

LDCF/SCCF Council Meeting
November 12, 2009
Washington, D.C.

Agenda Item 5

**IMPLEMENTATION OF RESULTS-BASED
MANAGEMENT UNDER
THE LEAST DEVELOPED COUNTRIES FUND AND
THE SPECIAL CLIMATE CHANGE FUND**

Recommended Council Decision

The Council, having reviewed document GEF/LDCF.SCCF.7/4, “*Implementation of Results-Based Management under the Least Developed Countries Fund and the Special Climate Change Fund,*” approves the proposed implementation plan and requests the GEF Secretariat, in collaboration with the GEF Agencies, to proceed as outlined in the document.

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Introduction

At its April 2008 meeting, the LDCF/SCCF Council approved the document GEF/LDCF.SCCF.6/4, May 27, 2009, Results Based Management Framework for the Least Developed Countries Fund and the Special Climate Change Fund. In addition, the Council requested that the Secretariat work in collaboration with the GEF Agencies to report on progress through an annual monitoring review and develop a strategy for implementing results based management (RBM) in support of the Least Developed Countries Fund (LDCF) and the Special Climate Change Fund (SCCF). This document lays out how the Secretariat will implement RBM, measure progress toward results, and emphasize learning for these two Funds.

As the LDCF and the SCCF were established under the United Nations Framework Convention on Climate Change (UNFCCC), their mandates emanate from the Convention itself. The Conference of the Parties to the Convention (COP) provides guidance to the GEF, which manages these Funds, to identify program priorities and operational modalities for financing within the broad scope of the mandate of each Fund.

The RBM approach developed for the LDCF/SCCF draws upon the experience gained with the GEF Trust Fund; however it is tailored to the specific adaptation mandate of each Fund. Since the LDCF and SCCF are structured differently than the GEF Trust Fund and operate through the core sectors that link adaptation and development, instead of dealing with global environmental benefits and focal areas, the RBM framework and thus the implementation strategy have been adjusted to reflect these differences (refer to Annex 1). The framework also relies on previous work carried out by UNDP (GEF/LDCF.SCCF.2/Inf.4), GEF's Adaptation Task Force, and the GEF Evaluation Office (GEF/LDCF.SCCF.4/Inf.4).

RBM Areas for the LDCF/SCCF

1. During GEF-5 the LDCF and SCCF RBM implementation strategy will focus on five areas:
 - **Portfolio Outcome Monitoring.** Defining realistic expected results that meet country-identified needs and align with the mandate of the LDCF/SCCF;
 - **Fund Process Monitoring.** Monitoring Fund portfolio progress toward results and of resource use, by means of appropriate indicators and targets;
 - **Learning and Knowledge Management.** Increasing knowledge by learning, knowledge dissemination and feedback into decision making;
 - **Reporting.** Providing timely and transparent reports on the results achieved and resources disbursed; and
 - **Evaluation.** Evaluations will be conducted by GEF Agencies (midterm and terminal reviews) and the GEF Evaluation Office (portfolio evaluations).

Portfolio Outcome Monitoring

2. Portfolio outcome monitoring at both the priority area and Fund levels, based on the indicators and targets set out in the Adaptation Strategic Results Framework (refer to Annex 2).

3. The Secretariat, in coordination with the GEF Agencies will implement a consistent and integrated RBM approach with the introduction of a Fund strategic results framework. High level goals and objectives will direct the LDCF/SCCF toward achieving concrete contributions to adaptation benefits, the UNFCCC, and the MDGs. As well, portfolio outcome monitoring at both Fund and priority area levels, will guide the measurement of core outputs leading to outcomes and outcome results achieved during a project's life. Immediate outcomes, core outputs and other measures of performance are good proxies for progress towards achieving higher-level results. Longer-term outcomes and impacts will be measured through evaluations.

4. The GEF Agencies will be responsible for project-level results measurement and reporting. The results architecture for the LDCF and SCCF is framed as follows:

- **Goal:** Support developing countries to become climate resilient by integrating both immediate and longer-term adaptation measures in development policies, plans, programs, projects and actions.
- **Impact:** Reduced absolute economic losses at country level due to climate change, including variability.
- **Objective 1:** Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level.
- **Objective 2:** Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level.
- **Objective 3:** Promote the transfer and adoption of adaptation technology.

Risk and Vulnerability Assessments and Baselines

5. The establishment of a baseline is a vital component of results based management. Risk and vulnerability assessments provide useful information to the project baseline and results must be incorporated in the final project documents. All projects will submit a baseline as a part of the final project document. Baselines will incorporate Fund level indicators and project specific indicators. All indicators will be selected based on their relevance to a particular project.

Fund Process Monitoring

6. Fund Process monitoring will assist the GEF to track portfolio and Fund efficiency and effectiveness based on the indicators and targets in Annex 3. Process monitoring is a useful management tool and will take place on an ongoing basis to track whether the Funds' portfolios

are being implemented as intended, standards are being met, and resources are being used efficiently. Indicators for corporate level processes will be tracked and reported annually. These indicators will take into consideration strategic relevance, role/contribution to the mandate of the two Funds and relevance to the guidance of the UNFCCC.

7. Fund Process Monitoring will also cover: (i) RBM issues, such as design of the baseline, collection of baseline data, and a project monitoring strategy with sufficient budget allocation; (ii) resource allocation, including securing financing, financing mechanisms and efficiency of use; and (iii) project quality, including completion of vulnerability and risks assessments during project development.

8. To support Fund management, biannual reports on the progress of the Funds are provided by the GEF Secretariat, and detailed financial reports are provided by the office of the Trustee.

Learning and Knowledge Management

9. Learning and Knowledge Management is a crucial aspect of RBM for adaptation, in particular the feedback of results in project design and strategy development. Current and relevant information will be essential for updating strategies to minimize risks on an ongoing basis. Further, during the next four years, an objective will be to strengthen knowledge creation, sharing and use –either tacit knowledge that resides with individuals or codified knowledge documented on paper– as a way of doing business. Priorities include adopting tools and guidance, and strengthening analytical capacity, specifically with regard to assessing results and progress towards learning objectives.

10. The LDCF and the SCCF support the implementation of concrete adaptation measures, which may include a wide range of options, such as policy reform and institutional capacity building, adaptation investments in core development sectors, and investment in the field of natural resources management. There is a growing need for lessons and experiences from these types of projects, and to ensure that emerging factors influence the GEF’s strategies and policies, as well as the projects it finances.

Learning Objectives

11. Knowledge dissemination would be closely linked to GEF-5 knowledge management (KM) actions. Specific Learning Objectives are outlined below and processes will be put in place to track progress, to report on and learn from interim results. Learning objectives are consistent with the Strategic Goal of the two Funds, “support developing countries to increase resilience to climate change through both immediate and longer-term adaptation measures in development policies, plans, programs, projects and actions”, and are an integral part of knowledge management, which in turn is an important element of the LDCF/SCCF RBM framework.

12. Learning Objectives should facilitate advancements in climate adaptation practices to ensure the achievement of the Funds’ goals, strengthened national capacity to achieve adaptation goals and mitigate risks to ensure effective program delivery. Examples of learning objectives include:

- Understanding the effectiveness of adaptation measures, including how adaptation is integrated in policies, plans, programs, projects and actions, at the local, national, transnational and global level in support of the LDC/SCCF's goals. The objective is to improve the collective understanding of building resilience at all levels to respond to climate variability and change as the key drivers. Further adaptation mainstreaming in broader development frameworks, sectoral strategies and in community livelihoods would be examined in terms of effectiveness to increase adaptive capacity.
- Enhancing social impacts through improved understanding of the causal relationships between adaptation measures and local community welfare, including e.g. empowerment of women and other vulnerable social groups and poverty reduction through employment and diversified livelihood generation. The objective will develop a better understanding of how the inclusion of local socioeconomic benefits in project design as well as the measurement of such local benefits contribute to the achievement of high level adaptation results, in particular, "Prevented and/or reduced absolute economic losses due to climate change, including variability".
- Demonstrating the catalytic effect of LDCF/SCCF financing with the aim of: scaling up or replicating best practices; improving the science evidence base to support the design of projects, strategies and policies; and capture learning from demonstration measures across development sectors.
- Understanding the effectiveness of Community-Based Adaptation (CBA) to climate change and variability. Communities in developing countries are particularly vulnerable to both climate variability (natural hazards including disasters) and climate change. In CBA, the community is considered to be the subject of projects including competence development and technology transfer to improve adaptive capability. CBA is a new area of practice and research, but the emerging evidence shows that its effectiveness depends on a range of factors such as economic issues including poverty situation, social capital, and indigenous knowledge. This Learning Objective will help develop the evidence base for effective CBA and identify conditions/factors contributing to successful CBA.

Knowledge Products

13. The GEF Secretariat would promote the development of knowledge products that can be widely shared and disseminated to adaptation practitioners. The LDCF/SCCF would build on some of the same systems and tools under development for the GEF Trust Fund, as appropriate. One product area relates to information approaches/systems to allow for the analysis and codification of lessons at the portfolio level, capitalizing on the generation of knowledge products and services at project level. For example, all projects as appropriate would develop a GIS map of the project area using tools and technical input developed at corporate level. While the actual map would be part of the project monitoring plan, standards and technical specifications would be developed to ensure coherence across the GEF network.

14. Emphasis would also be given to knowledge dissemination and use building on project level practice, experience and lessons. For example all projects would be required to develop a project specific web site that would facilitate the easy posting and transfer of lessons. Again, the specific package and tools would be developed corporately but made available to the project level to avoid duplication of efforts and cost.

15. Knowledge uptake is critical for ensuring that knowledge products, across countries and regions is shared and assimilated. Dissemination is an important step leading to the use of information to reinforce project design, policies and strategies and to support management, advocacy, partnership building and professional development. The Secretariat will undertake selective and targeted field learning monitoring. These missions will allow for in-depth review of selected themes and learning objectives, factors affecting progress towards results or process issues. Current and relevant information will be essential for updating strategies to minimize risks on an ongoing basis.

16. Specific learning products will be disseminated through the Adaptation Learning Mechanism (ALM), which is a GEF-supported¹ Inter-agency Global Knowledge Platform on Climate Change adaptation.

17. The ALM promotes evolving efforts to integrate adaptation to climate change in development actions and plans by, developing countries other development stakeholders. This learning platform captures the current state of knowledge on planning, implementing, and integrating adaptation in development; identifies gaps in adaptation knowledge by drawing lessons from experience on the ground; and develops responses to these knowledge gaps to support adaptation planning by the GEF and other stakeholders.

18. ALM features practical operational guidance and good practice on adaptation contributed by practitioners from the field and, in particular from GEF financed adaptation projects from around the world. The platform brings together an active community of practice with an emphasis on sharing and learning among local, national, regional and global actors. It is available at www.adaptationlearning.net.

Fund Level Reporting

19. For GEF-5, greater attention will be given to streamline reporting requirements and support the development or refinement of performance measurement tracking tools and systems.

20. Portfolio outcome monitoring will occur on an annual basis to track progress towards reaching intended outcomes. The status of portfolio monitoring will be presented annually at the LDCF/SCCF Council meeting through an *Adaptation Annual Progress Report (AAPR)*. Similar to the exercise conducted for the GEF Trust Fund's active portfolio, the report will be developed as the principal instrument for reporting on active LDCF and SCCF projects.

¹ The Adaptation Learning Mechanism was financed under the Strategic Priority on Adaptation as a Mid-Size Project during GEF-3.

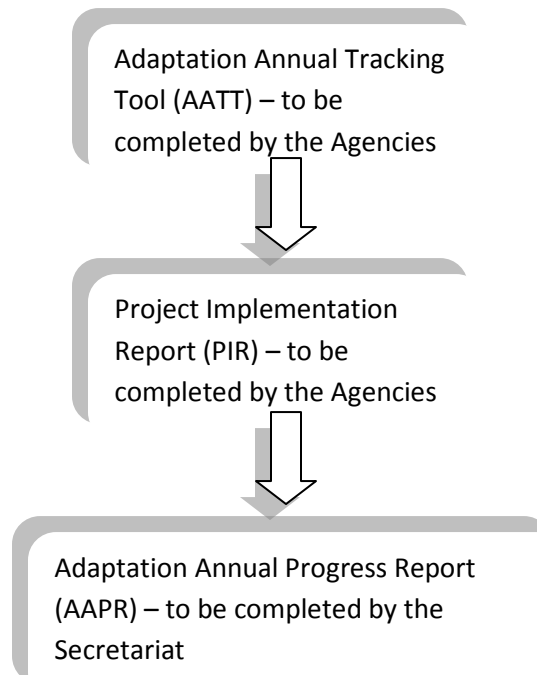
21. The Adaptation Annual Progress Report (AAPR) will be a joint GEF Secretariat/Agencies responsibility and will cover all LDCF and SCCF projects under implementation. The AAPR will report on portfolio and Fund level outcome indicators that *contribute to* the overall goal and objectives of the LDCF and SCCF. Comprehensive portfolio review guidelines will be developed to monitor, inter-alia, project implementation progress, progress towards achievement of increased resilience/reduced vulnerability, realization of co-financing, and actions taken to achieve sustainability and replicability.

22. One means of capturing portfolio results is through a Project Implementation Report (PIR). In a PIR, there is an overall project assessment providing ratings of the “likelihood of achieving project objective” and “implementation progress.” Each project will submit a PIR on an annual basis. A streamlined PIR will be complemented by the quantitative component derived from the Adaptation Annual Tracking Tool (AATT).

23. The GEF Agencies and the Adaptation Task Force have already begun a process to develop results indicators and have suggested a set of general impact indicators as well as project-level outcome indicators for the adaptation portfolio; these can serve as a basis from which to further develop a tracking tool that can be used for monitoring the LDCF/SCCF adaptation programs.

24. The AATT will track a small number of core outputs, progress towards outcomes, selected efficiency indicators and consolidated learning centered on priority area and Fund level learning objectives. Because of the standardized approach, the AATT will facilitate the aggregation of a few key outcomes at the portfolio and Fund level. Every project will employ the tracking tool, combining Fund/portfolio indicators, and indicators on learning and adaptive management.

Figure1: Components of Fund Level Reporting



Evaluation

25. While the monitoring undertaken by the Secretariat is expected to capture outputs and progress toward outcomes, it is useful to note here that additional evaluative judgment is needed to analyze whether higher level outcomes and impacts are achieved. Monitoring and evaluation are distinct and complementary at any given time (over time) relative to respective targets and outcomes. It is descriptive in intent. On the other hand, evaluation gives evidence of why targets and outcomes have or have not been achieved. Evaluation seeks to address issues of causality.

26. Assessing the impacts of the two Funds will be under the purview of the GEF Evaluation Office (EO), which will continue its independent evaluation function and validate results through independent evaluation of the portfolio/Funds. Project midterm and terminal evaluations will be undertaken by the respective agency and the cost allocated as part of the project M&E budget.

Budget Implications

27. The LDCF/SCCF Council will be asked to approve an RBM budget to cover all necessary aspects of monitoring and evaluation. The request will include the cost of developing tools, support systems, learning missions, knowledge management coordination and portfolio/Fund evaluations. All LDCF/SCCF portfolio monitoring and learning would be developed in close coordination with the Adaptation Task Force/GEF Agencies.

Annex 1: Sectoral categories and examples of results areas

LDCF (sector break-down based on analysis of NAPAs)

- **Water Resources Management:** Improving efficiency of water use, providing new sources of water (e.g. rain water collection), improved management of crops and animals to reduce water needs for agriculture (everything relating directly to water use, including agricultural water use).
- **Agriculture/Food Security:** Drought resistant crops, crop diversification, climate resilient crop and soil management methods, food banks (everything relating directly to crops or animals, i.e. not water – however the practical separation between the two is often difficult).
- **Health:** Disease monitoring systems, reducing climate change vulnerability of health and health care systems.
- **Disaster Preparedness/Risk Management:** Early warning systems, meteorological capacity building and making timely information available to key stakeholders, vulnerability assessments, ‘soft’ coastal protection measures, Integrated Coastal Zone Management, updating zoning policies.
- **Infrastructure:** Roads, bridges, ‘hard’ coastal protection measures (e.g. sea walls), irrigation systems, etc.
- **Natural Resource Management:** Fisheries, forestry, soil erosion, grassland management (i.e. for animal grazing), ecosystems, etc. (i.e. natural resource management that is not agriculture or water).
- **Community Level Adaptation:** Project components that have some degree of community level intervention (e.g. pilot activities at the community level) have been rated with 1/6 in this category by default. Other projects with a more clear community focus have been rated with higher values.

SCCF (Sector break-down taken from original COP7 decision)

- **Water Resources Management:** Improving efficiency of water use, providing new sources of water (e.g. rain water collection), improved management of crops and animals to reduce water needs for agriculture (everything relating directly to water use, including agricultural water use).
- **Agriculture/Land Management:** Drought resistant crops, crop diversification, climate resilient management methods, food banks (everything relating directly to crops or animals, i.e. not water – however the practical separation between the two is often difficult).
- **Integrated Coastal Zone Management:** ‘Soft’ coastal protection measures (e.g. beach nourishment, sand fixation, creating vegetation buffer zones), climate change resilient management of coastal natural resources, updating coastal zoning policies, ‘hard’ coastal protection measures (e.g. sea walls).
- **Infrastructure Development:** Climate-resilient roads, bridges, tourism infrastructure, irrigation systems, etc.
- **Fragile Ecosystems:** Glacier fed fresh water systems, coastal ecosystems (e.g. mangroves, coral reefs, etc.) threatened by sea level rise, all activities previously funded through the SPA in the sectors of Biodiversity, Land Degradation, and International Waters.
- **Health:** Disease monitoring systems, reducing climate change vulnerability of health and health care systems.

- **Disaster Risk Management:** Early warning systems, meteorological capacity building and making timely information available to key stakeholders, vulnerability assessments.
- **Cross Cutting Issues:** Either projects where the exact sectoral focus is currently unclear (e.g. more programmatic approaches that has not yet defined a sectoral focus), or cross cutting projects that does not fit any of the above categories (e.g. broader capacity building activities not focused on one particular sector).

Annex 2: Result-Based Management Framework Adaptation to Climate Change

Goal: Support developing countries to become climate resilient by integrating both immediate and longer-term adaptation measures in development policies, plans, programs, projects and actions

Impact: Reduced absolute economic losses at country level due to climate change, including variability

Indicator: Economic loss trend over a project period and beyond due to climate change, including variability

Objective	Expected Outcomes and Indicators	Core Outputs (and Indicators)
<p>Objective1: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level</p>	<p>Outcome 1.1: Increased knowledge and understanding of climate variability and change-induced threats at country level and in targeted vulnerable areas</p> <p>Indicator 1.1.1 Relevant threat information disseminated to stakeholders on a timely basis</p> <p>Indicator 1.1.2 Vulnerability and risk perception index, broken down by sector</p>	<p>Output 1.1.1: Risk and vulnerability assessments conducted and updated</p> <p>Indicator 1.1.1.1 No. and type of projects that conduct and update risk and vulnerability assessments</p> <p>Indicator 1.1.1.2 No. and type of monitoring systems in place</p>
	<p>Outcome 1.2: Strengthened adaptive capacity to reduce risks to climate-induced economic losses</p> <p>Indicator 1.2.1 Targeted institutions with increased adaptive capacity to reduce risks of and response to climate variability</p> <p>Indicator 1.2.2 Capacity perception index</p> <p>Indicator 1.2.3 Reduced losses per extreme weather events</p>	<p>Output 1.2.1: Adaptive capacity of national and regional centers and networks strengthened to rapidly respond to extreme weather events</p> <p>Indicator 1.2.1.1 No. of staff trained on technical adaptation themes</p> <p>Output 1.2.1: Targeted population groups covered by adequate risk reduction systems</p> <p>Indicator 1.2.1.2 % of population covered by adequate risk reduction systems</p> <p>Indicator 1.2.1.3 Reduction in number of people affected by climate variability</p>

Objective	Expected Outcomes and Indicators	Core Outputs (and Indicators)
	<p>Outcome 1.3: Strengthened awareness and ownership of adaptation and climate risk reduction processes at local level</p> <p>Indicator 1.3.1 % of targeted population aware of predicted adverse impacts of climate change and appropriate responses</p> <p>Indicator 1.3.2 % of population affirming ownership of adaptation processes</p>	<p>Output 1.3.1: Targeted population groups participating in adaptation and risk reduction awareness activities</p> <p>Indicator 1.3.1.1 No. and type of adaptation actions or strategies introduced at local level</p> <p>Indicator 1.3.1.2 No. and type of risk reduction actions or strategies introduced at local level</p>
<p>Objective 2: Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level</p>	<p>Outcome 2.1: Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas</p> <p>Indicator 2.1.1 Adaptation actions implemented according to NAPAs (in case of LDCs) and other development frameworks as planned</p> <p>Indicator 2.1.2 % of development frameworks and sectoral strategies that reach adaptation targets, including budget allocation targets</p>	<p>Output 2.1.1: Adaptation measures and necessary budget allocations included in relevant frameworks</p> <p>Indicator 2.1.1.1 No. and type of development frameworks that include adaptation measures (UNDAF, PRSP, etc.)</p> <p>Indicator 2.1.1.2 No. and type of development frameworks and sectoral strategies that include specific budgets for adaptation actions</p> <p>Indicator 2.1.1.3 No. and type of policy and regulatory reforms that take account of economic losses due to climate change, including variability</p>
	<p>Outcome 2.2: Increased adaptive capacity within relevant development sectors and natural resources</p> <p>Indicator 2.2.1 Development sectors' services (health and social services) responsive to needs from changing and variable climate</p> <p>Indicator 2.2.2 Physical infrastructure maintained under climate change and variability-induced stress</p> <p>Indicator 2.2.3 Ecosystem services and natural assets maintained under climate change and variability-induced stress</p>	<p>Output 2.2.1: Vulnerable physical, natural and social assets strengthened in response to climate change impacts, including variability</p> <p>Indicator 2.2.1.1 No. and type of health or social infrastructure developed or modified to respond to new conditions resulting from climate variability and change</p> <p>Indicator 2.2.1.2 No. and type of physical assets strengthened or constructed to withstand conditions resulting from climate variability and change</p> <p>Indicator 2.2.1.3 No. and type of natural resource assets created, maintained or improved to withstand conditions resulting from climate variability and change</p>

Objective	Expected Outcomes and Indicators	Core Outputs (and Indicators)
	<p>Outcome 2.3: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas</p> <p>Indicator 2.3.1 Households and communities have more secure access to livelihood assets</p> <p>Indicator 2.3.2 % of targeted population with sustained climate-resilient livelihoods</p>	<p>Output 2.3.1: Targeted individual and community livelihood strategies strengthened in relation to climate change impacts, including variability</p> <p>Indicator 2.3.1.1 No. and type of adaptation assets (physical as well as in terms of knowledge) created in support of individual or community livelihood strategies</p> <p>Indicator 2.3.1.2 No. of households with more secure access to livelihood assets</p> <p>Indicator 2.3.1.3 No. and type of climate-resilient income sources for communities and individuals</p>
<p>Objective 3: Promote transfer and adoption of adaptation technology</p>	<p>Outcome 3.1: Enhanced enabling environment to support adaptation-related technology transfer</p> <p>Indicator 3.1.1 Policy environment and regulatory framework for adaptation-related technology transfer established or strengthened</p> <p>Indicator 3.1.2 Strengthened capacity to transfer appropriate adaptation technologies</p>	<p>Output 3.1.1: Skills increased for relevant individuals in transfer of adaptation technologies</p> <p>Indicator 3.1.1.1 No. and type of relevant policies and frameworks developed or strengthened</p> <p>Indicator 3.1.1.2 No. and type of institutions/individuals trained in adaptation-related technologies</p>
	<p>Outcome 3.2: Successful demonstration, deployment, and transfer of relevant adaptation technology in targeted areas</p> <p>Indicator 3.2.1 Uptake rates on adaptation-related technology adoption</p> <p>Indicator 3.2.2 % of population adopting transferred adaptation technologies by technology type</p> <p>Indicator 3.2.3 Adopted adaptation technologies strengthen coping mechanisms</p>	<p>Output 3.2.1: Relevant adaptation technology transferred to targeted groups</p> <p>Indicator 3.2.1.1 No. of adaptation technologies by technology type transferred to targeted groups</p> <p>Indicator 3.2.1.2 No. of adaptation technologies by technology type transferred from targeted areas</p>

Annex 3: LDCF/SCCF Level Effectiveness and Efficiency Results Framework

Secure financing and financing mechanisms

1.1 – Increased and diversified contributions	Target
1.1.1 – Total value of contributions (US\$)	\$X billion
1.1.2 – Number of donors	32
1.1.3 – Actual contributions against pledges	100 %
1.1.4 – Materialized co-financing per dollar of promised co-financing (%)	100 %
1.1.5 – Ratio of total LDCF/SCCF resources against co-financing	1 to 2 ²
1.2 – More efficient cost structure	
1.2.1 – Agency fees against total GEF resources	10 %
1.2.2 – Project management fees against total GEF resources	10 %
1.2.3 – LDCF/SCCF management expenses as % of total expenditures	< 5 %
1.2.4 – Total disbursements vs. committed	95 %

Improve Efficiencies in Project Cycle

3.1 – Improved timeliness of program design	Target
3.1.1 – Average turn-round response time on request for PIF/PPG/CEO approval or endorsement	10 day service standard
3.1.2 – Number of projects over 12 month preparation standard – Number of projects over 22 month preparation standard	Baseline to be set for 12 months - MSPs 22 months - FSPs
3.1.3 – Time from first PIF submission to Council Approval - FSP	40 days

² The minimum co-financing for the LDCF/SCCF projects is 1:1 in order to assure that co-financing is not an obstacle for project development/implementation. Experience to date suggests that the 1:2 target ratio may be modest and the expectation is that the target would be exceeded.

	- MSP	30 days
3.1.3	- Average time from CEO endorsement to first project disbursements	4 months
3.1.4	- Average time for extension of project endorsement date	1 month
3.1.5	- Average time for extension of project closure date	0 months
3.1.6	- Percent of PIRs submitted in complete form and meeting deadline	80 %

Quality of Entry

4 – Quality of Entry	Target
4.1 – Average time spent to review a Full Size Project (FSP) PIF from submission to CEO clearance	Target set in year 1
4.2 – Percent of projects with outcomes aligned to country program (national priorities) outcomes, broken down by Full Size Project, Medium Size Project, and Region	100 %
4.3 – Percent of projects aligned with NAPA priorities for the LDCF	100 %
4.4 – Percent of projects with baselines completed at CEO approval/endorsement	100 %
4.5 – Percent of project with M and E plan in place at CEO approval/endorsement	100 %
4.6 – Percent of projects that include gender analysis	100 %
4.7 – Percent of projects that conduct socioeconomic assessments and analysis	100 %
4.8 – Percent of projects that include climate change risk and vulnerability assessment	100 %
4.9 – Percent of new projects that incorporate learning based on evaluation, monitoring, study results, etc. into the design	100 %

Results Driven Implementation

6.1 – Fund Performance Rating	Target
6.1.1 – Percentage of projects that have received good/satisfactory performance ratings	80 %
6.1.2 – Percent of projects that are on track to reach stated objectives	80 %
6.2 – Learning is part of project implementation	Target
6.2.1 – Percent of projects with ongoing learning as reported in the PIR	95 %
6.3 – Efficient Reporting	Target
6.3.1 – Percentage of PIRs that are submitted on a timely basis	85 %
6.3.2 – Percent of reports submitted to UNFCCC on a timely basis	100 %