manual;
- The Pilot will seek to accredit at least five national institutions;
- To ensure diversity in terms of the country classifications from which national institutions are drawn, the GEF will seek to accredit at least one national institution from an LDC and at least one from an MIC;
- Entities from the following categories will also be eligible for accreditation under the pilot: regional organizations (which are of particular interest for the SIDs), UN specialized agencies and programs, other international organizations and non-governmental organizations (NGOs);
- In order to ensure a degree of geographic balance, it is proposed that the national institutions selected for the pilot be drawn from at least three of the regions in which the GEF operates namely: East Asia and the Pacific, Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, South Asia, and Sub-Saharan Africa. The GEF will not accredit more than three national institutions from any one region; and
- Until at least five national agencies have been approved by the Council, the Secretariat may review applications from regional organizations and NGOs but will not review applications from other types of organizations.

2. To enable the Council to appropriately shape the pilot and seek an appropriate mix of agencies, the Secretariat and the Council will follow the following procedures with regard to the Value-added Review and Council approval of applications:

- (a) The Secretariat will receive Stage 1 Applications for the Value-added Review prior to two Council meetings: spring 2012 and fall 2012. The Secretariat will maintain the following cut-off dates for receipt of applications prior to each Council meeting:
  - i) For the Spring 2012: December 31, 2011;
  - ii) For the Fall 2012: June 30, 2012.

## CHAPTER 3:

### STAGE 1: VALUE-ADDED REVIEW AND COUNCIL APPROVAL

#### **Country Endorsement and Submission of Application:**

1. Entities interested in applying for accreditation as a GEF Project Agency should first identify one or more countries with which they would be interested in implementing a project;
2. The entity should confirm that the Operational Focal Point will support its application as a GEF Project Agency;
3. The entity should then discuss with the Operational Focal Point/Points of the country/countries and come to an agreement on a potential Project Concept; and
4. After agreeing on a Project Concept, the Operational Focal Point would then sign an endorsement letter endorsing its application as a GEF Project Agency. The application would:
  - Describe how the entity will add value to the GEF partnership based on Value-added Review Criteria (see Annex 1 for the application template);
5. The form and all accompanying documents should be in English;
6. A GEF Operational Focal Point will be limited to endorsing up to one and in an exceptional case two national institutions:
  - The Project Agency endorsement letter will need to indicate the project or type of project that the potential Agency would implement or execute if accredited.

#### **Secretariat Review for Completeness:**

7. The Secretariat reviews the application for completeness and if satisfied, will enter the applicant into a tracking system:
  - The Secretariat will review applications to ensure that all sections are complete and responsive. The Secretariat will return those applications deemed inadequate, with guidance on what information is lacking. Stage 1 Applications deemed complete will then undergo a Value-added Review;
  - The Secretariat will ensure application completeness by comparing documents the applicant has submitted against a checklist.

#### **Value-added Review:**

##### **Review Process**

8. The Secretariat conducts a Value-added Review on all applications received prior to each cut-off date.
  - Applications shall be assessed by the Secretariat according to a set Value-added Review Criteria to determine the value which the potential Project Agency will add to the partnership as well as its strategic fit within the GEF;



- Applicants will need to meet the minimum scores and criteria for the Value-added Review as agreed by Council; and
  - The Secretariat will consider criteria such as regional distribution and type of agency in addition to the scores received through the Value-added Review.
9. For each meeting, the Secretariat prepares a report to Council containing the following information:
    - A list of the agencies that have submitted a Stage 1 Application judged by the Secretariat to be complete;
    - A short-list of the agencies that the Secretariat is recommending for Council approval; and
    - Assessment reports of the agencies recommended by the Secretariat for approval, explaining how the agencies meet the applicable Value-added Criteria and the scores for each criterion where relevant.
  10. The Secretariat communicates with each entity which has applied whether it is being recommended for Council approval or not.
  11. After the Council has made its decisions on which entities to approve for accreditation, the GEF Chief Executive Officer (“CEO”) writes to approved applicant and invites it to submit a Stage 2 Application. The CEO will also write to the applicants not approved to convey the Council decision.

## CHAPTER 4:

### STAGE 2: ACCREDITATION PANEL REVIEW

1. Applicant pays an accreditation fee of USD\$25,000 and submits a detailed application (Stage 2 Application) providing the Panel with relevant information on their ability to meet:

- The GEF Fiduciary Standards;
- GEF Environmental and Social Safeguards Standards; and
- Gender Mainstreaming Criteria; and

The application template is attached as annex 2.

2. The Secretariat reviews the application to ensure that all sections and questions were answered and that sufficient information has been provided to enable the Panel to perform its work.

- The GEF Secretariat can reject an application due to incompleteness if repeated attempts by the applicant to provide the required information do not substantially improve the application. Moreover, when the GEF Secretariat requests further documentation to complete an application, the applicant will have 45 days to respond to the Secretariat. Failure to do so may result in rejection of the application. In either case, the accreditation cycle would restart from the beginning if the applicant were to reapply.

4. During the GEF-5 Pilot on accrediting GEF Project Agencies, the Secretariat and Panel will follow the rules outlined below:

- In the case of national institutions, once the Council has approved three applicants from one region,<sup>3</sup> the Secretariat will place a hold on reviewing further applications from that region pending the outcome of the Accreditation Panel Review;
- If one or both of the applicant national institutions from a given region are not approved by the Accreditation Panel, then the Secretariat could [can] review further Stage 1 Applications. Similarly, if one or both of the applicant national institutions from a region failed to submit a complete Stage 2 Application within six months, then the Secretariat could [can] review further Stage 1 Applications;
- Once two national institutions from a given region are accredited, the Secretariat would [will] no longer accept applications from national entities in that region; and
- For other types of agencies, once the Council has approved one applicant, the Secretariat would [will] place a temporary hold on the processing of

---

<sup>3</sup> This means that the applicant has been positively reviewed and approved by Council as part of the Value-added Review and that the Secretariat has found its Stage 2 application to be complete.

further applications from agencies of the same type. If one of these approved agencies failed [fails] to submit a complete Stage 2 Application within six months, or was [has] not [been] approved by the Accreditation Panel, the Secretariat would [will] reopen the window for reviewing further Stage 1 Applications.

4. The Secretariat forwards Stage 2 Applications deemed to be complete to the Accreditation Panel.

### **Criteria Based Review**

5. The Panel conducts a criteria-based review of the application based on the GEF Fiduciary Standards, and the criterion on environmental and social safeguards standards and gender mainstreaming criteria required by the Council approved policies. The Accreditation Panel Review will include three sub-steps:

(a) Sub-step 1: Preliminary Assessment of each application: This will generally involve a desk review. The Panel may:

- Request additional documentation;
- Request clarification of capabilities, or identification of where short-term mitigation strategies might be possible; and
- Interact with the applicant to receive more information.

(b) Sub-step 2: Written assessment of each application: The Panel will develop a written report of its findings on each application based on its collective assessment.

- Applications will be grouped into three categories - “Approve”, “Requires Further Review” or “Rejection”; and
- The Panel’s written report will explain the reasons for the assessment in each case;
- When the members are not in agreement on the assessment, which occurs when at least one member scores the application in the “Requires Further Review” category, the application is classified as “Requires Further Review.”

(c) Sub-Step 3: Further Review of mid-range applicants: If the Panel places an applicant in the "Requires Further Review" category, the applicant will need to undergo a further review to be accredited. For those applications requiring further evaluation, the Panel will estimate the required extra level of review, and the applicant will be assessed an additional fee prior to further work. If the applicant does not pay for the further assessment, the application will be deemed to have been withdrawn.

- The Panel and the Secretariat will estimate the required amount of additional costs, to be paid prior to the start of additional review work;
- The Panel will investigate further and discuss with the applicant areas of concern to determine whether it meets the standards in question or whether mitigation strategies can be immediately put in place that will bring the applicant to an acceptable level.

6. Approved applicants will move forward to Stage 3.

7. For those recommended for rejection, the Panel will include in its assessment an explanation of sufficient depth to provide the applicant with the necessary information on what the applicant will need to do to improve its standards and capabilities such that, if they choose to reapply at a later date, they will be better positioned to meet the standards. There may be cases where the Panel is convinced that the applicant will complete the necessary steps to fully adhere to the GEF Fiduciary Standards and environmental and social safeguards standards and gender mainstreaming criterion required by the Council approved policies within a short period of time. In that case, the application may move forward to Stage 3 on the condition that the Financial Procedures Agreement that enables the Trustee to commit and transfer funds cannot be finalized until the Panel has confirmed that all the necessary steps have been completed and there is full adherence to the GEF Fiduciary Standards. This will normally be done within a timeframe of six months. If the standards have not been met, the entity will need to reapply for accreditation at a future date, which will begin the accreditation process anew.

## CHAPTER 5:

### STAGE 3: CONCLUSION OF MEMORANDUM OF UNDERSTANDING AND FINANCIAL PROCEDURES AGREEMENT

#### Memorandum of Understanding

1. Approved entities negotiate and agree to a Memorandum of Understanding (“MoU”) with the Secretariat in which it commits to follow all relevant GEF policies and procedures.
2. The MoU will govern the manner in which the Agency will seek allocation of GEF resources for project preparation and implementation from the Secretariat.
3. The MoU will contain provisions regarding the respective obligations of the Secretariat and the Agency with respect to the allocation of such resources.

#### Financial Procedures Agreement

4. The International Bank for Reconstruction and Development (“IBRD”) as Trustee of the GEF enters into a Financial Procedures Agreement (“FPA”) with the Agency before any GEF funding can be provided to it.
5. The FPA will contain provisions regarding the commitment and transfer of GEF funds from the Trustee to the Project Agency for projects and fees;
6. The FPA will provide that the Agency will use the funds transferred to it in accordance with its policies and procedures.
6. Upon the transfer of funds, the Trustee will have no responsibility, fiduciary or otherwise, for the use of such funds or activities carried out therewith; and
7. The FPA will contain provisions regarding record keeping, reporting, audit and investment of funds transferred to the Project Agency.
8. Upon conclusion of the MoU and the FPA, the entity will be accredited and be eligible to submit a Project Identification Forms (“PIFs”) for resources from the trust funds managed by the GEF.

## CHAPTER 6

### ADDITIONAL ISSUES

1. **Confidentiality of Information:** Information gathered from applicants during the accreditation process will be kept confidential and will only be used by the GEF Secretariat and the Accreditation Panel.
2. **Application language:** Applicants will need to submit the applications and other materials in English.
3. **The GEF Secretariat will review and update accreditation procedure materials, including application forms as needed, based on Council decisions and advice and recommendations from the Accreditation Panel.**
3. **Types of Accreditation:** In the immediate term, there will be only one type of accreditation—new accreditation of GEF Project Agencies. Over time, it is anticipated that there may be up to two additional types:
  - **Review of the accreditation:** GEF Agencies that have previously been accredited and are in good standing will still need to update their accreditation. It is suggested that accredited GEF Agencies go through a review of their accreditation every five years after successful completion of their first accreditation.
  - **Reaccreditation after Suspension:** The GEF Council reserves the right to suspend accreditation of any GEF Partner Agency because of internal or external events that effectively reduce the competencies of the GEF Partner Agency, including those established during the accreditation process. Examples of such events include, but are not limited to: evidence of financial mismanagement, significant change in the geo-political environment that undermines the effectiveness of the GEF Partner Agency to implement or execute GEF projects, loss of in-country infrastructure due to natural disaster or conflict, loss of key personnel due to death or illness (examples of key personnel include the Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Technical Officer or Scientist), and substantial changes in governance arrangements.

## ANNEX 1. DRAFT STAGE 1 APPLICATION FORM AND INSTRUCTIONS

**Instructions**

- 1) The Stage 1 Application Form must be accompanied by a GEF Project Agency Endorsement Letter, signed by at least one GEF Country Operational Focal Point.
  - A GEF Operational Focal Point will be limited to endorsing up to one and in an exceptional case two national institutions;
  - This requirement will apply to all applicant GEF Project Agencies – both national institutions and institutions operating in multiple countries;
  - The GEF Project Agency Endorsement Letter will need to identify the initial project for which the agency is being endorsed;
  - A GEF Project Agency Endorsement Letters will only be required once - when an Agency entity is applying for accreditation;
  - There are no restrictions on the type of project: it can be a single country project, a regional project, or a global project<sup>4</sup>; and
  - After an entity is accredited as a GEF Project Agency, it will only need to submit regular project endorsement letters for each subsequent project.
  
- 2) Purpose of the Application: The purpose of the Stage 1 Application is to inform the GEF that an agency is interested in becoming a GEF Project Agency and to describe how the agency will add value to the GEF partnership.
  
- 3) In completing the Stage 1 Application form, applicants should refer to the Council-approved Value-added Review Criteria (included at Annex 3 of the Accreditation Procedures Manual), which describes the criteria and scoring methodology that will be used to assess each applicant.
  
- 4) Submission Timetable: During the GEF-5 pilots on accrediting GEF Project Agencies, the Secretariat will receive Stage 1 Applications prior to two Council Meetings. The Secretariat will maintain the following cut-off dates for receipt of applications prior to the relevant Council Meeting:
  - December 31, 2011: For the Spring 2012 Council Meeting; and
  - June 30, 2012: For the Fall 2012 Council Meeting.
  
- 5) Upon receipt of a Stage 1 Application Form, the GEF Secretariat will review it for completeness to ensure that all sections have been adequately completed. It will inform applicants of the receipt of the application and enter it into its tracking system.
  - (a) Complete Applications: The Secretariat will perform a Value-added Review on applications deemed to be complete;

---

<sup>4</sup> In case of regular or global projects, Agency entities will only need to receive an endorsement letter from the operational focal point of one of the countries in which the project will be implemented/executed.

- (b) Incomplete Applications: The Secretariat will return Stage 1 Applications found to be incomplete or inadequate, with guidance on what information is lacking.



**STAGE 1 APPLICATION FOR  
ACCREDITATION AS A GEF PROJECT AGENCY**

*Applicant agencies should fill out all of the background and contact information contained in Section I.*

*In Sections II (and III, if relevant), each applicant should provide a description of how it meets the criteria specified. Each agency should also provide additional documentation, or references to publicly available documentation, in support of the narrative statements answering each question. The application lists examples of documents that applicants can include with their applications.*

**SECTION I. BACKGROUND INFORMATION**

Name of the Entity:
Address:
Country Postal Code:
Telephone:
Fax:
Web Address:
Contact Person:
Telephone:

Email:
--------

## SECTION II: CORE VALUE-ADDED REVIEW CRITERIA:

Sub-section II.1: Relevance to GEF

Questions		Examples of Supporting Documents
1.	Describe how the agency's mission is relevant to the GEF's mission.	Founding legal document, relevant agency strategy documents, etc.
2.	When was the agency established?	Founding legal document.
3.	Describe the focal areas and other GEF issue areas (e.g. climate change adaptation) in which the agency is engaged.	Official reports, including annual reports, describing the projects implemented or executed by the agency in the relevant focal area.
4.	What experience has the agency had in executing GEF projects (funded through the GEF Trust Fund, LDCF, or SCCF) or implementing or executing environmental and/or climate change adaptation projects financed by other funders? Please list projects implemented or executed by the agency over the past five years in each focal area, specifying the financiers of the project and total finance allocated for each project.	Same as above.
<i>Questions for International NGOs, UN Agencies and Programs, and Other (non-regional) International Organizations</i>		
5.	Describe how the agency would bring to the GEF additional, specialized expertise relevant to the GEF.	
6.	Describe how the agency will be able to fill important gaps in the GEF portfolio in terms of sectors, regions, or countries in which existing agencies have had difficulty implementing projects.	

Sub-section II.2: Demonstration of Environmental or Climate Change Adaptation Results

Questions		Examples of Supporting Documents
1.	Describe how the agency has achieved clear, quantifiable environmental results through the projects it has implemented or executed in areas of engagement relevant to the GEF. This should explain how the	

	agency has contributed to improving the global environment or has helped communities and countries adapt to climate change.	
2.	Give examples of clear, quantifiable GEF relevant results that the agency has helped achieve through five of its project and should include quantified descriptions of the results.	Terminal Evaluation Reports, or equivalent, for completed projects. Project Implementation Reports, or equivalent, for projects under implementation.  It is preferred that applicants provide documents from independent evaluators or project supervision entities (e.g. independent evaluation office, financier of the project responsible for supervision, etc.).
3.	List the outcome ratings for completed projects implemented or executed by the project, as demonstrated in terminal evaluation reports. The Agency should describe the outcome rating system used by the rater if necessary.	Same as above.

### **Sub-section II.3: Demonstration of Environmental or Climate Change Adaptation Results**

<b>Questions</b>		<b>Examples of Supporting Documents</b>
1.	What is the average size of projects (e.g. in terms of amount of financing) that the agency has either implemented or executed over the past five years?  (For each project, the agency should only count financing that it had under its control in determining the project amount.)	Annual reports or other official reports listing projects financed, including project terminal evaluation reports or official project implementation reports that list the financing for the Agency's projects.
2.	What is the largest size project (e.g. in terms of amount of financing) that the agency has either implemented or executed over the past five years?  (For each project, the agency should only count financing that it had under its control in determining the project amount.)  The agency should include the evaluation rating (for	Annual reports or other official reports listing projects financed, including project terminal evaluation reports or official project implementation reports that list the financing for the Agency's projects. Evaluation or implementation reports from independent entities

	completed projects) or implementation rating (for projects under implementation) for this project. If the evaluation rating is not available, then the agency should provide evidence of the results achieved or are being achieved through the project.	(e.g. independent evaluation office, agency supervising project, etc.) are preferred.
--	--	---

#### Sub-section II.4: Capacity to Leverage Co-Financing

<b>Questions</b>		<b>Examples of Supporting Documents</b>
1.	<p>What is the average amount of financing that the agency has leveraged/ raised to finance its projects over the past five years?</p> <p>In each case, the agency should list the sources of co-financing for at each of the projects listed above (e.g. at least five sources.) The agency should also present aggregated statistics on the co-financing it has raised or leveraged (either for these five projects or its total project portfolio over the past five years.) This should include statistics on the co-financing total and the ratio of its financing to total project co-financing.</p>	Implementation reports, terminal evaluation reports, or other reports and documents listing such co-financing.
2.	<p>Explain how much of this co-financing – in total and in percentage terms – came from the agency’s own resources. Please explain this for each of the projects described under criteria 2 and of its total co-financing.</p> <p>For national agencies “own resources”, can include other domestic resources. For all other agencies, “own resources”, may only include resources included as part of its budget.</p>	Implementation reports, terminal evaluation reports, or other reports and documents listing such co-financing.

#### Sub-section II.5: Institutional Efficiency

<b>Questions</b>		<b>Examples of Supporting Documents</b>
1.	Describe and provide evidence of measures implemented by the agency to enhance efficiency over the past five years. This should particularly be with regard to controlling administrative costs and improving the efficiency of agency’s project cycle (the cycle used to develop, appraise, and approve projects).	<p>Annual agency administrative budget documents for the past five years.</p> <p>Official documents, reports, evaluations that describe the agency’s reform efforts in recent years aimed at enhanced</p>

		efficiency. (If available, evaluations from independent entities preferred.)
2.	List the agency's total administrative costs and total project funding for each of the past five years. Include descriptions of what is included in each amount, with breakdowns for each sub-category of expense or project financing type (e.g. grant, loan, guarantee, etc.)	Same as above.
3.	Explain how long it takes the agency to bring a project from the stage of concept development to approval by the agency (either by the Board or management, whichever is applicable). Evidence should be provided for each year.	Official reports or evaluations describing how long it takes for agencies to develop and approve projects.

### Sub-section II.6: Networks and Contacts

	Questions	Examples of Supporting Documents
1.	<p>Explain the range of organizations and experts with which the agency regularly collaborates on the implementation of environmental and/or climate change adaptation projects.</p> <p>This should be broken out, as relevant to the organization, to the national, regional, and international/global levels and national levels, such as CSOs, with which it could collaborate with on the implementation of GEF projects.</p>	If not covered by the documents provided for other answers, the agency can accompany its narrative statement with relevant reports that describe its collaborations and partnerships as they relate to its projects.
2.	<p>Describe whether the agency has provided resources to other organizations to execute projects under its supervision.</p> <p>If not included in the above projects, describe the evaluation or implementation rating of this project. Or, if not available, please describe how this project achieved global environmental benefits or adaptation benefits.</p>	If not included in the documents on projects listed in sub-sections II.1 through II.6, please include documentation on these projects, including terminal evaluation reports or implementation reports. (Reports from independent parties favored.)
<i>Questions for International NGOs</i>		
3.	Describe how the agency has collaborated with local NGOs and CSOs at the national level in GEF recipient countries. Specifically describe how the agency has built the capacity of local organizations being as clear and as quantified as possible in the description.	Any relevant published reports, if available.
<i>Questions for Regional Organizations</i>		

4.	Describe how the agency has either helped build regional capacity to address global environmental concerns at the regional level or capacity to adapt to climate change. .	Any relevant published reports, if available.
5.	Describe the network of contacts and collaborators in the region and in countries in the region, including with governments, NGOs, CSOs, scientists, etc, as relevant to the GEF.	Any relevant published reports, if available.
<i>Questions for UN Agencies and Programs, and Other (non-regional) International Organizations</i>		
6.	Describe how the agency has built capacity to address global environmental issues or capacity to adapt to climate change at the national and regional levels, as relevant.	Any relevant published reports, if available.

### SECTION III: ADDITIONAL VALUE-ADDED REVIEW CRITERIA

#### **Subsection III.1: National Institutions**

National institutions should answer the following questions as they pertain to the listed criteria.

<b>Criteria and Questions</b>		<b>Supporting Documentation</b>
1.	<u>Project Experience and Capacity</u> : Describe how the implementation and/or execution of projects relating to the global environment or climate change adaptation is part of its core business	Covered in above documentation.
2.	<u>Country Ownership</u> : Explain how the agency will help the GEF enhance country ownership. How will the implementation of GEF projects by the agency help to ensure that GEF funding is better aligned with country priorities for the generation of global environmental benefits, including as contained in country strategies?	Any relevant published reports, if available

#### **Subsection III.1: Non-governmental Organizations and Regional Organizations**

NGOs and regional organizations should answer the following question.

<b>Criterion/Question</b>		<b>Supporting documentation that should be provided</b>
1.	<u>Prior Execution of GEF Projects</u> : Explain what GEF projects, or components of GEF projects, the agency has executed under the supervision of a GEF Agency. Include the name of the project, the amount of GEF financing provided, and any co-financing provided by the Agency.	Project implementation reports (for projects under implementation or execution) or project terminal evaluation reports (for completed projects), preferably from independent entities.

	<p>If the project has been completed, provide the final evaluation rating of the project.</p> <p>If under implementation, provide the implementation rating.</p>	
--	--	--

ANNEX 2. DRAFT STAGE 2 APPLICATION FORM

Name of Entity:
Address:
Country Postal Code:
Telephone:
Fax:
Web Address:
Contact Person:
Telephone:
Email:



--

<b>Section 2: Project Management Evaluation Criteria</b>		
<b>Area</b>	<b>Supporting Documentation</b>	<b>Description of Capabilities</b>
<b>a. Project Appraisal</b>		
1. Do Project Appraisal functions include the establishment of standards and appropriate safeguards that are used to determine whether projects and activities will meet their development goals before funds are dispersed?		
2. Is a project and/or activity appraisal process in place with the purpose of examining whether proposed projects and/or activities meet appropriate technical, economic, financial, fiduciary, environmental, social, institutional and/or other relevant criteria, including GEF-mandated criteria, and whether they are reasonably likely to meet stated objectives and outcomes?		
3. Does the appraisal process provide institutional checks and balances at the stage of project design: <ul style="list-style-type: none"> <li>a. Policies and risk-assessment procedures are in place specifying the criteria and circumstances under which environmental, social, institutional and/or fiduciary assessments must be conducted to incorporate environmental, social or other relevant considerations into a proposed project or activity; and</li> <li>b. Guidelines or policies are in place that provide for evaluation by technical advisors, who assess whether or not a proposed project or activity is eligible for GEF funding, based on the GEF-mandated criteria; is likely to achieve GEF focal goals; and is aligned with scientifically sound principles;</li> </ul>		

4. Are project and/or activity development objectives and outcomes clearly stated and key performance indicators with baseline and targets incorporated into the project/activity design?		
5. Are appropriate fiduciary oversight procedures in place to guide the appraisal process and ensure its quality and monitoring of follow-up actions during implementation?		
6. Can the entity demonstrate an understanding of and capacity to oversee the technical, financial, economic, social, environmental, and legal aspects of projects and their implications?		
<b>b. Procurement Processes</b>		
7. Do Agency procurement processes cover both internal/administrative procurement and procurement by recipients of funds and include written standards based on widely recognized processes and an internal control framework to protect against fraud, corruption and waste?		
8. Do specific agency directives promote economy and efficiency in procurement through written standards and procedures that specify procurement requirements, accountability, and authority to take procurement actions?		
9. Are specific procurement guidelines in place with respect to different types of procurement managed by the agency, such as consultants, contractors and service providers?		
10. Are specific procedures, guidelines and methodologies of assessing the procurement procedures of beneficiary institutions in place?		
11. Procurement performance in implemented projects is monitored at periodic intervals, and are there processes in place requiring a response when issues are identified?		
12. Are Procurement records easily accessible to procurement staff, and		

procurement policies and awards publicly disclosed?		
<b>c. Monitoring Policies and Project at Risk Systems</b>		
13. Are the Monitoring functions, policies and procedures consistent with the requirements of the GEF? Has a monitoring and evaluation policy been established?		
14. Are the roles and responsibilities of the monitoring function clearly articulated at both the project/activity and entity/portfolio levels? Is the monitoring function at the entity/portfolio level separated from the project and/or activity origination and supervision functions?		
15. Are monitoring reports at the project/activity level provided to project/activity manager as well as to an appropriately higher level of managerial oversight within the organization so that mid-course corrections can be made, if necessary? Are monitoring reports at the entity/portfolio level provided to both project/activity managers and to an appropriately higher level of managerial oversight within the organization so that broader portfolio trends are identified, and corresponding policy changes can be considered?		
16. Is a process or system, such as a project-at-risk system in place to flag when a project has developed problems that may interfere with the achievement of its objectives, and to respond accordingly to redress the problems?		
17. Is the monitoring process or system subject to independent managerial oversight?		
<b>d. Evaluation Function</b>		
18. Are Independent Evaluations undertaken by an established body or function as part of a systematic program of assessing results, consistent with the requirements of the GEF monitoring and evaluation policy?		
19. Does the evaluation function follows impartial, widely recognized, documented		

and professional standards and methods?		
20. Is the evaluation body or function structured to have the maximum independence possible from the organization's operations, consistent with the structure of the agency, ideally reporting directly to the board of directors or comparable body? If its structural independence is limited, the evaluations body or function has transparent reporting to senior management.		
21. Is an evaluation disclosure policy in place? Evaluation reports are disseminated as widely as possible, and at a minimum to all parties directly or indirectly involved with the project? To enhance transparency, to the extent possible, are reports made available to the public?		
22. How successful has the entity been in meeting project objectives, milestones, and budgets? Can this success be substantiated?		
23. What reporting mechanisms has the entity used to inform key stakeholders of the project status and progress?		
24. Does the Investigations Function have publicly available terms of reference that outline the purpose, authority, and accountability of the function?		
25. To ensure independence, is the investigations function headed by an officer who reports to a level within the organization that allows the investigation function to fulfill its responsibilities objectively?		
26. Does the investigations function have published guidelines for processing cases, including standardized procedures for handling complaints received by the function and managing cases before, during and after the investigation process?		

<b>Section 3: Governance Framework Criteria</b>		
<b>Area</b>	<b>Supporting Documentation</b>	<b>Description of Capabilities</b>
<b>a. External Financial Audit</b>		
1. Does the External Financial Audit function ensure an independent (as defined by the International Federation of Accountants (IFAC)) review of financial statements and internal controls?		
2. The agency has appointed an independent external audit firm or organization;		
3. Is the work of the external audit firm or organization is consistent with recognized international auditing standards such as International Standards on Auditing (ISA)?		
4. Are financial statements prepared in accordance with recognized accounting standards such as International Financial Reporting Standards (IFRS), International Public Sector Accounting Standards or Generally Accepted Accounting Principles (GAAP) that are accepted in major capital markets for listed companies:		
5. Do the internal controls over financial reporting cover the use of GEF funds, and Management asserts to the agency governing body that these internal controls are adequate?		
6. Is an annual audit opinion on the financial statements, and/or, as appropriate, on all GEF funds received from the Trustee and administered by the agency, is issued by the external auditor and made public?		
7. Is an independent audit committee, or comparable body appointed and oversees the work of the external audit firm or organization as it relates to the audit of the financial statements? The audit committee or comparable body has written terms of reference that address its membership requirements, duties, authority, accountability and regularity of meetings.		
8. Do the external auditors make regular reports of observations with respect to accounting systems, internal financial		

controls, and administration and management of the organization? Auditor and management progress reports are reviewed by the audit committee or comparable body annually?		
<b>b. Internal Audit</b>		
1. Has an internal control framework [, as defined by internationally recognized frameworks such as COSO, Cadbury and CoCo] been established and documented and includes clearly defined roles for the management, the internal auditors, the board of directors or comparable body, and other personnel?		
2. Is internal auditing an independent, objective activity designed to add value and improve the organization's operations? Does it help the organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes?		
3. Internal audit activity is carried out in accordance with internationally recognized standards such as those prescribed by the Institute of Internal Auditors (IIA)?		
4. Do auditors and entities that provide internal auditing services adhere to ethical principles of integrity, objectivity, confidentiality and competency?		
5. Is the internal audit function independent and objective in the execution of its respective duties? There is an officer designated to head the internal audit function. The chief audit officer reports to a level within the organization that allows the internal audit activity to fulfill its responsibilities objectively;		
6. Does the internal audit function have documented terms of reference/charter that outlines its purpose, authorized functions, and accountability?		
7. Does the internal audit function have a documented description of the annual audit planning process, including a risk-based		

methodology for preparing an audit plan? Does the audit plan outline the priorities of the function and is it consistent with the agency's goals?		
8. Does the chief audit officer share information and coordinates activities with relevant internal and external parties (including external financial statement auditors) to ensure proper coverage and minimize duplication of efforts?		
9. Does the internal audit function disseminate its findings to the corresponding senior and business management units, who are responsible for acting on and/or responding to recommendations?		
10. Does the internal audit function have a process in place to monitor the response to its recommendations?		
11. Is a process in place to monitor and assess the overall effectiveness of the internal audit functions including periodic internal and external quality assessments?		
<b>b. Code of Ethics</b>		
1. Does a documented code of ethics define ethical standards to be upheld, including protecting agency and trust fund assets? The code lists parties required to adhere to the standards including employees, consultants, and independent experts. It describes disciplinary and enforcement actions for violations, and provides for appropriate flexibility in application and implementation in local environments;		
2. Does an ethics or related function provide administrative support for the code, including distributing the code, monitoring compliance, and authority to refer alleged violations to the agency's investigation function?		

3. Are multiple avenues for confidentially reporting compliance and/or other business conduct concerns such as a hotline and contact information for functional/department options (e.g. human resources and internal audit) readily available (e.g. on the agency's intranet and external websites)?		
<b>c. Financial Disclosure</b>		
1. Does the Financial Disclosure Policy delineate the process surrounding mandatory financial disclosures of possible or apparent conflicts of interest by identified parties?		
a. A documented financial disclosure policy covering identified parties defines conflicts of interest arising from personal financial interests that require disclosure, including actual, perceived and potential conflicts;		
b. The policy specifies prohibited personal financial interests;		
c. The policy describes the principles under which conflicts of interests are reviewed and resolved by the agency. It describes sanction measures for parties that do not self disclose where a conflict of interest is identified;		
d. Parties covered by the policy are provided a way to disclose personal financial interests annually to an administrative function within the agency; and		
e. The policy establishes processes for the administration and review of financial disclosure interests of the defined parties, as well as a resolution of identified conflicts of interests, under an independent monitoring/administration function.		
<b>d. Financial Management and Control Frameworks</b>		
1. Has an external control framework been established and documented that includes clearly defined roles for management, internal auditors, the board of directors or comparable body, and other personnel?		
2. Is the risk-based process designed to		



provide reasonable assurance and feedback to management regarding the achievement of objectives in the following categories;		
a. Effectiveness and efficiency of control.		
b. Reliability of financial reporting and financial management frameworks;		
c. Compliance with applicable policies and procedures;		
3. Does the control framework cover the control environment (“tone at the top”), risk assessment, internal control activities, monitoring, and procedures for information sharing?		
4. Does the control framework have defined roles and responsibilities pertaining to accountability of fiscal agents and fiduciary trustees?		
5. At the institutional level, are risk-assessment processes in place to identify, assess, analyze and provide a basis for proactive risk responses in each of the financial management areas? Risks are assessed at multiple levels, and plans of action are in place for addressing risks that are deemed significant or frequent?		
6. Are Procedures in place for identifying internal controls and assessing controls details annually in core financial management areas, including;		
a. Budgeting;		
b. Accounting;		
c. Internal control;		
d. Funds flow (including disbursements, cash management, unused fund close-out);		
e. Financial reporting; and		
f.. Auditing arrangements;		
7. Are duties segregated where incompatible? Related duties are subject to a regular review by management; response is required when discrepancies and exceptions are noted; and segregation of duties is maintained between: settlement processing; procurement processing; risk management/reconciliations; and accounting.		

<b>e. Hotline &amp; Whistleblower Protection</b>		
16. Is a hotline or a comparable mechanism in place to ensure the capacity to take in reports of suspected unethical, corrupt, fraudulent or similar activity as defined by agency policy?		
17. Is there an intake function that coordinates the reporting of hotline information, compliance and/or other business concerns from internal and external sources? The intake function maintains an appropriate level of autonomy from the investigations function;		
18. Does a whistleblower protection policy specify who is protected and defines protected disclosures (such as violations of law, rule or regulation, abuse of authority, gross waste of funds, gross mismanagement or a substantial and specific danger to public health and safety)? The policy defines the standard of protection from retaliation (such as placing the burden on the agency to provide evidence that alleged acts of retaliation would have taken place absent the protected disclosure);		
19. Are policies in place to ensure due process, confidentiality and/or anonymity, as requested, of whistleblowers, informants and witnesses, such as by using appropriate hotline technology and preserving anonymity in reporting processes)?		
20. Are Procedures in place for the periodic review of whether hotline, whistleblower and other reported information is handled effectively?		

<b>Section 4 Environment and Social Safeguards.</b>		
<b>Area</b>	<b>Supporting Documentation</b>	<b>Description of Capabilities</b>
<b>a. Environmental And Social Safeguards</b>		
<p>1. Does the applicant have policies in place to prevent and mitigate undue harm to people and the environment in the course of its operations?</p> <p>2. Whether applicant meets the minimum requirements required to comply with all seven GEF safeguard standards:</p> <p><u>(i)Environmental Assessment (EA):</u></p> <p>Established policy requires applicants to have policies that require them to undertake environmental assessments of the potential impacts of the proposed projects. Applicant’s policies should meet the following minimum requirements:</p> <p>(a)Early screening to determine appropriate extent and type of EA required of the project;</p> <p>(b)Assesses potential impacts of the proposed projects to physical, biological, socio-economic, and physical cultural resources including transboundary and global concerns, and potential impacts on human health and safety;</p> <p>(c)Assess the adequacy of applicable legal and institutional frameworks including international environmental agreements to ensure that projects that contravene them are not funded;</p> <p>(c) Assess feasible investments, technical, siting alternatives and the “no action plan” alternative, as well as potential impacts, feasibility of mitigating those impacts, their capital and recurrent costs, their</p>		

<p>suitability under local conditions, institutional training and monitoring requirements associated with them;</p> <p>(d) Policy requires executors of projects receiving GEF funds to place a priority on prevention, to minimize impacts or compensate if prevention is not possible, and to enhance positive impacts through environmental management and planning including proposed mitigation measures, monitoring, institutional capacity development and training measures including having an implementation schedule, and cost estimates;</p> <p>(e) Involve key stakeholders such as project affected groups (indigenous peoples) and local NGOs as early as possible in the preparation process, ensure that their views and concerns are known to decision makers and taken into account. Additionally, consultations to address EA related issues that affect them should be completed throughout the project cycle;</p> <p>(f) Use independent expertise in the preparation of EA where appropriate and use advisory panels in high risk, contentious, or projects with multi-dimensional environmental and social concerns;</p> <p>(g) Provide for the application of the minimum requirements to subprojects under investment and financial ; and</p> <p>(h) Disclose draft EA to key stakeholders (project affected groups and Civil Society Organization (CSOs) in a timely manner and place, before appraisal formally</p>		
---	--	--

<p>begins.</p> <p>(ii) <u>Natural Habitats:</u></p> <p>Established policy requires that applicants have policies that will ensure that environmentally sustainable development is promoted by supporting the sustainable management, the protection, conservation, maintenance, and rehabilitation of natural habitats and their functions. Applicants' policies should meet the following minimum requirements:</p> <p>(a) Use a precautionary approach to natural resources management to ensure opportunities for environmentally sustainable development. Determine if project benefits substantially outweigh potential environmental costs;</p> <p>(b) Prioritize siting physical infrastructure investments on lands where natural habitats have already been converted to other land uses;</p> <p>(c) Avoid significant conversion or degradation of critical natural habitats such as those which are legally protected, officially proposed for protection, identified by authoritative sources for their high conservation value or recognized as protected by traditional local communities;</p> <p>(d) Where projects adversely affect non-critical natural habitats, proceed only if viable alternatives are not available, and if appropriate conservation and mitigation measures, including those required to maintain ecological services are in place. Mitigation measures that minimize habitat loss and establish and maintain an ecologically similar protected area should be included;</p> <p>(e) As early as possible, screen for potential impacts on health and quality of important</p>		
---	--	--

<p>ecosystems including forests, and on the rights and welfare of the people who depend on them. As appropriate, evaluate prospects for new markets and marketing arrangements;</p> <p>(f) Do not finance natural forest harvesting or plantation development that will involve conversion or degradation of critical forest areas<sup>5</sup> or related critical natural habitats;</p> <p>(g) Ensure that forest restoration projects maintain or enhance biodiversity and ecosystem functionality and that all plantation projects are environmentally appropriate, socially beneficial and economically viable;</p> <p>(h) Consult appropriate experts and key stakeholders, including local NGOs and local communities, and involve such people in design, implementation, monitoring, and evaluation of projects, including mitigation planning; and</p> <p>(i) Disclose draft mitigation plan in a timely manner, before appraisal formally begins, in a place and accessible to key stakeholders, including project affected groups and CSOs in a form and language understandable to them.</p> <p>(iii) <u>Involuntary Resettlement:</u> Established policies require applicants to have policies that will ensure that involuntary resettlement is avoided or minimized, where this is not feasible, to ensure that displaced persons are assisted in improving or at least restoring their livelihoods and standards of living in real terms relative to pre-displacement levels or to levels prevailing prior to the beginning of project implementation, whichever is higher and that applicants' policies should meet the following minimum requirements:</p>		
---	--	--

<sup>5</sup> WB OP 4.36 Forest Annex A

<p>(a) Assess all viable alternative project designs to avoid involuntary resettlement where feasible, or to minimize it;</p> <p>(b) Carry out a census/socio-economic survey of project affected population, identify, assess and address the potential economic and social impacts of the project that are caused by involuntary taking of land (e.g. relocation of loss of shelter, loss of assets, or access to assets, loss of income sources or means of livelihood, whether or not the affected person must move to another location) or involuntary restriction of access to legally designated parks and protected areas;</p> <p>(c) Identify and address impacts resulting from activities which are (a) directly and significantly related to the proposed GEF financed project, (b) necessary to achieve its objectives and (c) carried out or planned to be carried out contemporaneously with the project;</p> <p>(d) Consult project-affected persons, host communities and local CSOs;</p> <p>(e) If resettlement is required, provide them with opportunities to participate in the planning, implementation, and monitoring of the resettlement program, especially in the process of developing and implementing the procedures for determining eligibility for compensation benefits and development assistance (as documented in a resettlement plan), and for establishing appropriate and accessible grievance mechanisms. Pay particular attention to the needs of vulnerable groups among those displaced, especially those below the poverty line, the landless, the elderly, women and children,</p>		
---	--	--

<p>Indigenous Peoples, ethnic minorities, or other displaced persons who may not be protected through national land compensation legislation;</p> <p>(f) Inform displaced persons of their rights, consult them on options, and provide them with technically and economically feasible resettlement alternatives and assistance. For example (a) prompt compensation at full replacement cost for loss of assets attributable to the project; (b) if there is relocation, assistance during relocation, and residential housing, or housing sites, or agricultural sites of equivalent productive potential, as required; Give preference to land-based resettlement strategies for persons whose livelihoods are land-based;</p> <p>(g) For those without formal legal rights to lands or claims to such land that could be recognized under the laws of the country, provide resettlement assistance in lieu of compensation for land to help improve or at least restore their livelihoods; and</p> <p>(h) Disclose draft resettlement plans, including documentation of the consultation process, in a timely manner, before appraisal formally begins, in a place and accessible to key stakeholders including project affected groups and CSOs in a form and language understandable to them. Apply these minimum requirements described in the involuntary resettlement section, as applicable and relevant, to subprojects requiring land acquisition.</p> <p>(iv) <u>Indigenous Peoples</u> Established policies require applicants to have policies that will ensure projects are designed and implemented in such a way that indigenous peoples (a) receive</p>		
---	--	--



<p>culturally compatible social and economic benefits; and (b) do not suffer adverse effects during the development process; and that (c) fosters full respect for their dignity, human rights, and cultural uniqueness. Applicants' policies should meet the following Minimum requirements:</p> <ul style="list-style-type: none"> <li>(a) Screen early for the presence of Indigenous Peoples in the project area, who are identified through criteria that reflect their social and cultural distinctiveness (self-identification and identification by others as Indigenous Peoples, collective attachment to land, presence of customary institutions, indigenous language, and primarily subsistence-oriented production).</li> <li>(b) Undertake free, prior, and informed consultations with affected Indigenous Peoples to solicit informed participation in designing, implementing, and monitoring measures to (a) avoid adverse impacts, or when avoidance is not feasible, minimize, mitigate, or compensate for such effects; and (b) tailor benefits in a culturally appropriate way.</li> <li>(c) Undertake social assessment to assess potential impacts and risks when a project may have adverse impacts. Identify measures to avoid, minimize and/or mitigate adverse impacts.</li> <li>(d) Provide socioeconomic benefits in ways that are culturally appropriate, and gender and generationally inclusive. Full consideration should be given to options preferred by the affected Indigenous Peoples for provision of benefits and mitigation measures.</li> <li>(e) Make provisions in plans, where appropriate, to support activities to establish legal recognition of customary or traditional land tenure</li> </ul>		
---	--	--

<p>systems and collective rights used by project affected Indigenous Peoples.</p> <p>(f) Disclose documentation of the consultation process, in a timely manner, before appraisal formally begins, in a place and accessible to key stakeholders including project affected groups and CSOs in a form and language understandable to them.</p> <p>(g) Monitor, by experienced social scientists, the implementation of the project and its benefits as well as challenging or negative impacts on indigenous peoples and address possible mitigation measures in a participatory manner.</p> <p>(v) <u>Pest Management</u>  Established policies require that applicants have policies that will ensure that the environmental and health risks associated with pesticides use are minimized and managed and that safe, effective and environmentally sound pest management is promoted and supported. Applicants should also meet the following minimum criteria:</p> <p>(a) Promote the use of demand driven, ecologically based biological or environmental pest management practices (referred to as Integrated Pest Management [IPM] in agricultural projects and Integrated Vector Management [IVM] in public health projects) and reduce reliance on synthetic chemical pesticides. Include assessment of pest management issues, impacts and risks in the EA process;</p> <p>(b) Agency requires that, in the context of projects that it supports pesticides are procured contingent on an assessment of the nature and degree of associated risks, taking into account the proposed use and intended users. Follow the</p>		
--	--	--

<p>recommendations and minimum standards as described in the United Nations Food and Agriculture Organization (FAO) International Code of Conduct on the Distribution and Use of Pesticides (Rome, 2003) and its associated technical guidelines and procure only pesticides, along with suitable protective and application equipment that will permit pest management actions to be carried out with well defined and minimal risk to health, environment and livelihoods;</p> <p>(c) Support policy reform and institutional capacity development to (a) enhance implementation of IPM- and IVM-based pest management, and (b) regulate and monitor the distribution and use of pesticides; and</p> <p>(d) Disclose draft mitigation plan in a timely manner, before appraisal formally begins, in a place and accessible to key stakeholders including project affected groups and CSOs in a form and language understandable to them.</p> <p>(vi) <u>Physical Cultural Resources</u> Established policies require the applicant to have policies that will ensure that physical cultural resources (PCR) are appropriately preserved and their destruction or damage is appropriately avoided. PCR includes archaeological, paleontological, historical, geographical, and sacred sites including graveyards, burial sites, and unique natural values. Applicants' policies should also meet the following minimum requirements:</p> <p>(a) Analyze feasible project alternatives to prevent or minimize or compensate for adverse impacts and enhance positive impacts on PCR, through site selection and design;</p> <p>(b) If possible, avoid financing projects</p>		
--	--	--

<p>that could significantly damage PCR. As appropriate, conduct field-based surveys using qualified specialists to evaluate PCR;</p> <p>(c) Consult local people and other relevant stakeholders in documenting the presence and significance of PCR, assessing the nature and extent of potential impacts on these resources, and designing and implementing mitigation plans;</p> <p>(d) Provide for the use of “chance find” procedures that include a pre-approved management and conservation approach for materials that may be discovered during project implementation;</p> <p>(e) Disclose draft mitigation plans, in a timely manner, before appraisal formally begins, in a place accessible to key stakeholders including project affected groups and CSOs in a form and language understandable to them.</p> <p>(vii) <u>Safety of Dams</u> Established policies and procedures require applicants to have policies that will ensure quality and safety in the design and construction of new dams, and the rehabilitation of existing dams is assured, on a scale that is appropriate to the applicant’s mission. In addition, the applicant should undertake appropriate measures to ensure the quality and safety in the performance of existing dams on which the project may have an impact or that may affect the outcome of the project. Applicant’s policies should also meet the following minimum requirements:</p> <p>(a) Use experienced and competent professionals to design and supervise the construction, operation, and maintenance of dams and associated works.</p> <p>(b) Develop plans, including for</p>		
--	--	--

<p>construction supervision, instrumentation, operation and maintenance and emergency preparedness.</p> <p>(c) Use independent advice on the verification of design, construction, and operational procedures</p> <p>(d) Use contractors that are qualified and experienced to undertake planned construction activities.</p> <p>(e) Carry out periodic safety inspections of new/rehabilitated dams after completion of construction/rehabilitation, review/monitor implementation of detailed plans and take appropriate action as needed</p> <p>(f) Disclose draft plans, in a timely manner, before appraisal formally begins, in a place accessible to key stakeholders, including project affected groups and CSOs, in a form and language understandable to them.</p>		
<p>3. Whether applicant's environmental and social safeguards include mechanisms for ensuring enforcement and accountability for the application of its policies?</p>		
<p><b>Sec. 5 GENDER MAINSTREAMING</b></p>		
<p><b>Area</b></p>	<p><b>Supporting Documentation</b></p>	<p><b>Description of Capabilities</b></p>
<p><b>Section 5: Gender Mainstreaming</b></p>		
<p>1. Does applicant have policies, strategies or an action plan in place to ensure gender mainstreaming in its operations?</p>		
<p>2. Describe how applicant's policies meet the following minimum requirements:</p> <p>(a) strengthen institutional framework for gender mainstreaming;</p> <p>(b) pay increased attention to socio-economic aspects of GEF projects including gender elements as important drivers and incentives for achieving global environmental benefits through existing project</p>		

<p>review criteria on project design;</p> <p>(c) identify measures to avoid, minimize and/or mitigate adverse impacts;</p> <p>(d) include a gender mainstreaming strategy with a plan that covers gender sensitive activities while recognizing and respecting the different roles that women and men play in resource management and in society; (e) include systems for monitoring and evaluating progress in gender mainstreaming, including the use of gender disaggregated monitoring indicators; and</p> <p>(f) Include strategy for the implementation of gender mainstreaming in the projects.</p>		
<p>3. Describe applicant's capabilities to implement such policies.</p>		

## ANNEX 3. DRAFT VALUE-ADDED REVIEW CRITERIA

**Value-added Review**

Agencies that apply for accreditation will be assessed according to the six core types of criteria listed below. Due to the diversity existing between types of agencies in terms of the contributions that they will bring to the GEF, and different limiting factors, specific guidance relevant to different types of agencies is included. In some cases, the criteria are modulated to be made more specific or stringent for different types of agencies. Independent evaluative evidence and information from recognized third-party experts will be given significant weight in scoring applicants.

**Criterion 1: Relevance to the GEF**

This criterion assesses the degree to which an applicant's mission and/or areas of work overlaps with the GEF's mission, its focal areas, and other GEF issue areas, including climate change adaptation, sustainable forest management, and sound chemicals management.

**(a) Questions to be asked of applicant:**

- i. How is the agency's mission relevant to the GEF?
- ii. In what GEF focal areas or other GEF issue area is the agency engaged?
- iii. What experience has the agency had in executing GEF projects (funded through GEF Trust Fund, LDCF, or SCCF) or implementing or executing environmental and/or climate change adaptation projects financed by other funders?

- (b) Means of Verification:** Narrative statement on the application, organization mission statement, project implementation reports (or equivalent), interviews with recognized third-party experts; and independent project evaluations.

### **Text Box 1 - Guidance on Scoring Criterion 1: Relevance to the GEF**

**4. Strong Relevance:** The agency's mission and areas of work align well with GEF's global environmental and/or climate change adaptation missions. The agency's mission statement relates to the global environment and/or adaptation. The agency is engaged in at least two GEF focal areas/issue areas on a continuing basis. The agency has been in continuous operation for least eight years. The agency has successfully completed more than five projects funded by major bilateral or multilateral organizations.

**3. Relevance:** The agency's mission and areas of work align to a moderate degree with the GEF's global environmental and/or climate change adaptation missions. The agency is engaged in at least one GEF focal area/issue area on a continuing basis. The agency has been in continuous operation for least five years. The agency has successfully completed at least five projects funded by major bilateral or multilateral organizations.

**International NGOs, UN Agencies and Programs, and Other (non-regional) International Organizations:** To earn this score, these entities will need to demonstrate the additional, specialized expertise they would bring to the GEF and how they will address important gaps in the GEF portfolio. This will require demonstrating capacity that they are able to implement GEF projects in sectors, regions, or countries in which existing GEF Agencies have had difficulty implementing projects, for example due to their small size or in a niche field of a GEF area or region of the world.

**2. Weak Relevance:** Low alignment with GEF objectives and mission. The agency's mission statement does not overlap well with the GEF's objectives, but the agency can show some areas of relevance. The agency has been in continuous operation for least three years. The agency has successfully completed less than five projects funded by major bilateral or multilateral organizations.

**1. Almost No Relevance:** The agency has hardly any experience relevant to the GEF's objectives. The agency has almost no relevant experience with the GEF, but is interested in pursuing projects in GEF focal areas/issue areas. The Agency has operated for less than three years and has completed less than three projects funded by major bilateral or multilateral organizations.

### **Criterion 2: Demonstration of Environmental or Climate Change Adaptation Results**

This criterion assesses whether the applicant has a track record of achieving clear, positive environmental benefits in its areas of engagement relevant to the GEF. Also, this criterion considers if the agency seeks to holistically integrate social, cultural, economic, environmental and/or political dimensions in its work. Whether the agency seeks to incorporate gender equity in all aspects of its work and also pursues a path of improving the general quality of the groups and communities that it works with is also included in this criterion.



**(a) Questions:**

- i. What are the clear, quantified (GEF-relevant) outcomes that the agency helped achieve through the projects it has implemented or executed? (Please document/provide evidence for up to five projects.)
- ii. What were the outcome ratings given to the projects implemented/executed by the agency in the terminal evaluation reports or equivalent?
- iii. If terminal evaluation ratings are not available, what are the relevant implementation ratings for the projects?

**(b) Means of Verification:** For Non-Governmental Organizations, Regional Organizations and Other International Organizations, narrative statements, terminal evaluation reports; project implementation reports will be used.

**Text Box 2 - Guidance on Scoring Criterion 2: Demonstration of Environmental Results**

**4.** The agency can document consistent achievement of satisfactory GEF-relevant outcomes in the projects that it has implemented or executed. The agency can show several examples (up to five) of projects that have achieved strong results in improving the quality of the global environment, or providing climate change adaptation benefits. Independent project evaluations generally rate the agency’s GEF-relevant project outcomes as “satisfactory” or equivalent.

**3.** The agency can demonstrate that it generally achieves moderately satisfactory GEF-relevant outcomes in the projects that it has implemented or executed. The agency can show a few examples (three to five) of projects that have achieved strong results in improving the quality of the global environment, or providing climate change adaptation benefits. Independent project evaluations generally rate the agency’s GEF-relevant project outcomes as at least “moderately satisfactory” or equivalent. If independent project evaluations are not available, then project implementation reports or other third party expert assessments demonstrate achievement of GEF-relevant outcomes as “moderately satisfactory” or equivalent.

**2.** The agency generally achieves less than moderately satisfactory achievement in terms of GEF-relevant project outcomes. The agency can show only one or two projects that have achieved strong results in improving the quality of the global environment, or providing climate change adaptation benefits. Independent project evaluations generally rate the agency’s GEF-relevant project outcomes as at least “moderately satisfactory” or equivalent. If independent project evaluations are not available, then project implementation reports or other third party expert assessments demonstrate achievement of GEF-relevant outcomes as “moderately satisfactory” or equivalent.

**1.** The agency generally achieves unsatisfactory or highly unsatisfactory outcomes in its GEF-relevant projects or project components. Independent project evaluations, if available, generally rate the agency’s GEF-relevant project outcomes as unsatisfactory or highly unsatisfactory. The applicant is rarely able to achieve a satisfactory or moderately satisfactory outcome.

**Criterion 3: Scale of Engagement**

This criterion assesses whether the applicant is likely to have the capability to implement or execute a project at least at the level of the GEF grant that it is seeking for the project identified in the endorsement letter from the country operational focal point.

**(a) Questions:**

- i. What is the average size of project that the agency has either implemented or executed in the past five years?
- ii. What is the largest size project it has implemented/executed? What was the evaluation rating on this project?
- iii. What are the multilateral or agencies that the agency has received funding from in the past five years, and for what projects?

- (b) Means of Verification:** Narrative statement on the application, project implementation reports (or equivalent), project terminal evaluation reports, or equivalent (preferably from an independent source), and interviews with previous and/or current funders of the agency will be used.

### **Text Box 3 - Guidance on Scoring Criterion 3: Scale of Engagement**

**4.** The agency has project experience to enable it to engage in regular GEF full-size projects. It can document successful completion of at least three projects for major bilateral or multilateral organizations, such as the World Bank, the GEF, etc. The agency can document successful completion of projects with total financing of at least \$10 million USD (e.g. approximately two-times the average full-size project GEF grant in GEF-4). The agency has adequate paid staff with demonstrated absorptive capacity to work with the GEF at this scale.

**3.** The agency has project experience to enable it to engage in average medium-size GEF projects. It can document successful completion of at least two projects for major bilateral or multilateral organizations, such as the World Bank, the GEF, etc. The agency can document successful completion of projects with total financing of at least \$1.8 million USD (e.g. approximately two times the average medium-size project in GEF-4). The agency has adequate paid staff with demonstrated absorptive capacity to implement the project it has identified in its application for accreditation.

**National Institutions:** Will need to demonstrate, based on previous project experience, a track record of successfully implementing or executing projects at a scale that is: (i) similar to previous GEF projects in the country, and (ii) similar in size to the initial project endorsed in the Operational Focal Point endorsement letter.

**2.** The agency has low capacity to engage with the GEF. It can document successful completion of one project for a major bilateral or multilateral organization, but it has only implemented or executed projects with total financing of less than \$1.8 million USD. The agency does not appear to have adequate staff to implement the project it has identified in its application for accreditation.

**1.** The agency has weak capacity to engage with the GEF. It is unable to document successful completion of a project for a major bilateral or multilateral organization. The agency has not implemented a project with a total value greater than \$1 million USD. The agency does not appear to have adequate staff to implement the project it has identified in its application for accreditation.

**Criterion 4: Capacity to Leverage Co-finance**

This criterion assesses whether the applicant has the capacity to leverage co-financing for projects at a meaningful level in the context of the GEF. It will also need to demonstrate an ability to commit its own resources to GEF projects, which will be assessed based on past performance of its projects. From inception to date, GEF Agencies have leveraged cofinancing at a level of 4.4 dollars for each GEF dollar of GEF financing. There has, however, been critical variance in co-financing among the focal areas. For instance, average co-financing in climate change has been 1:6.2 whereas it has only been 1:1.6 for persistent organic pollutants (POPs). For biodiversity, it has been 1:3.1. There has also been important variance between agencies. Because some agencies might concentrate their work in certain issue areas, the Secretariat and Council will need to take this variance into account in scoring applicants and making decisions based on this criterion.

**(a) Questions:**

- i. What is the average amount of financing that the agency has leveraged/ raised to finance its projects to date? From what sources did it raise this funding?
- ii. What is the percentage of these resources that came from the agency's own budgetary resources?

**(b) Means of Verification:** Narrative statement on the application, project implementation reports (or equivalent), interviews with recognized third party experts; and project terminal evaluation reports (or equivalent), and budget documents.

#### **Text Box 4 - Guidance on Scoring Criterion 4: Capacity to Leverage Co-financing**

4. The agency can demonstrate that the average amount of financing raised for its projects to date equals four times the amount of the GEF grant expected for its first GEF project. The agency will need to demonstrate an ability to commit its own resources to GEF projects. Furthermore, the agency will also need to prove that it would not depend heavily on the GEF for its continued sustainability and that it already has other relevant sources of support.

3. The agency can demonstrate that the average amount of financing raised for its projects to date is greater than three times the amount of the GEF grant expected for its first GEF project. The agency will need to demonstrate an ability to commit its own resources to GEF projects. Furthermore, the agency will also need to prove that it would not depend heavily on the GEF for its continued sustainability and that it already has other relevant sources of support.

**National Institutions:** “Own budgetary resources” will be interpreted to include other domestic resources.

**UN Agencies and Programs and Other International Organizations:** Will need to demonstrate an ability to mobilize co-financing out of their own resources at a ratio of 1:1 of the proposed GEF grant based on past project performance.

2. The agency can demonstrate that the average amount of financing raised for its projects to date equals two times the amount of the GEF grant expected for its first GEF project. The agency would have difficulty in committing its own resources to GEF projects. The agency does not have many other sources of funding for its projects beyond the GEF.

1. The average amount of financing raised for its projects to date equals the amount of the GEF grant expected for its first GEF project. The agency has weak capacity in terms of committing its own resources to GEF projects and might become heavily reliant on GEF funding for its mission.

#### **Criterion 5: Institutional Efficiency**

This criterion assesses how efficiently the institution converts inputs into outputs. Reflecting approaches within the GEF, this criterion has two primary sub-criteria: (a) administrative efficiency and (b) project cycle efficiency. Because of differences among organizations – e.g. larger institutions are able to capture economies of scale; some provide financing in the form of loans, others in grants – some flexibility will be needed in interpreting this criterion. Important characteristics of an efficient institution are that it be able to document a track record of continuing efforts to improve efficiency and considers cost effectiveness in decision making.

##### **(a) Questions:**

- i. Please describe and provide evidence of measures implemented by the agency to enhance efficiency over the past five years, particularly with regard to controlling administrative costs and improving the efficiency of agency’s project cycle (the cycle used to develop, appraise, and approve projects.)
- ii. For the past five years, please provide evidence of the agency’s total administrative costs and total program funding.

iii. How long does it take the agency to bring a project from the stage of concept development to approval by the agency (either by the Board or management, whichever is applicable)? Please provide evidence for the past five years.

(b) **Means of Verification:** Agency budgets from the past five years, independent assessments/evaluations of the agency, and project terminal evaluation reports (or equivalent) will be used.

#### **Text Box 5 - Guidance on Scoring Criterion 5: Institutional Efficiency**

**4.** The agency has a well developed system for tracking and improving its efficiency over time. It benchmarks its performance to that of similar organizations, learns from its performance, and bases management decisions on evidence. It has a system in place to measure its efficiency, and management bases its decisions on evidence. (a) Administrative costs are generally maintained in the range of 10% to 15% of program costs. (b) It takes the agency, on average, approximately 18 months to move a project from concept development to agency approval.

**3.** The agency has developed a system, including clear indicators, for measuring its efficiency and has started to track its performance over time. It has a system in place to measure its efficiency, and management bases its decisions on evidence. (a) Administrative costs are generally maintained in the range of 15% to 20% of program costs. (b) It takes the agency, on average, approximately 20 months to move a project from concept development to agency approval.

**2.** The agency has either only started to develop a system for measuring its performance or evidence of efficiency improvement is weak. Available evidence indicates that efficiency improvements are needed. If information is available, (a) administrative costs are in the range of 20% to 25% of program costs and (b) it takes the agency, on average, approximately 22 months to move a project from concept development to agency approval.

**1.** The agency either does not have evidence on its performance in terms of administrative efficiency or, if evidence is available, the agency clearly performs at a substandard level. If evidence is available, (a) administrative costs are more than 25% of program costs and (b) it takes the agency, on average, more than 24 months to move a project from concept development to agency approval.

#### **Criterion 6: Networks and Contacts**

The agency has at its disposal networks of collaborators and experts, at the regional and national levels, such as CSOs, with which it could collaborate on the implementation of GEF projects.

Questions:

- i. Can the agency describe the range of organizations and experts with which it regularly collaborates, and break this out, as relevant, to the national, regional, and international/global levels, on the implementation of environmental projects?

- ii. Has the agency provided resources to other organizations to execute a project under its supervision?
- iii. How have collaborations between the agency and other organizations contributed to improvements in project quality?

(a) **Means of Verification:** Narrative statement on the application, organization mission statement, project implementation reports (or equivalent), interviews with recognized third party experts, and project terminal evaluation reports (or equivalent) will be used.

### Text Box 6 - Guidance on Scoring Criterion 6: Networks and Contacts

4. The agency can document that it has developed a wide network of collaborators and experts (either at the national, regional or global level, as appropriate to the organization), with which it can collaborate on the implementation of projects. It can document more than three examples of global environmental or adaptation projects that it has implemented through an agreement with an executing agency under its supervision that had satisfactory outcomes. It can also demonstrate several examples of projects (five to ten) in which it has collaborated with other partners, including beneficiaries, and experts to deliver global environmental/adaptation benefits.

3. The agency can document that it has at its disposal a network of collaborators and experts (either at the national, regional or global level, as appropriate to the organization), with which it can collaborate on the implementation of projects. It can document one example of a global environmental/adaptation project that it has implemented through an agreement with one or more executing agencies under its supervision that had satisfactory outcomes. It can also provide examples of projects (at least five) in which it has collaborated with other partners, including beneficiaries, and experts to deliver global environmental/adaptation benefits.

**International NGOs:** The agency will need to document a track record of collaborating with local NGOs and CSOs at the national level in GEF recipient countries and building their capacity.

**Regional Organizations:** The agency will need to document examples of projects in which it has either helped build capacity at the regional level to address global environmental issues or capacity to adapt to climate change. They will also need to demonstrate strong networks at the regional level, including with governments, NGOs, CSOs, and scientists relevant to the GEF issue areas.

**UN and Other International Organizations:** The agency will need to document examples of how it has built capacity and helped sustain local action in GEF issue areas.

2. The agency has experience in collaborating on the execution of environmental projects and has started to build a network of collaborator organizations experts (either at the national, regional or global level, as appropriate to the organization), but this network is not very extensive. It has not implemented a project in which it has supervised the execution of a project by another agency. It can only provide a few examples (three to five) in which it has collaborated with other partners, including beneficiaries and experts, on projects that deliver global environmental or adaptation benefits.

1. The agency has only collaborated on a few environmental/adaptation projects and does not have a deep network of collaborators and experts (either at the national, regional or global level, as appropriate to the organization), that it can draw on. It has only participated in the execution of projects or project components. It has only collaborated on three or fewer global environmental or adaptation projects. The agency is interested in building its network of collaborators or networks related to the global environment and adaptation.



### **Additional Value-added Review Criteria for Specific Types of Agencies**

The following additional criteria and standards will be used to assess the value-added of applicants of the listed types. Rating will be conducted in a binary manner: each applicant will either receive either a “pass” or “fail” rating for each criteria listed.

**1. National Institutions** will need to pass the following additional criteria and standards:

(a) **Project Experience:** Does the agency implement and/or execute projects in their countries as a core part of their business? (Normally, national institutions primarily engaged in policy formulation will not be eligible for accreditation as GEF Project Agencies.)

(b) **Type of Project:** Has the agency implemented a similar type of activity previously?

(c) **Enhancement of Country Ownership:** Will accepting the agency help the GEF enhance country ownership? How will implementation of GEF projects by the agency help ensure that GEF funding is better aligned with country priorities for the generation of global environmental benefits, including as contained in country strategies?

**2. Nongovernmental Organizations and regional organizations** will need to pass the following additional criterion:

(a) **Previous Execution of a GEF Project:** The agency must document previous execution of a GEF project under a GEF Agency and have achieved an outcome rating of satisfactory or better on the project.

### **3. Bilateral Development Agencies**

If the Council agrees that bilateral agencies are deemed to be eligible for accreditation during the pilot, the following additional for the accreditation of bilateral agencies may apply. In this case, GEF would accredit no more than one bilateral development agency. A bilateral development agency would need to pass the following additional criteria during the Value-added Review:

(a) **Co-financing:** Demonstrate a capacity to provide co-financing to GEF projects at a ratio higher than 1:6.2, which is the average co-financing ratio for GEF Trust Fund projects during GEF-4.<sup>6</sup>

(b) **Agency of a GEF Donor Country:** They are the agency of a GEF donor country that has contributed resources during at least the last two replenishment cycles.

On an on-going basis, the rules below would apply to any bilateral development agency accredited as a GEF Project Agency.

- (a) **Project Fees:** The bilateral agencies would only receive project fees at the same level as they receive budget support from their national budgets for the oversight of nationally-funded projects.
- (b) **Ceilings on GEF Project Grants:** There will be a ceiling on project approvals for bilateral agencies from a single country. There are different views among Council Members on this limit. Some believe the ceiling should be set at 5% of the host government’s pledged contributions during a given replenishment period. Others

---

<sup>6</sup> Per OPS-4, during GEF-4, up to June 30, 2009, promised co-financing of has averaged \$6.20 per dollar of GEF financing approved.

believed that the ceiling should be set at 20% of the host government's pledged contributions.

- (c) Co-financing: Each project will need to leverage co-financing at a ratio greater than 1:6.2.
- (d) Agency Comparative Advantage: Each project identification form (PIF) presented by a bilateral agency will be required to provide a compelling justification for how the agency offers a clear comparative advantage in terms of its ability to fill gaps in the context of the GEF or the specific project. This gap could, for example, be of the following types: (1) geography – the project is in an underserved region or country; (2) innovation and expertise – the agency has significant capacities that are lacking among other GEF Agencies and can therefore catalyze innovations that other agencies cannot; (3) leverage – due to its operations in the country/region or other factors, the agency is able to bring considerable co-financing to the project; and (4) sectors – the agency operates in sectors and/or technologies that are either underserved or in which they have a unique capacity that other agencies do not generally have.

## ANNEX 4. DRAFT TERMS OF REFERENCE FOR ACCREDITATION PANEL

**Background and Context**

1. The Global Environment Facility is a multilateral financial mechanism created in 1991 to forge international cooperation and to provide grant and concessional funds to recipient countries for projects and activities that address biodiversity, climate change, international waters, land degradation, ozone depletion, and persistent organic pollutants within the framework of sustainable development.

2. The GEF is the designated financial mechanism for three international conventions: the Convention on Biological Diversity, the United Nations Framework Convention on Climate Change, and the Stockholm Convention of Persistent Organic Pollutants (POPs). GEF financing also supports countries to meet the objectives of the UN Convention to Combat Desertification and, for the Countries with Economies in Transition, the objectives of the Montreal Protocol on Substance that Deplete the Ozone Layer (ODS).

3. Ten agencies (the GEF Agencies) are principally accountable for the implementation of GEF projects: the United Nations Development Programme(UNDP), the United Nations Environment Programme(UNEP), the World Bank, the African Development Bank(AfDB), the Asian Development Bank(ADB), the European Bank for Reconstruction and Development(EBRD), the Food and Agricultural Organization of the United Nations(FAO), the Inter-American Development Bank(IDB), the International Fund for Agriculture and Development (IFAD) and the United Nations Industrial Development Organization(UNIDO).

4. The GEF is comprised of two decision making bodies, the GEF Assembly which is composed of representatives from all 182 member countries and meets every third year to decide on general policy issues, and the GEF Governing Council which acts as the governing body and meets frequently to makes decisions on the GEF's operations. It also has a Secretariat responsible to implementing policies and procedure of the GEF, and which reports to the Council and the Scientific and Technical Advisory Panel (STAP) which provides strategic scientific and technical advice to it.

5. The GEF provides funds to its recipient countries through its agencies. After the GEF-5 Replenishment, the GEF Council decided to launch a pilot program to accredit new GEF Project Agencies to broaden the GEF Partnership. For the purpose of accreditation, the Council has decided to establish an Accreditation Panel that will review applications for accreditation and make recommendations to the Council.

6. Panel shall be composed of three (3) members selected by the Council with demonstrated and recognized expertise in the following areas:

- Development project implementation and execution;
- Governance and accountability issues in developing country contexts, including expertise with regard to fiduciary issues, financial management, and auditing; and
- Environmental and social safeguards and gender mainstreaming.

8. The Panel will approve applicant GEF Project Agencies for accreditation based on the Fiduciary Standards and other standards and criteria adopted by Council, including any concerning environmental and social safeguards and gender mainstreaming.

### **Appointment of Panel members**

9. The Panel shall be appointed in accordance with the guidelines set out below:

10. The CEO will constitute the Accreditation Panel and seek the approval of the Council. In addition, the Council may draw on the advice, as necessary, of experts identified by the International Accreditation Forum (IAF).

- Panel members shall be designated to serve on the panel for two [(2)] calendar years.
- Panel members shall be eligible to serve for a maximum of two [2] consecutive terms. However, in order to ensure continuity in the work of the Panel after its inaugural period, only one of these two members shall be replaced after his or her first term.
- Panel members may be reelected for [two] consecutive terms, as the Council deems appropriate, taking into account the performance of the expert.

### **Competence requirements**

11. The three panel members will have the competencies as described below.

#### Panel Member 1: Development Project Expert:

- Demonstrated 5 years work experience relating to the management of projects in developing country contexts.
- In depth knowledge of development agency standards and practices regarding project development and appraisal; procurement; project monitoring and risk management; and project evaluation.
- Substantial experience with assessing development agency practices and/or the accreditation of development agencies is preferred.
- Ability to communicate fluently, both in writing and orally, in English. Working knowledge of other UN languages is desirable.
- Excellent drafting skills, strong operational and analytical skills, and an ability to work as a member of a team.
- An advanced university degree in relevant disciplines.

#### Panel Member 2: Governance and Accountability Expert:

- Demonstrated 5 years work experience relating to accounting in international or developing country contexts.
- In depth knowledge of development agency standards and practices relating to internal audit; the prevention, detection and investigation of fraud and corruption, codes of ethics; and whistle blower protection.
- Experience with the accreditation of development agencies is strongly preferred.

- An understanding of government and nongovernmental financial reporting systems. Knowledge of forensic accounting and internal control mechanisms is desirable.
- Ability to communicate fluently, both in writing and orally, in English. Working knowledge of other UN languages is desirable.
- Excellent drafting skills, strong operational and analytical skills, and an ability to work as a member of a team.
- An advanced university degree in relevant disciplines.

Panel Member 3: Environment and Social Safeguards Expert:

- Demonstrated 5 years work experience relating to the application of environmental and social safeguards standards to development projects;
- Extensive knowledge of development agencies' environment and social safeguards systems, particularly those of multi-lateral development banks. Experience with assessing the quality of such systems is preferable;
- Experience with accreditation of development agencies is strongly preferred.
- Knowledge of or work experience relating to gender mainstreaming in the context of development projects or development agencies;
- Ability to communicate fluently, both in writing and orally, in English. Working knowledge of other UN languages is desirable;
- Excellent drafting skills, strong operational and analytical skills, and an ability to work as a member of a team; and
- An advanced university degree in relevant disciplines.

**Mandate of the Panel**

12. In accordance with the Operational Policies and Guidelines for Parties to Access Resources from the GEF (hereafter “the operational policies and guidelines”), the Panel shall make recommendations to the Council regarding:

- The accreditation of a new Agency;
- Review of accreditations; and
- The re-accreditation of an Agency after suspension.

13. The tasks identified in the paragraph above imply that, inter alia, the following activities are to be carried out by the Panel.

**A desk review of applications:** The Purpose of the desk review is to request applicant for documentation; clarification of capabilities or identification of where short-term mitigation strategies might be possible; and for the interaction between the Panel and the applicant.

- Written assessment of each application: The Panel will develop a written report of its findings on each application based on its collective assessment.
- Applications will be grouped into three categories - “Approve”, “Requires Further Review” or “Rejection.”
- Panel’s written report will explain the reasons for the assessment in each case.

- When the members are not in agreement on the assessment, which occurs when at least one member scores the application in the “Requires Further Review” category, the application is classified as “Requires Further Review.”

**Further Review of mid-range applicants:** If the Panel places an applicant in the "Requires Further Review" category, the applicant will need to undergo a further review to be accredited.

- Panel and Secretariat will estimate the required amount of additional costs, to be paid prior to the start of additional review work.
- The Panel will investigate further and discuss with the applicant areas of concern to determine whether it meets the standards in question or whether mitigation strategies can be immediately put in place that will bring the applicant to an acceptable level.

14. In case an application is not immediately approved the following considerations may be taken:

- Determination of whether technical support needs to be provided to an applicant Agency to improve its capacities in order to attain accreditation, and the extent of the required support;
- Determination of the existence of exceptional circumstances that would justify the use of an external assessor to help resolve difficult/contentious issues;
- Determination of the need to require additional information or resubmission of an application from an applicant Agency;
- Determination of whether an on-site visit and/or observation of the designated Agency is required;
- Make recommendations to the Council on the issues above, as applicable.

### **Modalities of work**

15. The Panel shall operate under the guidance and authority of the Council and shall be bound by these terms of reference, as well as by any operational policies and guidelines and the code of conduct, as adopted by the Council.

16. The Panel may adopt such additional rules of procedure consistent with the rules contained in this TOR as it deems appropriate, paying due regard to the principles of transparency and trust with the Council and Secretariat.

- The Panel shall select a chairman from among its members to preside at the meetings;
- A quorum for meetings of the Panel shall be all three Panel members.
- Decisions of the panel shall be taken by consensus.

17. The mandate of the Panel may be revised or terminated by the Council if necessary.

18. Panel meetings can be held with panel members being either physically or electronically present. The dates and modalities of panel meetings shall be determined by the Chair, bearing in mind resources available and the need for accreditation review.

19. The Council shall oversee the performance of the panel and its members as necessary.

### **General Provisions**

20. The Council shall require members of the Panel to commit in writing to comply with the rules defined by the Council in particular with regard to confidentiality and to independence from commercial and other conflict of interests, including any existing or prior association with an Agency to be assessed.

21. Panel members cannot be employees of the GEF Agencies during their term as GEF Accreditation Panel members.

22. The Panel shall meet regularly as needed and fulfill its responsibilities by carrying out the activities enumerated in its respective terms of reference and such other activities as duly requested by the Council.

23. Panel shall report regularly to the Council regarding the execution of its duties and responsibilities.

24. The chairman of the Panel shall consult with the Secretariat/Council whenever necessary. If there is a difference of view with respect to the review process, chairman shall seek the assistance of the Secretariat; failing that, the matter shall be brought to the Council.

25. Panel may, under exceptional circumstances, obtain advice from IAF to perform its duties and responsibilities, giving reasonable advance notice to the Secretariat and the Council of its intention to do so. If panel needs to retain any external consultants to assist with its work, it shall be done in the confines of available resources approved by the Council.

26. Panel Documentation and Records: Panel's assessments of agencies shall be shared with the GEF Secretariat. The Secretariat will provide to the GEF Council, for information, the accreditation Panel's findings and recommendations with regards to those applicants recommended for accreditation, with redactions made, as necessary, to preserve confidentiality of information. The Panel will maintain records of its meetings and report to the Council and the Secretariat on its decisions.

27. Compensation: Members of the Panel shall be paid fees for their services and travel expenses.

28. Revision of the TORs: The Council will revise these terms of reference as necessary.

## ANNEX 5: GEF FIDUCIARY STANDARDS

**Project Criteria**

The standards below are the GEF's Fiduciary Standards, which were approved by the GEF Council in 2007. They are taken from the GEF Policy Document on the GEF's website *Recommended Minimum Fiduciary Standards for GEF Implementing and Executing Agencies*.<sup>7</sup> They have been reordered to emphasize the importance of the project cycle but are otherwise copied in its entirety. They are recommended to be used by the Accreditation Review Panel for assessing Applicants during the Stage 2 review of the accreditation procedure.

1. **Project Appraisal Standards** - *Project appraisal functions include the establishment of standards and appropriate safeguards that are used to determine whether projects and activities will meet their development goals before funds are dispersed.*

- (a) A project and/or activity appraisal process is in place with the purpose of examining whether proposed projects and/or activities meet appropriate technical, economic, financial, environmental, social, institutional and/or other relevant criteria, including GEF-mandated criteria, and whether they are reasonably likely to meet stated objectives and outcomes.
- (b) The appraisal process ensures an appropriate degree of institutional checks and balances at the stage of project design:
  - Policies and risk-assessment procedures are in place specifying the criteria and circumstances under which environmental, social, institutional and/or fiduciary assessments must be conducted to incorporate environmental, social or other relevant considerations into a proposed project or activity.
  - Guidelines or policies are in place that provide for evaluation by technical advisors, who assess whether or not a proposed project or activity is eligible for GEF funding, based on the GEF-mandated criteria; is likely to achieve GEF goals; and is aligned with scientifically sound principles.
- (c) Project and/or activity development objectives and outcomes are clearly stated and key performance indicators with baseline and targets are incorporated into the project/activity design.
- (d) Appropriate fiduciary oversight procedures are in place to guide the appraisal process and ensure its quality and monitoring of follow-up actions during implementation.

2. **Procurement Processes** - *Agency procurement processes covering both internal/administrative procurement and procurement by recipients of funds include written*

---

<sup>7</sup> The GEF Fiduciary Standards are defined in the GEF Policy Paper *Recommended Minimum Fiduciary Standards for GEF Implementing and Executing Agencies* of July 2007. This policy paper can be found at the following link: [http://www.thegef.org/gef/sites/thegef.org/files/documents/Recommended\\_Minimum\\_Fiduciary\\_Standard.pdf](http://www.thegef.org/gef/sites/thegef.org/files/documents/Recommended_Minimum_Fiduciary_Standard.pdf). It is based on Council Document GEF/C.31/6, with some additional changes that were requested by Council members. They will be reviewed in 2013 and every four years thereafter.



*standards based on widely recognized processes and an internal control framework to protect against fraudulent and corrupt practices (using widely recognized definitions such as those agreed by the International Financial Institutions Anti-Corruption Task Force) and waste.*

- (a) Specific agency directives promote economy and efficiency in procurement through written standards and procedures that specify procurement requirements, accountability, and authority to take procurement actions.
- (b) Specific procurement guidelines are in place with respect to different types of procurement managed by the agency, such as consultants, contractors and service providers.
- (c) Specific procedures, guidelines and methodologies of assessing the procurement procedures of beneficiary institutions are in place.
- (d) Procurement performance in implemented projects is monitored at periodic intervals, and there are processes in place requiring a response when issues are uncovered.
- (e) Procurement records are easily accessible to procurement staff, and procurement policies and awards are publicly disclosed.

3. **Monitoring and Project-at-Risk Systems** - *The GEF monitoring and evaluation policy, adopted by the Council in February 2006, establishes minimum requirements based on widely recognized, best practice norms and standards for monitoring in the GEF. From a fiduciary perspective, the monitoring function detects, assesses, and provides management information about risks related to projects and/or activities, particularly those deemed to be at risk.*

- (a) Monitoring functions, policies and procedures consistent with the requirements of the GEF monitoring and evaluation policy have been established.
- (b) The roles and responsibilities of the monitoring function are clearly articulated at both the project/activity and entity/portfolio levels. The monitoring function at the entity/portfolio level is separated from the project and/or activity origination and supervision functions.
- (c) Monitoring reports at the project/activity level are provided to a project/activity manager as well as to an appropriately higher level of managerial oversight within the organization so that mid-course corrections can be made, if necessary. Monitoring reports at the entity/portfolio level are provided to both project/activity managers and to an appropriately higher level of oversight within the organization so that broader portfolio trends are identified, and corresponding policy changes can be considered.
- (d) A process or system, such as a project-at-risk system, is in place to flag when a project has developed problems that may interfere with the achievement of its objectives, and to respond accordingly to redress the problems.
- (e) Adequate fiduciary oversight procedures are in place to guide the project risk assessment process and to ensure its quality and monitoring of follow-up actions during implementation. This process or system is subject to independent oversight.

4. **Evaluation Function** - *The evaluation function assesses the extent to which projects, programs, strategies, policies, sectors, focal areas, or other activities achieve their objectives.*

*The goals of evaluation are to provide an objective basis for assessing results, to provide accountability in the achievement of agency objectives, and to learn from experience. The GEF monitoring and evaluation policy, adopted by the Council in February 2006, establishes minimum requirements based on widely recognized, best practice norms and standards for monitoring in the GEF, including impartiality, professionalism, and a high degree of independence.*

- (a) Independent evaluations are undertaken by an established body or function as part of a systematic program of assessing results, consistent with the requirements of the GEF monitoring and evaluation policy.
- (b) The evaluation function follows impartial, widely recognized, documented and professional standards and methods.
- (c) The evaluations body or function is structured to have the maximum independence possible from the organization's operations, consistent with the structure of the agency, ideally reporting directly to the governing board. If its structural independence is limited, the evaluations body or function has transparent reporting to management and/or the governing board.
- (d) An evaluation disclosure policy is in place. Evaluation reports are disseminated as widely as possible, and at a minimum to all parties directly or indirectly involved with the project. To enhance transparency, to the extent possible, reports are available to the public.

### **Governance Framework Criteria**

The criteria below are drawn from the GEF's 2007 Minimum Fiduciary Standards, specifically: section A (Audit, Financial Management and Control Framework), and section C (Investigations). They are copied in their entirety

1. **External Financial Audit** - *The external financial audit function ensures an independent (as defined by the International Federation of Accountants (IFAC)) review of financial statements and internal controls.*
  - (a) The Agency has appointed an independent external audit firm or organization.
  - (b) The work of the external audit firm or organization is consistent with recognized international auditing standards such as International Standards on Auditing (ISA).
  - (c) Financial statements are prepared in accordance with recognized accounting standards such as International Accounting Standards (IAS), International Financial Reporting Standards (IFRS) or Generally Accepted Accounting Principles (GAAP) that are accepted in major capital markets for listed companies.
  - (d) The internal controls over financial reporting cover the use of GEF funds, and Management asserts to the agency governing body that these internal controls are adequate.
  - (e) An annual audit opinion on the financial statements and/or, as appropriate, on all GEF funds received from the Trustee and administered by the agency, is issued by the external auditor and made public.

- (f) An independent audit committee, or comparable body, is appointed and oversees the work of the external audit firm or organization as it relates to the audit of the financial statements. The audit committee or comparable body has written terms of reference that address its membership requirements, duties, authority, accountability and regularity of meetings.
- (g) The external auditor makes regular reports of observations with respect to accounting systems, internal financial controls, and administration and management of the organization. Auditor and management progress reports are reviewed by the audit committee or comparable body annually.

2. **Financial Management and Control Frameworks** - *An internal control framework, as defined by internationally recognized frameworks such as COSO, Cadbury and CoCo, is a risk-based process designed to provide reasonable assurance and feedback to management regarding the achievement of objectives in the following categories:*

- Effectiveness and efficiency of operations
- Reliability of financial reporting and financial management frameworks
- Compliance with applicable policies and procedures.

A control framework has been adopted that is documented and includes clearly defined roles for management, internal auditors, the board of directors or comparable body, and other personnel.

The control framework covers the control environment (“tone at the top”), risk assessment, internal control activities, monitoring, and procedures for information sharing.

The control framework has defined roles and responsibilities pertaining to accountability of fiscal agents and fiduciary trustees.

At the institutional level, risk-assessment processes are in place to identify, assess, analyze and provide a basis for proactive risk responses in each of the financial management areas. Risks are assessed at multiple levels, and plans of action are in place for addressing risks that are deemed significant or frequent.

The control framework guides the financial management framework.

Procedures are in place for identifying internal controls and assessing controls details annually in core financial management areas, including:

- Budgeting;
- Accounting;
- Internal control;
- Funds flow (including disbursements, cash management, unused fund close-out);
- Financial reporting; and
- Auditing arrangements.

Duties are segregated where incompatible. Related duties are subject to a regular review by management; response is required when discrepancies and exceptions are noted; and

segregation of duties is maintained between: settlement processing; procurement processing; risk management/reconciliations; and accounting.

3. **Financial Disclosure** - *The financial disclosure policy delineates the process surrounding mandatory financial disclosures of possible or apparent conflicts of interest by identified parties.*

- (a) A documented financial disclosure policy covering identified parties defines conflicts of interest arising from personal financial interests that require disclosure, including actual, perceived and potential conflicts.
- (b) The policy specifies prohibited personal financial interests.
- (c) The policy describes the principles under which conflicts of interests are reviewed and resolved by the agency. It describes sanction measures for parties that do not self disclose where a conflict of interest is identified. The policy contains reference to other related internal policies, such as outside employment policies.
- (d) Parties covered by the policy are provided a way to disclose personal financial interests annually to an administrative function within the agency.
- (e) The policy establishes processes for the administration and review of financial disclosure interests of the defined parties, as well as resolution of identified conflicts of interests, under an independent monitoring/administration function.

4. **Code of Ethics** - *A code of ethics for agency staff promotes responsible governance and ethical behavior.*

- (a) A documented code of ethics defines ethical standards to be upheld, including protecting agency and trust fund assets. The code lists parties required to adhere to the standards including employees, consultants, and independent experts. It describes disciplinary and enforcement actions for violations, and provides for appropriate flexibility in application and implementation in local environments.
- (b) An ethics or related function provides administrative support for the code, including distributing the code, monitoring compliance, and authority to refer to the agency's investigation function for alleged violations.
- (c) Multiple avenues for reporting compliance and/or other business conduct concerns such as a hotline and contact information for functional/departments options (e.g. human resources and internal audit) are readily available (e.g. on the agency's intranet and external websites).

5. **Internal Audit** - *Internal auditing is an independent, objective activity designed to add value and improve an organization's operations. It helps an organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.*

- (a) Internal audit activity is carried out in accordance with internationally recognized standards such as those prescribed by the Institute of Internal Auditors (IIA).

- (b) Auditors and entities that provide internal auditing services adhere to ethical principles of integrity, objectivity, confidentiality and competency.
- (c) The internal audit function is functionally independent and objective in the execution of its respective duties. There is an officer designated to head the internal function. The chief audit officer reports to a level within the organization that allows the internal audit activity to fulfill its responsibilities objectively.
- (d) The internal audit function has documented terms of reference/charter that outlines its purpose, authorized functions, and accountability.
- (e) The internal audit function has a documented description of the annual audit planning process, including a risk-based methodology for preparing an audit plan. The audit plan outlines the priorities of the function and is consistent with the agency's goals.
- (f) The chief audit officer shares information and coordinates activities with relevant internal and external parties (including external financial statement auditors) to ensure proper coverage and minimize duplication of efforts.
- (g) The internal audit function disseminates its findings to the corresponding senior and business management units, who are responsible for acting on and/or responding to recommendations.
- (h) The internal audit function has a process in place to monitor the response to its recommendations.
- (i) A process is in place to monitor and assess the overall effectiveness of the internal audit functions including periodic internal and external quality assessments.

6. **Investigation Function** - *The investigation function provides for independent, objective investigation of allegations of fraudulent and corrupt practices (using widely recognized definitions such as those agreed by the International Financial Institutions Anti-Corruption Task Force) in agency operations, and of allegations of possible agency staff misconduct.*

- (a) The investigations function has publicly available terms of reference that outline the purpose, authority, and accountability of the function.
- (b) To ensure independence, the investigations function is headed by an officer who reports to the head of the agency and/or an oversight body, such as a committee of the board of directors or a comparable body.
- (c) The investigations function has published guidelines for processing cases, including standardized procedures for handling complaints received by the function and managing cases before, during and after the investigation process.
- (d) The investigations function has a defined process for periodically reporting case trends. To enhance accountability and transparency, to the extent possible, case trend reports and other information are made available to senior management and respective functional business areas.

7. **Hotline & Whistleblower Protection** - *Agency policies provide avenues for reporting suspected ethics violations and protections for individuals reporting such violations.*

- (a) A hotline or comparable mechanism is in place to ensure the capacity to take in reports of suspected unethical, corrupt, fraudulent or similar activity as defined by agency policy.
- (b) An intake function coordinates the reporting of hotline information, compliance and/or other business concerns from internal and external sources. The intake function maintains an appropriate level of autonomy from the investigations function.
- (c) A whistleblower protection policy covering who is protected and defining protected disclosures (such as violations of law, rule or regulation, abuse of authority, gross waste of funds, gross mismanagement or a substantial and specific danger to public health and safety). The policy defines the standard of protection from retaliation (such as placing the burden on the agency to provide evidence that the involved official would have taken place absent the protected disclosure).
- (d) Policies are in place to ensure confidentiality and/or anonymity, as requested, of whistleblowers or others making reports (such as by using appropriate hotline technology, and preserving anonymity in reporting processes).
- (e) Procedures are in place for the periodic review of handling of hotline, whistleblower, and other reported information to determine whether it is handled effectively and whether processes for protecting whistleblowers and witnesses are consistent with best international practice.

## ANNEX 6. DRAFT GEF POLICY ON ENVIRONMENTAL AND SOCIAL SAFEGUARDS

1. The GEF has been dedicated to protecting the global environment and as such working towards a broad understanding of sustainability. Consistent with the principles of sustainable development, a key principle for the GEF has been that implementation of its projects to achieve a global environmental benefit in one area not lead to negative environmental or socioeconomic impacts in other areas. For the LDCF and the SCCF, this translates into the principle that implementation of their projects to achieve adaptation benefits in one area should aim to minimize negative environmental or social impacts in other areas.
2. The GEF Policy on Fiduciary Standards requires that the project appraisal processes of the GEF Agencies include environmental and social safeguards measures as a means to deliver on this principle, but no specificity is offered in terms of what these measures shall include. The following policy specifies the criteria for environmental and social safeguard criteria that all GEF Partner Agencies<sup>8</sup> will need to meet in order to implement GEF-financed projects<sup>9</sup>.
3. The objective of the present policies is to prevent and mitigate undue harm to the people and the environment through GEF operations. And provide minimum requirements for GEF and its Agency's staff in the identification, preparation, implementation, monitoring and evaluation of programs and projects.
4. This policy will apply equally to the ten GEF Agencies as well as accredited GEF Project Agencies. GEF Partner Agencies will need to demonstrate that they have adequate policies and systems to comply with all seven safeguard standards to implement GEF projects.
5. Agencies receiving GEF resources will also need to demonstrate that their environmental and social safeguard systems include mechanisms for ensuring enforcement and accountability for the application of their policies.
6. The GEF Council may grant exceptions in lines of the Agencies comparative advantage it is very unlikely the agencies will ever do a project that could require the relevant safeguard.
7. The GEF Council (for the ten GEF Agencies) or the GEF Accreditation Panel (for the GEF Project Agencies) may consider exceptions on a case-by-case<sup>10</sup> basis for safeguard standards 3 (Involuntary Resettlement), 4 (Indigenous Peoples), 5 (Pest Management), 6 (Physical Cultural Resources), and 7 (Safety of Dams), but only in accordance with the rules for exceptions listed under each standard. No exceptions for safeguard standards 1 (Environmental Assessment) and 2 (Natural Habitats) will be allowed, but the Council may agree to time-bound action plans for the ten GEF Agencies to meet the standards. During the implementation of the time-bound action plans, the ten GEF Agencies will continue to be eligible to put forward project proposals.

---

<sup>8</sup> The term "GEF Partner Agency" includes the ten GEF Agencies and any GEF Project Agencies accredited to implement GEF projects. The ten GEF Agencies are those agencies that were entitled to receive GEF resources directly as of November 2010. It includes (a) the GEF's three Implementing Agencies, as identified in the GEF Instrument: the United Nations Development Programme, the United Nations Environment Programme, and the World Bank; and (b) the seven agencies previously granted access to GEF resources under Paragraph 28: the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, the Food and Agriculture Organization of the United Nations, the Inter-American Development Bank, the International Fund for Agricultural Development, and the United Nations Industrial Development Organization

<sup>9</sup> This includes projects provided with resources provided out of any of the GEF managed trust funds, including the GEF Trust Fund, the Least Developed Countries Fund, and the Special Climate Change Fund.

<sup>10</sup> Refers to Agencies.

8. This policy will not apply to the provision of GEF resources for the drafting of National Portfolio Formulation Exercises (NPFs) or for Convention reports under the GEF's direct access modality, as described in Council paper GEF/C.38/6 (Policies and Procedures for the Execution of Selected GEF Activities - National Portfolio Formulation Exercises and Convention Reports -- With Direct Access by Recipient Countries.) The GEF understands that mainstreaming environmental and social safeguard standards is long-term undertaking and a sustained commitment, which includes tracking its progress. It also acknowledges that because of practice, as well as revision of approaches and harmonization of environmental and social safeguards is being discussed at the international level, its Environmental and Social Safeguard Policy should be reviewed in four years.

## **GEF Safeguard Standards**

### **1. Environmental Assessment**

#### Criteria:

Established policies (including relevant laws and regulations) require the Agency to conduct environmental assessments of the potential impacts of proposed projects in a manner that helps to ensure their environmental and social soundness and sustainability.

The Agency's system and processes for environmental assessment satisfy the minimum requirements below.

The agency's has sufficient institutional capability to implement and the standard and apply it to GEF financed projects, including for projects that are executed by a separate entity through an agreement with the agency.

#### Minimum requirements

1. The Agency uses, a screening process for each proposed project, as early as possible, to determine the appropriate extent and type of environmental assessment (EA) required of the project so that appropriate studies are undertaken proportional to potential risks and to direct, and, as relevant, indirect, cumulative, and associated impacts.
2. Assesses potential impacts of the proposed project to physical, biological, socioeconomic and physical cultural resources, including transboundary and global concerns, and potential impacts on human health and safety.
3. Assess the adequacy of the applicable legal and institutional framework, including applicable international environmental agreements, and confirms that project activities that will contravene such international obligations are not financed.
4. Feasible investment, technical, and siting alternatives, including the "no action" alternative, are assessed, as well as potential impacts, feasibility of mitigating these impacts, their capital and recurrent costs, their suitability under local conditions, and the institutional, training and monitoring requirements associated with them.

1. Agency policy requires executors of projects receiving GEF funds to place a priority on prevention. And where not possible to prevent, at least minimize, or compensate for adverse project impacts and enhance positive impacts through environmental planning and management



that includes the proposed mitigation measures, monitoring, institutional capacity development and training measures, an implementation schedule, and cost estimates;

2. Involve stakeholders, including project-affected groups (e.g. indigenous peoples) and local nongovernmental organizations (NGOs), as early as possible, in the preparation process and ensure that their views and concerns are made known to decision makers and taken into account. Continue consultations throughout project implementation as necessary to address EA-related issues that affect them;
3. Use independent expertise in the preparation of EA where appropriate. Use independent advisory panels during preparation and implementation of projects that are highly risky or contentious or that involve serious and multi-dimensional environmental and/or social concerns;
4. Provide for application of the minimum requirements to subprojects under investment and financial intermediary activities;
5. Disclose draft EA in a timely manner, before appraisal formally begins, in a place and accessible to key stakeholders including project affected groups and CSOs in a form and language understandable to them.

### ***Natural Habitats***

#### **Criteria:**

1. Established policies (including relevant laws and regulations) require the Agency to ensure that environmentally sustainable development is promoted by supporting the sustainable management, the protection, conservation, maintenance, and rehabilitation of natural habitats and their functions;
2. The Agency's systems, policies, and procedures satisfy the minimum requirements below;
3. The Agency has sufficient institutional capability to implement the standard and apply it to GEF financed projects, including for projects that are executed by a separate entity through an agreement with the agency.

#### **Minimum Requirements**

4. Use a precautionary approach to natural resources management to ensure opportunities for environmentally sustainable development. Determine if project benefits substantially outweigh potential environmental costs;
5. Give preference to siting physical infrastructure investments on lands where natural habitats have already been converted to other land uses;
6. Avoid significant conversion or degradation of critical natural habitats, including those habitats that are:

- (a) Legally protected;
  - (b) Officially proposed for protection;
  - (c) Identified by authoritative sources for their high conservation value, or
  - (d) Recognized as protected by traditional local communities.
7. Where projects adversely affect non-critical natural habitats, proceed only if viable alternatives are not available, and if appropriate conservation and mitigation measures, including those required to maintain ecological services they provide, are in place. Include also mitigation measures that minimize habitat loss and establish and maintain an ecologically similar protected area.
  8. Screen as early as possible for potential impacts on health and quality of important ecosystems including forests, and on the rights and welfare of the people who depend on them. As appropriate, evaluate the prospects for new markets and marketing arrangements.
  9. Do not finance projects that will involve significant conversion or degradation of critical natural habitats, including forests, or that will contravene applicable international environmental agreements.
  10. Do not finance natural forest harvesting or plantation development that will involve conversion or degradation of critical forest areas<sup>11</sup> or related critical natural habitats.
  11. Ensure that forest restoration projects maintain or enhance biodiversity and ecosystem functionality and that all plantation projects are environmentally appropriate, socially beneficial and economically viable.
  12. Consult appropriate experts and key stakeholders, including local nongovernmental organizations and local communities, and involve such people in design, implementation, monitoring, and evaluation of projects, including mitigation planning.
  13. Disclose draft mitigation plan in a timely manner, before appraisal formally begins, in a place and accessible to key stakeholders, including project affected groups and Civil Society Organization (CSOs), in a form and language understandable to them.

### ***Involuntary Resettlement***

#### Criteria

14. Established policies (including relevant laws and regulations) require the Agency to ensure that involuntary resettlement is avoided or minimized. Where this is not feasible, the Agency is required to ensure displaced persons are assisted in improving or at least restoring their livelihoods and standards of living in real terms relative to pre-displacement levels or to levels prevailing prior to the beginning of project implementation, whichever is higher;
15. The Agency's systems, policies, and procedures satisfy the minimum requirements below;

---

<sup>11</sup> WB OP 4.36 Forest Annex A

16. The Agency has sufficient institutional capability to implement the standard and apply it to GEF financed projects, including for projects that are executed by a separate entity through an agreement with the agency.

### Minimum Requirements

17. Assess all viable alternative project designs to avoid, where feasible, or minimize involuntary resettlement;
18. Through census and socio-economic surveys of the affected population, identify, assess, and address the potential economic and social impacts of the project that are caused by involuntary taking of land (e.g. relocation or loss of shelter, loss of assets or access to assets, loss of income sources or means of livelihood, whether or not the affected person must move to another location) or involuntary restriction of access to legally designated parks and protected areas;
19. Identify and address impacts, also if they result from other activities that are (a) directly and significantly related to the proposed GEF-financed project, (b) necessary to achieve its objectives, and (c) carried out or planned to be carried out contemporaneously with the project;
20. Consult project-affected persons, host communities and local CSOs, as appropriate.
21. If resettlement is required, provide them with opportunities to participate in the planning, implementation, and monitoring of the resettlement program, especially in the process of developing and implementing the procedures for determining eligibility for compensation benefits and development assistance (as documented in a resettlement plan), and for establishing appropriate and accessible grievance mechanisms. Pay particular attention to the needs of vulnerable groups among those displaced, especially those below the poverty line, the landless, the elderly, women and children, Indigenous Peoples, ethnic minorities, or other displaced persons who may not be protected through national land compensation legislation;
22. Inform displaced persons of their rights, consult them on options, and provide them with technically and economically feasible resettlement alternatives and assistance. For example (a) prompt compensation at full replacement cost for loss of assets attributable to the project; (b) if there is relocation, assistance during relocation, and residential housing, or housing sites, or agricultural sites of equivalent productive potential, as required; Give preference to land-based resettlement strategies for persons whose livelihoods are land-based;
23. For those without formal legal rights to lands or claims to such land that could be recognized under the laws of the country, provide resettlement assistance in lieu of compensation for land to help improve or at least restore their livelihoods;
24. Disclose draft resettlement plans, including documentation of the consultation process, in a timely manner, before appraisal formally begins, in a place and accessible to key stakeholders including project affected groups and CSOs in a form and language understandable to them.

Apply these minimum requirements described in the involuntary resettlement section, as applicable and relevant, to subprojects requiring land acquisition.

#### Guidance for Applicability/Inapplicability

25. This safeguard will be applicable to any Agency that wishes to implement (a) investment projects or (b) projects concerning the creation or expansion of protected areas.

#### ***Indigenous Peoples***

##### Criteria

26. Established policies (including relevant laws and regulations) require the Agency to ensure projects are designed and implemented in such a way that Indigenous Peoples (a) receive culturally compatible social and economic benefits; and (b) do not suffer adverse effects during the development process; and that (c) fosters full respect for their dignity, human rights, and cultural uniqueness.
27. The Agency's systems, policies, and procedures satisfy the minimum requirements below.
28. The Agency has sufficient institutional capability to implement the standard and apply it to GEF financed projects, including for projects that are executed by a separate entity through an agreement with the agency.

##### Minimum Requirements

29. Screen early for the presence of Indigenous Peoples in the project area, who are identified through criteria that reflect their social and cultural distinctiveness (self-identification and identification by others as Indigenous Peoples, collective attachment to land, presence of customary institutions, indigenous language, and primarily subsistence-oriented production).
30. Undertake free, prior, and informed consultations with affected Indigenous Peoples to solicit informed participation in designing, implementing, and monitoring measures to (a) avoid adverse impacts, or when avoidance is not feasible, minimize, mitigate, or compensate for such effects; and (b) tailor benefits in a culturally appropriate way.
31. Undertake social assessment to assess potential impacts and risks when a project may have adverse impacts. Identify measures to avoid, minimize and/or mitigate adverse impacts.
32. Provide socioeconomic benefits in ways that are culturally appropriate, and gender and generationally inclusive. Full consideration should be given to options preferred by the affected Indigenous Peoples for provision of benefits and mitigation measures.

33. Make provisions in plans, where appropriate, to support activities to establish legal recognition of customary or traditional land tenure systems and collective rights used by project affected Indigenous Peoples.
34. Disclose documentation of the consultation process, in a timely manner, before appraisal formally begins, in a place and accessible to key stakeholders including project affected groups and CSOs in a form and language understandable to them.
35. Monitor, by experienced social scientists, the implementation of the project and its benefits as well as challenging or negative impacts on indigenous peoples and address possible mitigation measures in a participatory manner.

#### Guidance for Applicability/Inapplicability

36. Any Agency that desires to implement projects with activities in regions inhabited by indigenous peoples would need to meet this standard. The GEF Council or Accreditation Panel will only find this policy inapplicable if the Agency has not and most likely will not implement projects with activities in regions inhabited by indigenous peoples.

#### ***Pest Management***

##### Criteria

37. Established policies require the Agency to ensure the environmental and health risks associated with pesticide use are minimize and manage and that safe, effective, and environmentally sound pest management is promoted and supported.
38. The Agency's systems, policies, and procedures satisfy the minimum requirements below.
39. The Agency has sufficient institutional capability to implement the standard and apply it to GEF financed projects, including for projects that are executed by a separate entity through an agreement with the agency.

##### Minimum Requirements

40. Promote the use of demand driven, ecologically based biological or environmental pest management practices (referred to as Integrated Pest Management [IPM] in agricultural projects and Integrated Vector Management [IVM] in public health projects) and reduce reliance on synthetic chemical pesticides. Include assessment of pest management issues, impacts and risks in the EA process.
41. The agency requires that, in the context of projects that it supports pesticides are procured contingent on an assessment of the nature and degree of associated risks, taking into account the proposed use and intended users. Follow the recommendations and minimum standards as described in the United Nations Food and Agriculture Organization (FAO) International Code of Conduct on the Distribution and Use of Pesticides (Rome, 2003) and its associated

technical guidelines and procure only pesticides, along with suitable protective and application equipment that will permit pest management actions to be carried out with well defined and minimal risk to health, environment and livelihoods

42. Support policy reform and institutional capacity development to (a) enhance implementation of IPM- and IVM-based pest management, and (b) regulate and monitor the distribution and use of pesticides.
43. Disclose draft mitigation plan in a timely manner, before appraisal formally begins, in a place and accessible to key stakeholders including project affected groups and CSOs in a form and language understandable to them.

#### Guidance on Applicability/Inapplicability

44. Any Agency that implements projects in the areas of sustainable land management (including sustainable forest management) agricultural production and pest management and public health vector control will need to meet this standard. Agencies for which this safeguard is found inapplicable will not be permitted to implement projects in these areas.

### ***Physical Cultural Resources***

#### Criteria

45. Established policies (including relevant laws and regulations) require the Agency to ensure physical cultural resources (PCR) are appropriately preserved and their destruction or damage is appropriately avoided. PCR includes archaeological, paleontological, historical, geographical, and sacred sites including graveyards, burial sites, and unique natural values.
46. The Agency's systems, policies, and procedures satisfy the minimum requirements below.
47. The Agency has sufficient institutional capability to implement the standard and apply it to GEF financed projects, including for projects that are executed by a separate entity through an agreement with the agency.

#### Minimum Requirements

48. Analyze feasible project alternatives to prevent or minimize or compensate for adverse impacts and enhance positive impacts on PCR, through site selection and design.
49. If possible, avoid financing projects that could significantly damage PCR. As appropriate, conduct field-based surveys using qualified specialists to evaluate PCR.
50. Consult local people and other relevant stakeholders in documenting the presence and significance of PCR, assessing the nature and extent of potential impacts on these resources, and designing and implementing mitigation plans.

51. Provide for the use of “chance find” procedures that include a pre-approved management and conservation approach for materials that may be discovered during project implementation.
52. Disclose draft mitigation plans, in a timely manner, before appraisal formally begins, in a place and accessible to key stakeholders including project affected groups and CSOs in a form and language understandable to them.

#### Guidance on Applicability/Inapplicability

53. Any Agency that desires to implement investment projects would need to meet this standard.

#### *Safety of Dams*

##### Criteria

54. Established policies and procedures require the Agency to ensure quality and safety in the design and construction of new dams, and the rehabilitation of existing dams, is assured, on a scale that is appropriate to the agency's mission. In addition, the Agency undertakes appropriate measures to ensure the quality and safety in the performance of existing dams on which the project may have an impact or that may affect the outcome of the project.
55. The Agency’s systems, policies, and procedures satisfy the minimum requirements below.
56. The Agency has sufficient institutional capability to implement the standard and apply it to GEF financed projects, including for projects that are executed by a separate entity through an agreement with the agency.

##### Minimum Requirements

57. Use experienced and competent professionals to design and supervise the construction, operation, and maintenance of dams and associated works.
58. Develop plans, including for construction supervision, instrumentation, operation and maintenance and emergency preparedness.
59. Use independent advice on the verification of design, construction, and operational procedures.
60. Use contractors that are qualified and experienced to undertake planned construction activities.
61. Carry out periodic safety inspections of new/rehabilitated dams after completion of construction/rehabilitation, review/monitor implementation of detailed plans and take appropriate action as needed.

62. Disclose draft plans, in a timely manner, before appraisal formally begins, in a place accessible to key stakeholders, including project affected groups and CSOs, in a form and language understandable to them.

Guidance on Applicability/Inapplicability

63. This safeguard will apply to those agencies that wish to implement investment projects regarding water management infrastructure, including adaptation projects. Any Agency that desires to implement projects that design and construct new dams and rehabilitates existing dams or projects financing agriculture or water resource management infrastructure, that are highly dependent on the performance of dams or that potentially affect their performance would need to meet this standard.



## ANNEX 7: DRAFT GEF POLICY ON GENDER MAINSTREAMING

**Introduction**

1. This policy expresses the GEF's commitment to address the link between gender equality and environmental sustainability and towards gender mainstreaming in its policies, programs, and operations. It has been developed to assist the GEF and its Agencies ensure that GEF operations promote gender equality, and equity.
2. The GEF recognizes that gender equality is an important goal in the context of the projects that it finances because it advances both the GEF's goals for attaining global environmental benefits and the goal of gender and social inclusion.
3. While the degree of relevance of gender dimensions to finance activities may vary depending on the GEF focal area or type of engagement, accounting for gender equity and equality is an important consideration when financing projects that address global environmental issues, because gender relations, roles and responsibilities exercise important influence on women and men's access to and control over environmental resources and the goods and services they provide.
4. The GEF acknowledges that project results can often be superior when gender considerations are integrated into the design and implementation of projects, where relevant. It is important, in many instances for programme and project interventions to take into account differences in ways men and women perceive incentives linked to the sustainable use of resources and how these perceptions can influence the achievement of the results specified in project objectives.

**Background**

5. The GEF has adopted, since its early days, a Public Involvement Policy that aims to ensure both women's and men's involvement in GEF projects.<sup>12</sup> This policy is the key GEF policy that relates specifically to social issues, including gender, and provides the basis for public involvement in the design, implementation, and evaluation of GEF-financed projects. It applies to all GEF focal areas programs and projects; spells out the rationale, terms, and principles for public involvement; and solidifies the operational requirement for stakeholder involvement and partnership in the design, implementation, and evaluation of GEF-financed activities.
6. All GEF Agencies have their own policies and strategies on gender mainstreaming and promoting gender equality in the context of project interventions, and these apply for GEF projects as well. In recent years, following the UN's mandate on gender equality and other international agreements, many of the GEF Agencies have revised and strengthened their approach to gender issues in their operations, by developing Gender Plans of Action and gender related strategies.

---

<sup>12</sup> This policy was adopted in April 1996. See Council document GEF/C.6/Inf.5, *Policy Paper on Public Involvement in GEF-Financed Projects*.

7. Given these changes and new approaches to gender mainstreaming, the GEF is renewing and expanding its commitment towards gender mainstreaming, and building on its Public Involvement Policy by adopting a new Policy on Gender Mainstreaming.

### **Relevance: Corporate-wide Objectives**

8. The GEF Secretariat and GEF Partner Agencies shall strive to attain the goal of gender equality, the equal treatment of women and men, including the equal access to resources and services through its operations. To accomplish this goal, the GEF Secretariat and GEF Partner Agencies shall mainstream gender into its operations, including efforts to analyze systematically and address the specific needs of both women and men in GEF projects.

### **Application of the Policy**

9. The Policy specifies the criteria for gender mainstreaming that all GEF Partner Agencies will need to meet in order to implement GEF-financed projects, separate or as part of larger policies. This policy will apply equally to the ten GEF Agencies as well as to the accredited GEF Project Agencies. The Council may grant GEF Agencies a time bound waiver to enable the Agency to meet the criteria within a specific phase-in period.

10. The GEF understands that gender mainstreaming at the corporate and the project level is a long-term undertaking and a sustained commitment, which includes tracking its progress. It also acknowledges that approaches to gender mainstreaming evolve. In light of this, the GEF Council will review its Policy on Gender Mainstreaming in 2015.

### **Criteria and Minimum Requirements for GEF Partner Agencies**

#### Criteria:

11. Established policies (including relevant laws, regulations, strategies, or action plans) require the Agency to design and implement projects in such a way that both women and men (a) receive culturally compatible social and economic benefits; and (b) do not suffer adverse effects during the development process; and that (c) fosters full respect for their dignity and human rights;

12. The Agency's systems and policies satisfy the minimum requirements listed below;

13. The Agency has sufficient institutional capability to implement the policies and procedures and apply them to GEF financed projects.

#### Minimum Requirements:

14. Strengthen the institutional framework for gender mainstreaming, and socio-economic aspects in general, by having a focal point to support developing, implementing, and monitoring guidance and strategy on gender mainstreaming, in coordination of GEF partners.

15. Pay increased attention to socio-economic aspects of GEF projects, including gender elements, as important drivers and incentives for achieving global environmental benefits through existing project review criteria on project design;
16. Undertake social assessment that includes gender analysis, or use similar methods to assess potential roles, benefits, impacts and risks for women and men of different ages, ethnicities, and social structure and status. These studies may be used, along with other types of studies to inform project formulation, implementation and monitoring and evaluation;
17. Identify measures to avoid, minimize and/or mitigate adverse impacts;
18. Prepare a gender mainstreaming strategy, as appropriate, using qualified professionals based on-site studies and meetings. The plan will cover gender sensitive activities while recognizing and respecting the different roles that women and men play in resource management and in society. It should be accompanied by a monitoring and evaluation plan (including gender disaggregated indicators), implementation schedule, and estimated budget;
19. Develop a system for monitoring and evaluating progress in gender mainstreaming, including the use of gender disaggregated monitoring indicators;
20. Monitor and provide necessary support by experienced social/gender experts on the implementation of gender mainstreaming in the projects.

ANNEX 8: DRAFT APPLICANT GEF PROJECT AGENCY ENDORSEMENT LETTER

[Government Letter Head]

[Date of Endorsement Letter]

To: Chief Executive of Applicant GEF Project Agency

[GEF Agency Name]

[GEF Agency Address]

Subject: Endorsement for the application of [Country] for accreditation as a GEF Project Agency.

In my capacity as GEF Operational Focal Point for [Country], I confirm to you that [Country] is interested in having [Agency] assist us in the preparation and implementation of [Name of the Project]. I am attaching a Project Concept Note that further summarizes this project.

I have communicated with [Name of the Applicant Agency] and can confirm that its accreditation would be in accordance with my government's national priorities. I hereby endorse its application for accreditation as a GEF Project Agency should [Name of the Applicant Agency] be accredited as a GEF Project Agency.

The government of [Country] looks forward to the assistance of [Name of the Applicant Agency] on developing and implementing [Name of the Project] and other projects.

Sincerely,

[Name of Operational Focal Point]

[Position/Title in Government]

[Attachment: GEF Project Concept Summary]

Copy to: [GEF Secretariat], [Select Convention Focal Point] - As relevant/ *if Desired*

**The Global Environment Facility (GEF)  
Project Concept Summary**

<b>Project Concept Title:</b>
<b>Country:</b>
<b>Applicant GEF Project Agency:</b>
<b>Indicative GEF Grant Amount:</b>
<b>Projected Co- financing:</b>
<b>Project Description</b>
<b>Project Objective:</b>
<b>Project Description:</b>
<b>Proposed Executing Agency/Agencies and Contact Information:</b>
<b>Applicant GEF Project Agency Contact Information</b>
<b>Contact Name:</b>
<b>Contact Email:</b>
<b>Contact Phone:</b>