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REPORT ON PROGRESS MADE IN IMPLEMENTING THE GEF SMALL GRANTS PROGRAMME

(Prepared by the United Nations Development Programme)

I. INTRODUCTION

1. This Information Paper will report on progress made as at 31 October in achieving deliverables specified in Annex K2 to the project document for the Second Operational Phase of the Global Environment Facility Small Grants Programme (GEF/SGP).

2. Please note that the project document was signed by UNDP and the United Nations Office for Project Services (UNOPS), the principal executing agency for the SGP, on 18 February 1999. This date becomes, in effect, the date of replenishment. Deliverables due at the end of Year 1 will be reported as of 15 February 2000. On this basis, a request for replenishment is not being made at this time but will be presented to the next meeting of the Council.

3. Summarizing the information presented in the matrix which follows, we would note that most deliverables due before October 1999 have been achieved, namely (1) issuance in four languages of the Strategic Framework; (2) issuance of Monitoring & Evaluation Strategy; (3) preparation of resources mobilization strategies, (4) approval by the UN Foundation of a US\$3 million grant to GEF/SGP for community-based activities to increase the effectiveness of biodiversity conservation at selected World Natural Heritage sites and globally significant coral reefs, (5) establishment of new data base; and (6) agreement between GEF/SGP and UNOPS on specific measures to improve programme delivery. Country Strategies revised to ensure full consistency with GEF Operational Criteria and Operational Programmes have been approved for 90% of the participating countries and it is expected that all will be approved by the end of 1999. Significant progress has also been made toward achieving the deliverables due at the end of Year 1 (February 2000). A Deputy Global Manager for the Small Grants Programme has been recruited, who took up her duties in September.

4. A Global Workshop for National Coordinators was held in Costa Rica from 19-23 July 1999 in order to ensure full familiarization with the new requirements of the Second Operational Phase and how to apply these in practice. This provided the basis for Coordinators to provide the necessary briefing to members of the National Steering Committees upon return. The Workshop included in-depth sessions on GEF Operational Strategies and Operational Programmes; the Strategic Framework; incremental cost reasoning, including advice on project formulation and resources mobilization; monitoring and evaluation; mainstreaming with GEF, UNDP and other relevant activities; sustainability; and communications strategies. It was preceded by a field trip to share first-hand some of the notable experiences of SGP projects in Costa Rica. Many of the sessions included expert advice from resource persons well versed in these topics, and were enriched by concrete exchange of country-level experience. This is being continued through horizontal communication among Coordinators on the intranet facility set up for this purpose.

4. Annexes to this report include:

Annex A: *Executive Summary of the Global Workshop of SGP Coordinators, 19-23 July 1999.*

Annex B: *SGP Plan of Action 2000-2001 agreed at Global Workshop*

Annex C: *Deliverables for the GEF/SGP (January 1999 – November 2001)*

II. PROGRESS MADE IN IMPLEMENTING THE GEF SMALL GRANTS PROGRAMME

(As at 31 October 1999)

Deliverables of February 1999 – February 2000

Deliverable and Indicators	Status of Achievement
<p>A. Consolidation of GEF/SGP Strategic Framework and country strategies to ensure fit with GEF OS and OPs.</p> <p>1. GEF/SGP Strategic Framework and Operational Guidelines prepared and translated into three languages within four months after replenishment.</p> <p>2. Revised Country Strategies are approved and applied according to the Global Strategic Framework six months after replenishment.</p> <p>B. Progress on monitoring and evaluation strategy at project, country programme and global programme levels.</p> <p>3. GEF/SGP M & E strategy in place and applied by country programmes within six months after replenishment.</p> <p>4. Up-to-date (as of 90 days) databases covering all relevant aspects of programme and project implementation at headquarters and country</p>	<p>a. The Strategic Framework was prepared, translated and disseminated in March 1999.</p> <p>b. The Operational Guidelines have been revised; they will be translated and circulated by 30 November 1999.</p> <p>c. Of the 43 operational country programmes¹ 40 have prepared and submitted a revised Country Programme Strategy. The SGP Central Programme Management Team (CPMT) in New York reviewed and commented on all strategies, mainly to ensure consistency with GEF OS and OPs. By 31 October 1999, 37 were approved, together with the respective country grant allocations. The Second Operational Phase is therefore under implementation in 90% of the SGP countries. In the remaining 6, issues concerning consistency of country strategy criteria with GEF OS and OPs are being resolved and it is expected that all 43 will be approved and that grant funds will be allocated by the end of 1999.</p> <p>d. A revised draft of the M & E Strategy was circulated to all participating countries for comments; it was also discussed at the Global Workshop of SGP National Coordinators that took place in San Jose, Costa Rica in July 1999.</p> <p>e. A final version of the strategy has been completed and disseminated through the SGP-Xchange; translations will be ready by</p>

¹ The SGP is not operational in Laos and Cambodia because of questions concerning the appropriate institutional framework. In response to a recommendation by an audit report, SGP operations in Cameroon were suspended in mid-1999 as a result of financial and administrative problems. A second audit mission submitted a report in October 1999 which is currently under review

Deliverable and Indicators	Status of Achievement
<p>programme levels.</p> <p>C. Programme administration</p> <p>5. Agreement on specific measures to improve the delivery of programme support services between GEF/SGP management and UNOPS within three months after replenishment.</p> <p>D. Mobilization of non-GEF resources for “baseline activities”.</p> <p>6. Global and country resource mobilization strategies in place within 6 months after replenishment.</p> <p>7. Co-financing and leveraging achieved in the range of \$5 million in cash and \$5 million in kind.</p> <p>E. Initiation of capacity building efforts at country and community levels to ensure congruence with GEF OS and OPs.</p>	<p>30 November 1999. It will be applied to all SGP-funded projects in the Second Operational Phase.</p> <p>f. The format for the basic database was agreed in February 1999 and information available at headquarters was entered for 1002 projects by end March. Training in the use of the new databases was provided to NCs during the Global Workshop held in Costa Rica in July. Country-level application began on 31 July following the workshop. NCs are expected to review, correct or add information during the next quarter. Two new sections are under development: The first covers financial information on projects, particularly grant disbursement schedules, and the second deals with administration and management. These additions will streamline reporting processes. The database is still in a trial period and changes may be introduced when and if new information needs are identified.</p> <p>g. Steps taken to improve delivery of programme support services by UNOPS include adoption of an integrated management team approach and recruitment of an additional professional to support SGP daily operations. UNOPS has also contributed to relevant portions of the Strategies, Operational Guidelines and to the development of the database and has initiated start-up training for new National Coordinators.</p> <p>h. A global resource mobilization strategy and action plan have been prepared and will be translated and disseminated by 30 November. All country programme strategies contain country-level resource mobilization strategies. There was a rich dialogue and exchange of experiences on this subject at the Global Workshop.</p> <p>i. At the global level, the UN Foundation has</p>

Deliverable and Indicators	Status of Achievement
<p>7. Regional workshops held with training modules on GEF/SGP strategic framework and new strategies on resource mobilization, M & E, and communications & outreach, within 6 months after replenishment.</p> <p>8. Stakeholder workshop materials are revised and contain paradigm cases based on GEF/SGP projects reflecting global benefits and incremental costs.</p> <p>F. Plan of action for building functional link GEF-wide initiatives.</p> <p>G. Work plan for the next two years.</p>	<p>just approved a \$3 million grant to GEF/SGP for community-based biodiversity conservation activities at selected World Natural Heritage sites and globally significant coral reefs. Negotiations with other organizations are also in progress which should lead to additional cash co-financing of approximately \$15 million starting in year 2000 for multi-country activities over the next 5 years. At the national level, contributions are being received in cash and in-kind for project and programme co-financing. Resources mobilized in Year 1 will be reported to the next Council meeting.</p> <p>j. A Global Workshop of National Coordinators was held in San Jose, Costa Rica on 19-23 July 1999. The workshop was preceded by a field trip to share experiences of SGP projects in Costa Rica. The agenda of the Workshop included sessions on: GEF OS and OPs, with project examples from various SGP countries; the Strategic Framework; incremental cost reasoning, including advice on project formulation; Monitoring and Evaluation; mainstreaming of SGP activities with relevant programmes and projects of UNDP and other institutions, including GEF; sustainability, resource mobilization and communications. The workshop included expert advice from resource persons, horizontal experience exchange and training. Results are being shared with all NCs, National Steering Committees (NSCs), UNDP Country Offices and potential stakeholders. Regional workshops will be held in year 2000 to assess achievements and share, and analyze, experience in the first year of the Second Operational Phase.</p> <p>k. Revised stakeholder workshop materials are being prepared and the GEF/SGP has identified some projects from the First Operational Phase that provide a good basis for paradigm cases highlighting the issues of</p>

Deliverable and Indicators	Status of Achievement
	<p>global benefits and incremental cost. Materials will be completed by the end of Year 1.</p> <p>i. The Strategic Framework and Country Programme Strategies contain elements designed to achieve better links between SGP projects and GEF-wide-initiatives. This issue was also discussed at the Global Workshop, and initiatives are underway to improve linkages, e.g., a joint meeting between SGP NCs and national coordinators of the UNDP/GEF Mesoamerican Biological Corridor project in Antigua, Guatemala on 23-24 October 1999. GEF Country Dialogue Workshops will include a module on the SGP.</p> <p>m. A Plan of Action for 2000-2001 was prepared in a participatory manner during the Global Workshop and is attached to this report as Annex C. It addresses all elements and deliverables contained in Annex K2.</p>



United Nations Development Programme



GLOBAL ENVIRONMENT FACILITY
Small Grants Programme

Global Workshop of SGP Coordinators

19-23 July 1999

Hotel Bougainvillea, San Jose, Costa Rica

I. EXECUTIVE SUMMARY

Forty-three National Coordinators (NCs) of the GEF Small Grants Programme (SGP), a programme administered for the Global Environment Facility (GEF) by UNDP, participated in a global workshop in San Jose, Costa Rica, from 19 to 23 July 1999. Other participants included specialists in global biodiversity and sustainable livelihood issues, staff from the GEF and SGP Coordination Units at UNDP headquarters in New York, and representatives of the United Nations Office for Project Services (UNOPS), which executes the programme for UNDP.

This summarizes highlights of the five-day meeting.

Objectives of the Workshop

Participants expressed their hope at the outset of the workshop that the meeting would:

- Enhance their understanding of GEF technical issues and ways of linking GEF concerns for conservation of the global environment to communities' livelihood concerns.
- Strengthen the coordinators' capacities in other areas, including resource mobilization and monitoring and evaluation.
- Generate new ideas for projects and programme implementation strategies.
- Enable coordinators to share experiences with each other and with headquarters staff.
- Result in an action plan for implementing the SGP in the Second Operational Phase.

Global Context of the Workshop

Factors bearing on discussion at the workshop were said to include:

- The fact that some GEF Council members had reservations about the SGP prior to the Second Independent Evaluation carried out in 1998.
- Changes in GEF priorities and emphases since the SGP was established.
- The Council's decision to replenish funding for the SGP provided that it achieve specified targets (deliverables) in 1999-2000, including:
 - Consolidation of the SGP Strategic Framework and Country Strategies to ensure a fit with the GEF Operational Strategy (OS) and Operational Programmes (OPs).
 - Progress in Monitoring and Evaluation (M & E) at all levels.

- Mobilization of non-GEF resources for baseline activities.
- Capacity building to ensure compliance with the GEF OS and OPs.
- The priority being given to the concept of incremental cost and how it should be applied to SGP.

There was consensus on the last point that the concept of incremental cost cannot be applied to SGP at the project level but that SGP must mobilize non-GEF resources at global and national levels as one means of covering “baseline” costs.

Criteria for Project Selection

Participants focussed on criteria for choosing projects in the GEF thematic areas and on the links between community-based activities to conserve the global environment and sustainable livelihood activities at the community level.

Ecotourism was seen as an important tool for promoting conservation by assuring community livelihoods. Productive activities can also generate income for communities, but it was emphasized that this is a complex area requiring access to business skills and advice. Consultations with experts can help staff to determine which SGP capacities should be strengthened, how the SGP can support innovative livelihood activities without violating GEF criteria, which projects to support, what lessons can be learned from experience to date, and how to form useful partnerships at national and local levels.

Factors Contributing to Programme and Project Sustainability

Various factors were identified that can contribute to the sustainability of SGP-funded projects after SGP support has terminated, including building measures to assure sustainability into the design of the project, ensuring community ownership of the project, strengthening community capacities, identifying partners who can provide ongoing technical assistance or other forms of support, and mobilizing co-financing from other donors.

Steps to ensure the sustainability of the SGP national programmes may include cooperating with government programmes and involving key government officials in the work of the SGP; mobilizing resources from bilaterals and other donors for the national programme as well as projects; providing screening, selection, monitoring and evaluation services to other small grant programme donors; cooperating with national environmental funds; participating in the establishment of a national foundation or other mechanism to solicit contributions and disburse grants, and/or publicizing the SGP widely, including through the media.

Capacity Building

Capacity building was seen as a key tool for enabling SGP to attain its goals at global, national and project levels. Strategies and techniques for strengthening the capacities of National Coordinators, SGP partners, NGOs and grant recipients include workshops and other training activities, exchanges of information and experience, e.g., through project site visits, technical assistance by local consultants, and networking, including through the SGP-xchange.

Mainstreaming

There was consensus that it is important to “mainstream” SGP experience in order to share lessons learned and enhance the impact of the programme. Many of the problems being addressed by the programme have origins in national policies, and community action will have little long-term impact unless complemented by policy review and revision. Targets for mainstreaming initiatives include UNDP, GEF, the host government, donors, and NGOs and CBOs. Discussion focussed on strategies and opportunities for mainstreaming. It was also recognized that there are risks involved in mainstreaming, including excessive demands on the coordinator’s time.

Resource Mobilization

The GEF Council has replenished funding for the SGP at the level of \$31,619,266 for two years in the expectation that SGP will mobilize \$30 million in cash and in kind from non-GEF sources. This presents challenges at global, national and project levels.

At the global level, the New York Coordination Unit is in the process of developing global and in-country resource mobilization strategies, providing information to the coordinators on UNDP cost-sharing and trust fund procedures, sharing information on fund-raising techniques and possible sources of funds, and promoting project co-financing arrangements with other relevant UNDP programmes. The New York Coordination Unit has also approached two important donors for programme support on a multi-country basis. Global efforts are helpful, it was agreed, **but in-country resource mobilization is the key to meeting GEF targets**. Seeking support at the country level involves:

- Identifying potential donors, including government programmes and projects, UNDP and other UN agencies, multilaterals and bilaterals, international financial institutions, international NGOs, foundations and the private sector.
- Understanding donors’ priorities and interests and persuading them that the SGP programme and projects fit their interests.
- Making the SGP visible.
- Marketing SGP effectively, e.g., showing how SGP adds value to donors’ own activities; publicizing donors’ contributions.
- Drawing on the resources and support of the UNDP Country Office.
- Managing contributions effectively.
- Ensuring effective monitoring and evaluation; meeting donors’ reporting requirements.

Challenges to effective in-country resource mobilization may include obtaining UNDP Country Office support, including flexible procedures for approaching donors; the need to develop new relations with the private sector, and competition for available resources.

Monitoring and Evaluation (M & E)

The operation of an M & E system to track and assess global benefits is an output in the project document for the Second Operational Phase. A draft M & E Framework has been sent to all coordinators.

Good M & E practices contribute to project and programme sustainability, help SGP to demonstrate global benefits and compliance with GEF criteria, and promote learning and visibility through the gathering and dissemination of information. At the project level, M & E is intended to enhance project performance, build local capacities, and facilitate the identification and sharing of lessons learned. It must be seen as a management tool, ensuring timely adjustments in response to the inevitable unforeseen developments, on a continuing basis. To achieve these goals, M & E must be built into the design of every funded project; full community involvement is essential to effective project M & E.

At the country level, annual assessments will be required. M & E products are expected to benefit reports to the GEF Council on the achievement of benchmarks identified in the project document, the independent evaluation to be carried out in the fourth year of the current phase, and SGP communications strategies.

Constraints to effective M & E include difficulties in developing indicators for measuring the benefits to the global environment of community-based projects; problems in interpreting some GEF concepts at the community level, and a lack of M & E capacities at several levels.

Communications Strategies

SGP communications strategies should vary according to the target audience. Target audiences include project beneficiaries and other communities; CBOs, people's associations and other community groups; NGOs (including both advocacy and operational NGOs); academia, and women's and youth groups.

Policy-makers and government officials at national, provincial and local levels are important targets. It is important also to target GEF Council members, GEF focal points and multilateral, bilateral and private donors. The media are essential to develop public understanding and support.

"Messages" to be communicated should cover the objectives of the programme, good projects and practices, and human-interest stories, including stakeholder views.

Many different techniques were identified for telling the SGP story at local, national and global levels, including write-ups on attractive projects; evaluations and case studies on best practices; articles in UNDP, GEF, NGO and other publications; materials posted on Web sites; stakeholder workshops; site visits to funded projects, and radio broadcasts, videos, theatrical performances and presentations at exhibitions and fairs. Press releases and news conferences may help to interest the media.

Support is needed from the New York Coordination Unit for the development of effective in-country communications strategies.

Management, Administrative and Financial Issues

Country-level issues relating to programme management, administration and finances include issues relating to the National Steering Committee (NSC), especially procedures for assuring the rotation of committee members, and issues in relations between the SGP National Coordinator and the UNDP Country Office. These vary from country to country but may include administrative procedures that impede SGP programme implementation, excessive demands on the coordinator's time for services to UNDP projects and/or the new UNDP strategic results frameworks, contractual and salary problems, and

inflexible or inconsistent interpretations of local rules. The Central Programme Management Team should spell out the roles and responsibilities of the National Coordinator and NSC in relation to the UNDP Country Office and establish global standards in respect to coordinators' posts and contracts.

Other financial and administrative issues which coordinators must address relate to the nature of the Memorandum of Agreement (MOA) with project grantees, lack of grantee capacity to prepare financial reports on funded projects, occasional financial mismanagement by project grantees, issues relating to the determination and use of country allocations, possible SGP liabilities when it has solicited project co-financing (parallel financing), and a lack of clarity on the part of some governments regarding the legal status of SGP. UNDP and UNOPS headquarters staff offered information and strategies for addressing these issues.

Action Plan

An Action Plan for implementing suggestions and recommendations from the workshop, developed by a group of coordinators from the different regions, was reviewed at the closing session. Country-level headquarters responsibilities are spelled out and a time frame is established for each suggested action. The Action Plan Matrix, which appears as Annex 2 in the full report on the global workshop, provides an excellent basis for ongoing collaboration among the principal partners in the SGP.

ANNEX B

PLAN OF ACTION 2000-2001 AGREED AT GLOBAL WORKSHOP

ACTION PLAN MATRIX

AGENDA ITEM	ACTION	NC	CPMT	TIME FRAME	REMARKS
I	II. Relevant global factors				
	Collect data on globally significant areas	X		Ongoing	Start in 1999
	Provide NCs with information on globally significant areas as per Conventions, etc. to help NCs justify the global significance of projects		X	Ongoing	
	Organize national workshops on globally significant areas	X		1999	
	Consult with the NCs when approving the addition of new countries	X	X	2000	With focus on the regional balances
	Ensure project and programme compliance with the GEF Operational Strategy and Programmes	X		Ongoing	
	Ensure a clear understanding of GEF/SGP mandate, vision and methodology by the GEF Council and Secretariat through the following: <ul style="list-style-type: none"> • Contacts with the GEF Council members • Improved documentation on impacts, best practices, co-financing etc. • Demonstration of links with macro-GEF projects • Demonstration of sustainability of GEF/SGP projects • Contacts with NGOs which will participate in the GEF Council (There are 10 NGOs represented in the GEF/Council) and explore possible participation at GEF/NGO consultation • Distribution to NCs of the list of GEF/Council members, including NGO observers 	X	X	1999	
	Organize Regional GEF/SGP Workshops		X	2000	
	Finalize and distribute GEF/SGP Stakeholder Workshops guidelines		X	1999	
	Reconcile GEF/SGP criteria with community needs in a pragmatic way	X		Ongoing	
	Approve CPSs and allocate grant funds		X	1999	
	Update the global workplan		X	1999	
II	Identifying, designing and implementing projects: Incremental cost issues				
	Provide clear guidelines on incremental cost, as related to the GEF/SGP, as necessary		X	2000	
	Improve record keeping and reporting on cost-sharing and parallel financing at the level of individual projects and country programmes	X		Ongoing	
	Continue dialogue with GEF Secretariat and Council on appropriate application of IC to SGP		X	Ongoing	
III	Identifying, designing and implementing projects: Substantive criteria				

	Organize training workshops on GEF Operational Programmes	X		Ongoing	
	Continuous exchange of views between NCs	X		Ongoing	
	Translate programme-related materials into user-friendly languages and post translations on SGP exchange	X		Ongoing	
	Modify the Strategic Framework as experience accumulates.		X	Ongoing	
IV	Sustainable livelihood issues				
	Consider representation of the private sector on the NSC where appropriate	X		1999	
	Encourage UNDP/CO to link GEF/SGP to sustainable livelihood programmes	X	X	Ongoing	
	Share information on best practices at national/global levels	X	X	Ongoing	
	Share SGP database with stakeholders, as appropriate	X	X	2000	
	Incorporate business strategy/plan in relevant projects, as appropriate	X		2000	
V	Capacity building methods and technical resources				
	Engage relevant business skills for assessing and developing relevant project proposals	X		1999	
	Explore organization of joint training programmes for programme assistants		X	2000	
	Provide materials in relevant UN working languages		X	Ongoing	
	Make use of the GEF country dialogue workshops	X		2000	
	Provide GEF technical bulletins to NCs		X	Ongoing	
	Promote country-twinning arrangements to support new NCs/country programmes and facilitate exchange visits by new NCs	X	X	Ongoing	
	Organize training workshops for grantees on project formulation/implementation/M&E	X		1999-2000	
VI	Enhancing SGP's impact: Mainstreaming				
	Involve major donors, private sector, GEF focal points and relevant government agencies in the NSC, as appropriate	X		1999	
	Gather/update information on relevant UN/UNDP, government, GEF, donor supported programmes	X		Ongoing	
	Use donor roundtables, NSCs, UNDP regular meetings etc. as a means of promoting GEF/SGP, linking GEF/SGP to other programmes and sharing best practices	X		Ongoing	
	Brief government and donor agencies on the benefits of mainstreaming	X		1999	
	Promote partnership arrangements at all levels	X		Ongoing	
	Identify all potential donors supporting small-scale community initiatives	X	X	1999	
	Make contacts with the RRs on mainstreaming issues		X	1999	
	Participate in the Regional RR meetings	X	X	Ongoing	
	Ensure that relevant SURFs are well aware of GEF/SGP	X	X	Ongoing	

VII	Resource mobilization				
	Prepare and disseminate the global resource mobilization strategy		X	1999	
	Identify donors and prepare a national resource mobilization strategy	X		1999	
	Provide an enabling environment for NCs on resource mobilization	X	X	Ongoing	
	Share experiences among NCs on good practices with respect to resource mobilization	X	X	2000	
	Obtain information on “who funds what”	X	X	Ongoing	
	Organize a meeting with the private sector to inform them about the programme and its achievements, as appropriate	X		2000	
	Motivate the UNDP/COs to assist the GEF/SGP country programmes in resource mobilization	X	X	1999	
	Be well informed on UNDP rules and procedures on fund reporting, recording and management	X		Ongoing	
	Form co-financing partnerships with other UNDP and donor small grants programmes, environmental funds, community foundations, etc.	X		Ongoing	
	Explore possible establishment of a foundation or other mechanism to solicit and receive contributions to SGP programme and/or projects	X		Ongoing	
VIII	Management, administrative and financial issues				
	Provide the NYCU with recommendations for revision of the Operational Guidelines	X		Late August 1999	
	Update and finalize the GEF/SGP Operational Guidelines		X	End-September 1999	
	Provide NCs with a list of currently available GEF/SGP documents		X	August 1999	
	Make sure that the RRs are fully informed about relevant GEF/SGP requirements, such as the NC’s time devoted for non-GEF/SGP functions; reporting requirements, supervising arrangements, etc.		X	1999	
	Establish a HQ task force to revisit and improve the contractual status of the NCs and report to the NCs on results		X	1999	
	Establish a NCs Task Force to review NC issues	X		1999	
	Provide NCs, periodically, with relevant financial information (PDRs, project revisions, etc.) together with necessary explanatory notes		X	Ongoing	
	Provide NCs with SBAA agreement		X	1999	
	Incorporate project audit as a standard management practice	X	X	Ongoing	
	Provide NCs with enough lead time for preparing documents as requested		X	Ongoing	
	Provide NCs with a clear picture on global financial arrangements, such as country allocations, etc.		X	Ongoing	

IX	Monitoring and Evaluation				
	Provide the NYCU with clear recommendations on the M&E Framework	X		mid August 1999	
	Revise, finalize and distribute the M&E Framework		X	mid-September 1999	
	Provide NCs with materials on M&E techniques	X	X	2000	
	Encourage site visits among grantee NGOs/among countries	X		Ongoing	
	Promote the dissemination of best M&E practices among NCs	X	X	Ongoing	
X	Communication strategies				
	Prepare and disseminate the global communications strategy		X	1999	
	Tap local country/project budgets for consultants to develop materials on lessons learned		X	Ongoing	
	Use existing information-sharing mechanisms of UNDP and GEF (Choices, Flash, etc.)	X	X	Ongoing	
	Use existing national and international NGO networks (Friends of the Earth, Third World Network, ELCI Newsletter, etc), UN System communications/publications (Lonely Planet, Earth Times, etc): draw on UN Information Officer	X	X	Ongoing	
	Use special commemoration events (such as Earth Day, World Environment Day, etc) for promoting the GEF/SGP achievements and success stories	X	X	Ongoing	
	Use other existing mechanisms	X	X	Ongoing	
	Use global gatherings (such as CSD) for making GEF/SGP visible through participation of NCs or CPMT	X	X	Ongoing	

The major principle in all GEF/SGP operations will be “TRANSPARENCY” at all levels.

ANNEX C

DELIVERABLES FOR THE GEF/SGP (JANUARY 1999 - NOVEMBER 2001)

Year	Report to GEF Council on achievement of specific deliverables	Indicators
End of Year 1 ** (Nov. 1999)	<p>Interim report with the following deliverables:</p> <ul style="list-style-type: none"> • Consolidation of GEF/SGP strategic framework and country strategies to ensure fit with GEF OS and OPs. • Progress on monitoring and evaluation strategy at project, country programme and global programme levels. • Programme administration. <p><u>(The GEF/SGP will report on progress on the above 3 deliverables to the May 1999 Council meeting.)</u></p> <ul style="list-style-type: none"> • Mobilization of non-GEF resources for “baseline” activities. • Initiation of capacity building efforts at country and community levels to ensure congruence with GEF OS and OPs. • Plan of action for building functional links with GEF-wide initiatives. • Work plan for the next two years. 	<ul style="list-style-type: none"> • GEF/SGP Strategic Framework and Operational languages in 4 months after replenishment. • 1,500 each of both the Strategic Framework and countries within 5 months after replenishment. • Revised country strategies are approved and approved Framework 6 months after replenishment. • GEF/SGP M&E strategy in place and applied by after replenishment. • Up-to-date (as of 90 days) databases covering all project implementation at headquarters and country level. • Agreement on specific measures to improve the relationship between GEF/SGP management and UNOPS with UNOPS. • Global and country resource mobilization strategy developed. • Co-financing and leveraging achieved in the range of 10-20%. • Regional workshops held with training modules on new strategies on resource mobilization, M&E, and monitoring and evaluation, 6 months after replenishment. • Stakeholder workshop materials are revised and approved for use on GEF/SGP projects reflecting global benefits and country needs.
End of year 2	Interim report with the following deliverables:	

Year	Report to GEF Council on achievement of specific deliverables	Indicators
(Nov. 2000)	<ul style="list-style-type: none"> • GEF/SGP “fit” with GEF Operational Strategy and Programs. • Mobilization of non-GEF resources for “baseline” activities. • Functional links with GEF-wide initiatives. • Outreach and awareness • Progress on monitoring and evaluation strategy at project, country programme and global programme levels. • Knowledge base management. • Mainstreaming within UNDP. • Expansion of programme. • Capacity building at country and community levels. • Work plan for the next two years. 	<ul style="list-style-type: none"> • Yearly country evaluation reports show that all 1 strategies and operational guidelines. • Co-financing and leveraging achieved in the rang kind. • On an average each established country program demonstration projects with large GEF projects. • At least 20 medium-size project proposals result • UNDP/GEF focal points included in NSC in at 1 • SGP’s decentralized institutional structure incre based awareness raising about global environme • Communications and outreach strategy and asso country levels. • At least 2 projects per country per year receive 1 • By the end of the year, 2 new projects will have projects. • Case studies prepared on best practices and less • In SGP countries where the services are provide • Database of GEF/SGP projects can be accessed technically possible. • NCs participate in relevant UNDP Project Appr: • Five new countries added in accordance with est • At least 1 stakeholder workshop held in all coun
End of year 3	Interim report with the following deliverables:	

Year	Report to GEF Council on achievement of specific deliverables	Indicators
(Nov. 2001)	<ul style="list-style-type: none"> • Progress on achievement of strategic benefits and global environmental benefit. • Expansion of programme. • Capacity building efforts at country and community levels. • Mobilization of non-GEF resources for “baseline” activities. • Linkages with other non-GEF environment and development programmes/agencies. • Work plan for two years. 	<ul style="list-style-type: none"> • Results of technical review to assess strategic ro global environmental benefit. • Five additional countries included in GEF/SGP criteria. • At least 1 stakeholder workshop held in all coun • Co-financing and leveraging achieved in the rang • On an average each GEF/SGP country programr demonstration project. • At least 5 other development environmental proq approaches and strategies.

*** The deliverables for November 1999 have been selected bearing in mind that they must be achieved over a 7 to 8 month period,*