

Request for Expression of Interest
GEF Country Portfolio Evaluation: Cuba (1992-2011)

BACKGROUND

Country Portfolio Evaluations (CPEs) are one of the main evaluations streams of work of the Evaluation Office of the Global Environment Facility (GEF). By capturing aggregate portfolio relevance, results and performance of the GEF portfolio in a country, CPEs provide useful information for the GEF Council and the country concerned. To date, the Office has conducted a total of 11 CPEs. Typically, these evaluations have involved mixed teams of national and international consultants at various levels of seniority. The level of effort has ranged from 100 to 150 man/days (of which 25 percent was for project visits) over a period of 8-12 months. Research assistance support at the portfolio level has been provided separately by the Office.

CPEs aim to provide the GEF Council with an assessment of results and performance of GEF supported activities at country level, and of how those activities fit into the national strategies and priorities as well as within the global environmental mandate of the GEF. CPEs are conducted following standard Terms of Reference, which are adapted to the particular country's context and GEF support, but maintaining the following three key areas of investigation:

- 1) Effectiveness, results and sustainability of GEF support by GEF focal area (biodiversity, climate change, international waters, land degradation and chemicals);
- 2) Relevance of the GEF support to the national sustainable development agenda and environmental priorities and GEF mandate and objectives; and
- 3) Efficiency of the GEF support, including roles and responsibilities between different actors, synergies and partnerships.

CPEs are managed and quality assured independently by the GEF Evaluation Office. The CPE Evaluation Report is the final responsibility of the GEF Evaluation Office.

The standard CPE methodology includes a combination of qualitative and quantitative data gathering and analysis tools. Furthermore, CPEs use standardized protocols to review projects and to conduct interviews and surveys. Triangulation is a key element in the evaluation analysis. A selected number of GEF supported projects are visited in the context of CPEs. More information about the GEF Evaluation Office, previous CPEs and CPE Standard Terms of Reference can be found at www.gefeo.org.

The Cuba CPE will take place between October 2011 and May 2012.

ASSIGNMENT DESCRIPTION

The GEF Evaluation Office invites consulting firms with experience in evaluation in the area of environment and/or sustainable development.

The following background and experience is required:

- Extensive experience in the areas of environment or sustainable development
- Solid background and demonstrated experience in project, program and particularly in strategic, country and/or portfolio level evaluations
- Deep knowledge of environmental and sustainable development issues in Cuba
- Knowledge of the GEF, its agencies, and its focal areas

Preference will be given to national and regional consulting firms.

The scope of the requested services ranges from familiarization with major GEF documents, preparation in consultation with GEF Evaluation Office staff of a detailed evaluation work plan, assistance to and participation in the initial scoping mission, in depth desk review of all national GEF projects and of a selection of regional/global projects in which Cuba participates, conduct of interviews and/or electronic surveys with relevant GEF stakeholders and beneficiaries, Review of Outcomes to Impact (ROtI) field studies of a selection of completed projects, analysis and triangulation of the evaluative evidence gathered, drafting of an aide memoire with the main preliminary findings and conclusions to be discussed in a final consultation workshop, assisting in the organization and conduct of the final consultation workshop, preparing the Draft GEF Cuba CPE report to be sent out for comments, considering and eventually incorporating the comments received in a final GEF Cuba CPE Report.

The GEF Evaluation Office will manage the Cuba CPE by providing quality assurance, methodological support and technical inputs as well as all other documents required to carry out the services.

SUBMISSION REQUIREMENTS

The GEF Evaluation Office now invites eligible national and regional consulting firms to indicate their interest in providing the described services. Interested firms must provide information indicating that they are qualified to perform these services (please see requirements in the Qualification Criteria section). Please note that the total size of all attachments should be less than 5 MB.

Interested firms are hereby invited to submit expressions of interest. They should be submitted, in English, through the World Bank Groups online platform eConsultant2:
<https://wbgeconsult2.worldbank.org/wbgec/index.html>.

NOTES

Following this invitation for Expression of Interest, a shortlist of qualified firms will be formally invited to submit proposals.

Qualification Criteria

- **1.** Interested consultants should provide information showing that they are qualified in the field of the assignment.*
- **2.** Interested consultants should provide information on the technical and managerial capabilities of the firm.*
- **3.** Interested consultants should provide information on their core business and years in business.*
- **4.** Interested consultants should provide information on the qualifications of key staff.*

* - *Mandatory*

STANDARD TERMS OF REFERENCE FOR GEF COUNTRY PORTFOLIO EVALUATIONS

(Approved by Rob D. van den Berg, Director, GEF Evaluation Office,
on September 16, 2010)

Background

1. Country Portfolio Evaluations (CPEs) are one of the main evaluation streams of work of the GEF Evaluation Office.¹ By capturing aggregate portfolio results and performance of the GEF at the country level they provide useful information for both the GEF Council and the countries. CPEs relevance and utility will increase in GEF-5 with the increased emphasis on country ownership and portfolio development at the country level.

2. This document updates the 2006 standard Terms of Reference (ToRs) for CPEs. The way CPEs are conducted will remain consistent throughout GEF-5, so at the end of the phase, there is an opportunity to compare across countries. Nevertheless, each of these evaluations will include particular questions relevant to other evaluations under implementation in the Office at the time of the evaluation and other questions specifically relevant to the country under review. As was the case during GEF-4, CPEs will be conducted fully and independently by the GEF Evaluation Office and when possible in partnership with other evaluation offices of GEF Agencies, from governments or non-governmental sectors. Country-specific ToRs for each CPE will be prepared, based on the standard ones described in this document, at the time it is conducted.

Objectives

3. The purpose of GEF CPEs is to provide GEF Council with an assessment of how GEF is implemented at the country level, a report on results from projects and assess how these projects are linked to national environmental and sustainable development agendas as well as to the GEF mandate of generating global environmental benefits within its focal areas. These evaluations will have the following objectives:

- i. independently evaluate the **relevance** and **efficiency**² of the GEF support in a country from several points of view: national environmental frameworks and decision-making processes; the GEF mandate and the achievement of global environmental benefits; and GEF policies and procedures;

¹ Countries having undergone CPEs during GEF-4 are: Costa Rica, Samoa, the Philippines, Benin, Cameroon, Madagascar, South Africa, Egypt, Syria, Turkey and Moldova.

² **Relevance**: the extent to which the objectives of the GEF activity are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies; **Efficiency**: a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

- ii. assess the **effectiveness** and **results**³ of completed projects aggregated at the focal area;
 - iii. provide additional evaluative evidence to other evaluations conducted or sponsored by the Office; and
 - iv. provide **feedback** and **knowledge** sharing to (1) the GEF Council in its decision making process to allocate resources and to develop policies and strategies; (2) the Country on its participation in, or collaboration with the GEF; and (3) the different agencies and organizations involved in the preparation and implementation of GEF funded projects and activities.
4. Furthermore these evaluations are conducted to bring to the attention of Council different experiences and lessons on how the GEF is implemented at the national level from a wide variety of countries. CPEs do not aim at evaluating the performance of GEF Agencies, national entities (agencies/departments, national governments or involved civil society organizations), or individual projects.

Key Evaluation Questions

5. GEF Country Portfolio Evaluations are guided by a set of key questions that should be answered based on the quantitative and qualitative analysis of the evaluative information and perceptions collected during the evaluation exercise. These questions are:

Relevance

- a) Is the GEF support relevant to: the national sustainability development agenda and environmental priorities; national development needs and challenges; action plans for the GEF's national focal areas?
- b) Are GEF and its Agencies supporting environmental and sustainable development prioritization, country ownership and decision-making process of the country?
- c) Is the GEF support in the country relevant to the objectives linked to the different Global Environmental Benefits (GEBs) in biodiversity, greenhouse gases, international waters, land degradation, and chemicals focal areas?
- d) Is the country supporting the GEF mandate and focal areas programs and strategies with its own resources and/or with the support from other donors?

Efficiency

- a) How much time, effort and financial resources does it take to formulate and implement projects, by type of GEF support modality?
- b) What role does Monitoring and Evaluation (M&E) play in increasing project adaptive management and overall efficiency?
- c) What are the roles, types of engagement and coordination among different stakeholders in project implementation?
- d) What are the synergies for GEF project programming and implementation among: GEF Agencies; national institutions; GEF projects; and other donor-supported projects and activities?

³ **Results:** the output, outcome or impact (intended or unintended, positive and/or negative) of a GEF activity;
Effectiveness: the extent to which the GEF activity's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

Effectiveness, results and sustainability

- a) What are the results (outcomes and impacts) of completed projects?
 - b) What are the aggregated results at the focal area and country levels?
 - c) What is the likelihood that objectives will be achieved for those projects that are still under implementation?
 - d) Is GEF support effective in producing results related to the dissemination of lessons learned in GEF projects and with partners?
 - e) Is GEF support effective in producing results which last in time and continue after project completion?
6. Each of these questions is complemented by indicators, potential sources of information and methods in an evaluation matrix. A standard version of the CPE evaluation matrix is annexed to this document.

Scope and Limitations

7. CPEs will cover all types of GEF supported activities in the country at different stages of the project cycle (pipeline, on-going and completed) and implemented by all GEF Agencies in all focal areas, including applicable GEF corporate activities such as the Small Grants Programme and a selection of regional and global programs that are of special relevance to the country. However, the main focus of the evaluation will be the projects implemented within the country boundaries, i.e. the national projects, be these full-size, medium-size or enabling activities.⁴
8. The stage of the project will determine the expected CPE focus (see Table 1).

Table 1. Focus of evaluation according to stage of project

Project Status	Focus		On a exploratory basis	
	Relevance	Efficiency	Effectiveness	Results
Completed	Full	Full	Full	Full
On-going	Full	Partially	Likelihood	Likelihood
Pipeline	Expected	Processes	Not applicable	Not applicable

9. CPEs are challenging as the GEF does not establish country programs that specify expected achievements through programmatic objectives, indicators, and targets.⁵ In general, CPEs entail some degree of retrofitting of frameworks to be able to judge the relevance of the aggregated results of a diverse portfolio of projects. Accordingly, the standard CPE evaluation framework described here will be adapted along with the other relevant national and GEF Agencies' strategies, country programs and/or planning frameworks as a basis for assessing the aggregate results, efficiency and relevance of the GEF country portfolio.

10. GEF support is provided through partnerships with many institutions operating at many levels, from local to national and international level. It is therefore challenging to consider GEF support separately. The CPE will not attempt to provide a direct attribution of development results to the GEF, but address the contribution of the GEF support to the overall achievements, i.e. to establish a credible link between what GEF supported activities and its implications. The evaluation will address how GEF support has contributed to overall achievements in partnership

⁴ The review of selected regional projects will feed in the aggregate assessment of the national GEF portfolio described above.

⁵ Voluntary National Portfolio Formulation Exercises (NPFs) are being introduced in GEF-5. CPEs that will be conducted in countries having chosen to do an NPFE will use it as a basis for assessing the aggregate results, efficiency and relevance of the GEF country portfolio.

with others, by questions on roles and coordination, synergies and complementarities and knowledge sharing.

11. The assessment of results will be focused, where possible, at the level of outcomes and impacts rather than outputs. Project-level results will be measured against the overall expected impact and outcomes from each project. Progress towards impact of a representative sample of mature enough projects (i.e. completed at least since 2 years) will be looked at through field Reviews of Outcome to Impact (ROtI) studies. Expected impacts at the focal area level will be assessed in the context of GEF objectives and indicators of global environmental benefits. Outcomes at the focal area level will be primarily assessed in relation to catalytic and replication effects, institutional sustainability and capacity building, and awareness. The inclusion of regional and global projects increases the complexity of this type of evaluations since these projects are developed and approved under different context (i.e. regional or global policies and strategies) than national countries. However, a representative number of regional and global projects will be included based on criteria such as the relevance of the regional project for the country, the implementation unit being located in the country, among others.

12. The context in which these projects were developed, approved and are being implemented constitutes another focus of the evaluation. This includes a historic assessment of the national sustainable development and environmental policies, strategies and priorities, legal environment in which these policies are implemented and enforced, GEF Agencies country strategies and programs and the GEF policies, principles, programs and strategies.

Methodology

13. CPEs will be conducted by staff of the GEF Evaluation Office and national and international consultants, i.e. the Evaluation Team, led by a Task Manager from the GEF Evaluation Office.⁶ The team includes technical expertise on the national environmental and sustainable development strategies, evaluation methodologies, and GEF. The consultants selected must qualify under the GEF Evaluation Office Ethical Guidelines, and are requested to sign a declaration of interest to indicate no recent (last 3-5 years) relationship with GEF support in the country. Operational Focal Points in the country are asked to act as resource persons in facilitating the CPE process by identifying interviewees and source documents, organizing interviews, meetings and field visits.

14. The methodology includes a series of components using a combination of qualitative and quantitative evaluation methods and tools. The expected sources of information include:

- Project level: project documents, project implementation reports, terminal evaluations, terminal evaluation reviews, reports from monitoring visits, and any other technical documents produced by projects;
- Country level: national sustainable development agendas, environmental priorities and strategies, GEF-wide, focal area strategies and action plans, global and national environmental indicators;
- Agency levels: country assistance strategies and frameworks and their evaluations and reviews;
- Evaluative evidence at country level from other evaluations implemented either by the Office, by the independent evaluation offices of GEF Agencies, or by other national or international evaluation departments;

⁶ Preference will be given to local consultants wherever possible.

- Interviews with GEF stakeholders, including the GEF Operational Focal Point and all other relevant government departments, bilateral and multilateral donors, civil society organizations and academia (including both local and international NGOs with a presence in the country), GEF Agencies, SGP and the national UN conventions' Focal Points;
- Interviews with GEF beneficiaries and supported institutions, municipal governments and associations, and local communities and authorities;
- Surveys with GEF stakeholders in the country;
- Field visits to selected project sites, using methods and tools developed by the Office such as the Guidelines for Terminal Evaluation Reviews (TER) or the Review of Outcomes to Impact (ROtI) Handbook;
- Information from national consultation workshops.

15. The quantitative analysis will use indicators to assess the relevance and efficiency of GEF support using projects as the unit of analysis (that is, linkages with national priorities, time and cost of preparing and implementing projects, etc.) and to measure GEF results (that is, progress towards achieving global environmental impacts) and performance of projects (such as implementation and completion ratings). Available statistics and scientific sources, especially for national environmental indicators, will also be used.

16. The Evaluation Team will use standard tools and protocols for the CPEs and adapt these to the national context. These tools include a project review protocol to conduct the desk and field reviews of GEF projects and interview guides to conduct interviews with different stakeholders.

17. The CPE will include visits to project sites. The criteria for selecting the sites will be finalized during the implementation of the evaluation, with emphasis placed on both ongoing and completed projects. The evaluation team will decide on specific sites to visit based on the initial review of documentation and balancing needs of representation as well as cost-effectiveness of conducting the field visits.

18. Quality assurance on evaluation methods, tools and processes used will be performed at key stages of the process (ToRs, draft and final CPE reports) by two external experts renowned in the international evaluation community and academia. To this end, memorandums of understanding will be prepared and signed by the Evaluation Office and appropriate institutions to which the experts belong.

Process and Outputs

19. Once the country is selected and has agreed to undergo the CPE, and other preparatory work and preliminary data gathering is undertaken, the CPE process includes the following steps:

- Initial GEF Evaluation Office visit to:
 - (1) Scope the evaluation, i.e. define precisely what the evaluation should cover, and identify through consultations with national stakeholders what key issues should be included in the analysis;
 - (2) Secure government support, in particular from GEF Operational Focal Points. The Focal Point will be requested to provide support to the evaluation such as: identification of key people to be interviewed, support to organize interviews, field visits and meetings, and identification of main documents;
 - (3) Conduct a first stakeholder consultation workshop to present evaluation and receive comments to develop country specific terms of reference;
 - (4) Conduct individual meetings as a follow up of the consultation workshop, to fine tune the information gathered during the initial stakeholder consultation workshop.

- Prepare country specific ToRs with annexed evaluation matrix, and submit it to peer reviewers for quality control, before finalization and disclosure;
- Launch the evaluative phase, collect information and review literature to extract existing reliable evaluative evidence;
- Prepare specific inputs to the CPE, including:
 - the **GEF Portfolio Database** which describes all GEF support activities within the country, basic information (GEF Agency, focal area, implementation status), project cycle information, GEF and co-financing financial information, major objectives and expected (or actual) results, key partners per project, etc.
 - **Country Environmental Legal Framework** which provides an historical perspective of the context in which the GEF projects have been developed and implemented. This document will be based on information on environmental legislation, environmental policies of each government administration (plans, strategies and similar), and the international agreements signed by the country presented and analyzed through time so to be able to connect with particular GEF support.
 - **Global Environmental Benefits Assessment** which provides an assessment of the country's contribution to the GEF mandate and its focal areas based on appropriate indicators, such as those used in the System for the Transparent Allocation of Resources (STAR) (biodiversity, climate change and land degradation) and others used in projects documents.
- Conduct field studies (case studies, TERs, ROIs, other) of completed national projects, selected in consultation with the Office staff, which will contribute to strengthen the information gathering and analysis on results.
- Conduct the evaluation analysis and triangulation of collected information and evidence from various sources, tools and methods. This will be done during a second mission in the country by the Office staff to consolidate the evidence gathered so far and fill in any eventual information and analysis gaps before getting to findings, conclusions and preliminary recommendations. During this mission, additional analysis, meetings, document reviews and/or field work might be undertaken as needed;
- Conduct a national stakeholder consultation workshop for the Government and national stakeholders, including project staff, donors and GEF Agencies, to present and gather stakeholders' feedback on the main CPE findings, conclusions and preliminary recommendations to be included in an Aid-Mémoire. The workshop will also be an opportunity to verify eventual errors of facts or analysis in case these are supported by adequate additional evidence brought to the attention of the Evaluation Team;
- Prepare and circulate to stakeholders and peer reviewers a draft CPE report, which incorporates comments received at the national stakeholder consultation workshop;
- Consider the eventual incorporation of comments received to the draft report and prepare the final CPE report, and submit it to peer reviewers for the last quality control.⁷

Key Milestones

20. The evaluation will be conducted between [month/year] and [month/year]. The key milestones of the evaluation are presented here below:

⁷ The GEF Evaluation Office will bear full responsibility for the content of the report.

Milestone	Deadline
Preparatory work, preliminary data gathering	
Scoping mission	
Drafting country-specific ToRs/evaluation matrix	
Quality control/peer review, finalization and disclosure of ToRs	
Launching evaluation phase, literature review, data gathering	
Finalization of the GEF country portfolio database	
Country Environmental Legal Framework	
Global Environmental Benefits Assessment	
Field studies	
Data collection/interviews and project review protocols	
Consolidation and triangulation of evaluative evidence, additional analysis/gap-filling	
Presentation of key preliminary findings in a national consultation workshop	
Draft CPE report sent out to stakeholders and peer reviewers for comments	
Incorporation of comments received in a final CPE report	
Quality control/peer review and final CPE report	
Country response to the CPE	

CPE Report Outline

21. The CPE report should be a concise, stand-alone document organized along the following general table of contents:

CHAPTER 1. Main Conclusions and Recommendations

Background

Objectives, Scope and Methodology

Conclusions

- Relevance
- Efficiency
- Results and effectiveness

Recommendations

CHAPTER 2. Evaluation Framework

Background

Objectives and Scope

Methodology

Limitations

CHAPTER 3. Context

[country]: General description

Environmental resources in key GEF support areas

The environmental legal framework in [country]

The environmental policy framework in [country]

The Global Environmental Facility: General description

CHAPTER 4. The GEF portfolio in [country]

Defining the GEF Portfolio

Activities in the GEF Portfolio

Evolution of GEF Support by Focal Area and by GEF Agency

Corporate, Regional and Global Programs

CHAPTER 5. Results of GEF support to [country]

Global Environmental Impacts
Catalytic and Replication Effects
Institutional Sustainability and Capacity Building
Results by Focal Area

CHAPTER 6. Relevance of the GEF support in [country]
Relevance of GEF Support to the Country's Sustainable Development Agenda and Environmental Priorities
Relevance of GEF Support to Country's Development Priorities and Challenges
Relevance of GEF Support to National Action Plans within GEF Focal Areas
Relevance of GEF Support to the achievement of Global Environmental Benefits
Relevance of the GEF Portfolio to Other Global and National Institutions

CHAPTER 7. Efficiency of GEF supported activities in [country]
Time, Effort, and Financial Resources Required for Project formulation
Coordination and synergies
Monitoring and Evaluation for Project Adaptive Management
Roles and Responsibilities among Different Stakeholders in Project Implementation
The GEF Focal Point Mechanism in the Country
Learning

ANNEXES

- A. Country Response
- B. Country-specific Terms of Reference
- C. Evaluation Matrix
- D. Interviewees
- E. Sites Visited
- F. Workshop Participants
- G. GEF Portfolio in [country]
- H. Bibliography

ANNEX 1

STANDARD CPE EVALUATION MATRIX

Key question	Indicators/basic data	Sources of information	Methodology
Is GEF support effective in producing results ...			
... at the project level?	Project outcomes and impacts	Project staffs and beneficiaries, national and local government representatives	Focus groups and individual interviews
		ROtI studies	ROtI methodology
	Existing ratings for project outcomes (i.e., self-ratings and independent ratings)	Project-related reviews (implementation reports, terminal evaluations, TE reviews, etc.)	Desk review, project review protocols
	Changes in global benefit indexes and other global environmental indicators	Evaluative evidence from projects and donors, Global Environmental Benefits Assessment	Literature review, meta analysis of evaluation reports
... at the aggregate level (portfolio and program) by focal area?	Aggregated outcomes and impact from above	Project staffs and beneficiaries, national and local government representatives	Focus groups and individual interviews
		ROtI studies	ROtI methodology
		Project-related reviews (implementation reports, terminal evaluations, TE reviews, etc.)	GEF Portfolio aggregate analysis
		Data from overall projects and other donors	Desk review
	Catalytic and replication effect	ROtI studies	ROtI methodology
		Project staffs and beneficiaries, national and local government representatives	Focus groups and individual interviews
	Contribution by the GEF	Data from overall projects and other donors	Desk review
		ROtI studies	ROtI methodology
... at the country level?	Aggregated outcomes and impact from above	Project-related documentation (project documents and logframes, implementation reports, terminal evaluations, TE reviews, etc.)	GEF portfolio aggregate analysis, desk review
		Project staffs and beneficiaries, national and local government representatives	Field visits, focus groups and individual interviews
	Overall outcomes and impacts of GEF support	Data from projects financed by other donors and or by the government. ROtI studies	Desk review, ROtI methodology
	Catalytic and replication effect		
... related to the dissemination of lessons learned in GEF projects and with partners?	Project design, preparation and implementation have incorporated lessons from previous projects within and outside GEF	Project-related reviews (implementation reports, terminal evaluations, TE reviews, etc.), ROtI studies,	Desk review, ROtI methodology, GEF portfolio and pipeline analysis
		NGO staffs, Project staff and beneficiaries, national and local government representatives	Focus groups and individual interviews
... which last in time and continue after project completion?	Availability of financial and economic resources	Project-related reviews (Implementation reports, terminal evaluations, TE reviews, etc.), NGO staffs, Project staffs and beneficiaries, national and local government representatives, ROtI studies	Desk review, focus groups and individual interviews, project review protocols, ROtI methodology, GEF portfolio analysis
	Stakeholders' ownership, social factors		
	Existence of a technical know how		
	Environmental risks		
	Existence of an institutional and legal framework	Country legal environmental framework	Literature review, timelines, historical causality, etc.

Key question	Indicators/basic data	Sources of information	Methodology
Is GEF support relevant to...			
... the country's sustainable development agenda and environmental priorities?	GEF support is within the country's sustainable development agenda and environmental priorities	Relevant country level sustainable development and environment policies, strategies and action plans Project-related documentation (project document and logframe, implementation reports, terminal evaluations, TE reviews, etc.), PMIS, Agencies' project databases	Desk review, GEF portfolio analysis by focal area, Agency, modality and project status (national)
	Level of GEF funding compared to other ODA in the environmental sector	Available databases (international as WB, OECD, etc., and national, i.e. dept. of statistics, other)	
	GEF support has country ownership and is country based (i.e., project origin, design and implementation)	Government officials, agencies' staff, donors and civil society representatives Country Legal Environmental Framework	Stakeholder consultation (focus groups, individual interviews) Literature review, timelines, historical causality, etc.
... the country's development needs and challenges?	GEF supports development needs (i.e., income generating, capacity building) and reduces challenges	Relevant country level sustainable development and environment policies, strategies and action plans Project-related documentation (project document and logframe, implementation reports, terminal evaluations, TE reviews, etc.), PMIS, Agencies' project databases	Desk review, GEF portfolio analysis by focal area, Agency, modality and project status (national)
	The GEF's various types of modalities, projects and instruments are in coherence with country's needs and challenges	Government officials, agencies' staff, donors and civil society representatives Country Legal Environmental Framework	Stakeholder consultation (focus groups, individual interviews) Literature review, timelines, historical causality, etc.
... national GEF focal area action plans?	GEF support linked to the national environmental action plan (NEAP); national communications to UNFCCC; national POPs; National Capacity Self-Assessment (NCSA); adaptation to climate change (NAPA), etc.	GEF-supported enabling activities and products (NCSA, NEAP, NAPA, national communications to UN Conventions, etc.) Small Grant Programme country strategy Government officials, agencies' staff, donors and civil society representatives	Desk review Stakeholder consultation (focus groups, individual interviews)
	Project outcomes and impacts are related to the RAF Global Benefit Index (for biodiversity and climate change) and to other global indicators for POPs, land degradation and international waters	National Conventions action plans, RAF, BD scorecard, etc. Country Legal Environmental Framework	Desk review, project field visits, project review protocols Literature review, timelines, historical causality, etc.
	GEF support linked to national commitments to Conventions	Project-related documentation (project document and logframe, implementation reports, terminal evaluations, TE reviews, etc.), PMIS, Agencies' project databases Government officials, agencies' staff, donors and civil society representatives Global Environmental Benefits Assessment	GEF portfolio analysis by focal area, Agency, modality and project status (national) Stakeholder consultation (focus groups, individual interviews) Literature review
... GEF mandate and focal area programs and strategies?	GEF activities, country commitment and project counterparts support GEF mandate and focal area programs and strategies (i.e., catalytic and replication, etc.)	GEF Instrument, Council decisions, focal area strategies, GEF4 programming strategy. Project-related documentation (project document and logframe, implementation reports, terminal evaluations, TE reviews, etc.), PMIS, Agencies' project databases GEF Secretariat staff and technical staff from GEF Agencies Global Environmental Benefits Assessment Country Legal Environmental Framework	Desk review, GEF portfolio analysis by focal area, Agency, modality and project status (national) Interviews Literature review Literature review, timelines, historical causality, etc.

Key question	Indicators/basic data	Sources of information	Methodology
Is GEF support efficient?			
How much time, money and effort does it take to develop and implement a project, by type of GEF support modality?	Process indicators: processing timing (according to project cycle steps), preparation and implementation cost by type of modalities, etc.	Project-related documentation (project documents and logframes, implementation reports, terminal evaluations, TE reviews, etc.), PMIS, Agencies project databases, RAF pipeline	Desk review, GEF portfolio analysis, timelines
	Projects drop-outs from PDF and cancellations	GEF Secretariat and Agencies' staff and government officials	Interviews, field visits, project review protocols
	GEF vs. cofinancing	National and local government officials, donors, NGOs, beneficiaries	
What are the roles, engagement and coordination among various stakeholders in project implementation?	Level of participation	Project-related reviews (implementation reports, terminal evaluations, TE reviews, etc.)	Desk review and meta analysis of evaluation reports, interviews and field visits
	Roles and responsibilities of GEF actors	Project staff, government officials	
	Coordination between GEF projects	GEF Secretariat staff and technical staff from GEF Agencies	Interviews, field visits, institutional analysis
Are there synergies among GEF Agencies in GEF programming and implementation?	Existence of a national coordination mechanism for GEF support	GEF Secretariat staff and technical staff from GEF Agencies	Interviews, field visits, institutional analysis
	Acknowledgement between GEF Agencies of each other's projects	Project-related reviews (implementation reports, terminal evaluations, TE reviews, etc.)	
Are there synergies between national institutions for GEF support in programming and implementation?	Effective communication and technical support between GEF project agencies and organizations	GEF Agency staff, national executing agencies (NGOs, other)	Desk review and meta analysis of evaluation reports, interviews and field visits
	Acknowledgement between institutions of each other's projects	Project-related reviews (implementation reports, terminal evaluations, TE reviews, etc.)	
Are there synergies between national institutions for GEF support in programming and implementation?	Effective communication and technical support between national institutions	Project staff, national and local government officials	Desk review and meta analysis of evaluation reports, interviews and field visits
	Acknowledgement between institutions of each other's projects	Project-related reviews (implementation reports, terminal evaluations, TE reviews, etc.)	
Are there synergies between GEF support and other donors' support?	Effective communication and technical support between institutions	NGO staffs and donors' representatives	Desk review, focus groups and individual interviews, and field visits
	Complementarity of GEF support	Evaluations of other donors' funded projects	