



THIRD JOINT GEF-UNDP

# EVALUATION

OF THE SMALL GRANTS  
PROGRAMME

ANNEXES

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# ANNEX A. APPROACH PAPER

## Background and context

### Introduction

The Small Grants Programme (SGP) of the Global Environment Facility (GEF) will be evaluated jointly by the independent evaluation offices (IEOs) of the GEF and the United Nations Development Programme (UNDP). The joint evaluation was included in the GEF IEO work program that was approved by the GEF Council in June 2019.<sup>1</sup> The evaluation will build on the 2015 Joint GEF-UNDP Evaluation of the SGP and will focus on the period July 2014 to June 2019.

Building on the 2015 joint evaluation, this evaluation will focus on SGP's strategic mission, upgrading policy, use of full-size projects (FSPs) as a modality, and governance, management and operations. A shared budget of \$200,000—\$100,000 each from the independent evaluation offices of the GEF and UNDP—for this evaluation has initially been approved by the Joint Steering Committee of the evaluation on 12 September 2019. This approach paper has been developed jointly by the IEOs of GEF and UNDP. The joint evaluation will be submitted to the GEF Council in December 2020 and presented to the UNDP Executive Board in June 2021.

### Background and context

The GEF created the SGP in 1992 with the explicit aim of developing community-led and -owned strategies and technologies for reducing threats to the global environment—notably in connection with biodiversity loss, mitigating climate change, land degradation and protecting international waters, and chemical and waste management—while addressing livelihood challenges. The principal strategy of the SGP is to provide small grants—up to a maximum of \$50,000<sup>2</sup>—to needy communities to support the use of practices and technologies that benefit the global environment.

The SGP is a corporate GEF program implemented by UNDP. The United Nations Office for Project Services (UNOPS), the executing agency of the global program, provides financial and administrative support to the program at the country and global levels. Overall strategic and programming directions, supervision, and technical support are provided by a Central Programme Management Team (CPMT) based in New York.<sup>3</sup> Each participating country has a locally recruited SGP national coordinator, and often a program assistant. The national coordinator is often associated with and supported by the UNDP country office or hosted in a nongovernmental organization (NGO) that acts as a national host institution. Each participating country develops a country program strategy (CPS) for each SGP operational phase that adapts the SGP global strategic framework to specific country conditions<sup>4</sup>. National

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<sup>1</sup> GEF/ME/C.56/03, Four-Year Work Program and Budget of the GEF Independent Evaluation Office – GEF-7, May 14, 2019. Available from: [https://www.thegef.org/sites/default/files/council-meeting-documents/EN\\_GEF.ME\\_C56\\_03\\_IEO\\_GEF-7\\_Work\\_Program\\_May\\_2019\\_Rev\\_01\\_0.pdf](https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C56_03_IEO_GEF-7_Work_Program_May_2019_Rev_01_0.pdf)

<sup>2</sup> Grants are up to a maximum of \$50,000 while in practice the average grant amount is approximately \$25,000. Through a strategic projects window, grants up to \$150,000 are provided to better enable scaling up, and to cover a larger number of communities within a critical landscape or seascape. At the time of writing 81 active projects have a budget of more than \$50,000.

<sup>3</sup> CPMT consists of eight staff including a global manager, a deputy global manager, program advisers on the GEF focal areas, a program specialist for knowledge management, a monitoring and evaluation specialist, and two program associates. Together, they provide global supervision and day-to-day programmatic and operational guidance to over 125 countries that are part of the SGP global program. In the 15 upgraded countries, CPMT is responsible for coordinating knowledge management activities as well as matters pertaining to the SGP global operational guidelines. It should be noted that Upgraded Country Programmes (UCPs) are managed by a UNDP-GEF Global Coordinator, who provides oversight by supporting and monitoring implementation and promoting the sharing of lessons learned and best practices among UCPs and between UCPs and the Global Programme, as per GEF/C.54/05/Rev.0, "GEF Small Grants Programme: Implementation Arrangements for GEF7."

<sup>4</sup> For UCPs, the full-size GEF project document is considered as the country program strategy.

steering committees provide major substantive contributions to and oversight of their respective SGP country program as key governance structure at the country level. The national steering committee, whose members are volunteers, typically comprises representatives from local civil society organizations (CSOs), government, academia, UNDP and occasionally other GEF Agencies such as Conservation International, International Union for Conservation of Nature, and World Wildlife Fund, as well as other cofounding donors, indigenous peoples' organizations, the private sector, and the media; a majority of members should be nongovernmental, respecting the CSO-led nature of the program. Grants are awarded directly to community-based organizations (CBOs) and NGOs. The use of local CSOs and/or CBOs as grantee partners implies a built-in preference for projects requiring community involvement.

SGP aims to contribute to resolving global environmental and sustainable development challenges by providing small grants to communities and CSOs for projects aligned with the strategic priorities of the GEF and within the framework of sustainable development. The SGP targets community-level initiatives across the range of global environmental issues addressed by the GEF and seeks to integrate actions that lead to poverty reduction with a participatory approach (table A1).

Table A1<sup>5</sup>: SGP distribution by GEF focal area

Focal Area <sup>a</sup>	Projects		Total grant amount	Cofinancing in cash	Cofinancing in kind	Total cofinancing
	Number	Percentage	Million \$			
<b>Biodiversity</b>	11,039	46.0	289.75	174.56	212.32	386.88
<b>Capacity development</b>	725	3.0	22.89	7.00	9.19	16.19
<b>Chemicals and waste</b>	674	2.8	19.4	10.48	10.97	21.45
<b>Climate change</b>	4,774	19.9	140.68	95.07	90.55	185.62
<b>Climate change adaptation</b>	650	2.7	19.77	6.51	13.39	19.90
<b>International waters</b>	970	4.0	25.06	15.79	22.83	38.62
<b>Land degradation</b>	3,545	14.8	99.38	56.34	69.88	126.22
<b>Multifocal area</b>	1,614	6.7	35.74	17.88	20.54	38.42
<b>Total</b>	<b>23,991</b>	<b>100.0</b>	<b>652.67</b>	<b>383.63</b>	<b>449.67</b>	<b>833.30</b>

Source: SGP Database; grand totals reflected in Annual Monitoring Report, 2019.

As of June 2019, the SGP has provided about 23,990 small grants with a total of \$653 million in grants. Most of the projects are multi-focal in nature, however, for reporting purpose, grantees are asked to select the most dominant focal area. Historically, biodiversity projects have constituted the largest share of the global SGP portfolio. Climate change projects (including adaptation) come second after the biodiversity ones and are followed by land degradation projects. These three SGP project areas constitute the large majority of the global SGP portfolio, corresponding to 83 percent of the total number of projects, and 84 percent of the total grant budget.

The SGP is a tool for the GEF to achieve global environmental benefits while addressing the livelihood needs of local populations, paying special attention to reaching the poor and the marginalized, as well as promoting gender

<sup>5</sup> Cumulative SGP projects (both Global and UCPS) since 1992, with June 30, 2019, as the cut-off date. SGP projects have an integrated approach with multi-focal benefits. The distribution is indicative of the primary entry point as identified by projects. The three main primary entry points (biodiversity, climate change, and land degradation) represent 79 percent of the portfolio.

equality. Since the start of the SGP, the number of participating countries has grown from 11 to 125. Of these countries, 40 are Least Developed Countries (LDCs) and 37 are Small Island Development States (SIDSs), with several countries in fragile situations.

Currently 110 countries are in the SGP global program and 15 are upgraded countries. The SGP global program is funded by core funding agreed by the GEF replenishment for each replenishment cycle. During GEF-5, countries with the longest-standing and most mature SGP country programs were transitioned to a new funding mechanism to enable the SGP to continue to expand and serve low-income nations without concomitant growth in core funding. As of June 2019, there are 15 upgraded countries (table A2) and one is under development (Malaysia) under GEF-7. Country programs in upgraded countries are funded through full- or medium-size projects utilizing endorsed funds from the System for Transparent Allocation of Resources (STAR) funds of their respective country. There is a total of 26 projects, amounting to \$92.85 million in grants and \$152.92 million in co-financing, in the upgraded country programs.

Table A2: Overview of SGP upgraded country programmes (million \$)

Country	Year upgraded	Number of upgraded country programs	Sum of GEF grant amount	Sum of cofinancing
<b>Bolivia</b>	2011	2	7.80	18.10
<b>Brazil</b>	2011	2	9.48	15.00
<b>Costa Rica</b>	2011	3	8.80	15.22
<b>Ecuador</b>	2011	3	8.05	12.03
<b>Egypt</b>	2016	1	2.84	4.07
<b>India</b>	2011	2	9.47	17.00
<b>Indonesia</b>	2016	1	3.56	11.75
<b>Kazakhstan</b>	2016	1	2.65	4.70
<b>Kenya</b>	2011	2	8.56	11.16
<b>Mexico</b>	2011	2	9.09	12.23
<b>Pakistan</b>	2011	2	5.44	6.69
<b>Peru</b>	2016	1	3.20	5.75
<b>Philippines</b>	2011	2	9.02	10.50
<b>Sri Lanka</b>	2016	1	2.50	3.30
<b>Thailand</b>	2016	1	2.38	5.41
<b>Grand Total</b>	-	<b>26</b>	<b>92.85</b>	<b>152.92</b>

Note: Upgrading of country programs became operational under GEF-5. Depending on which year a country qualified as upgraded, it can have a maximum of three upgraded country programs as of now. Year upgraded refers to the year of CEO endorsement.

In the SGP strategic directions for GEF-6 (2014–18),<sup>6</sup> a three-pronged approach was used that focused its work on globally recognized ecosystems, establishment of institutional and financial support mechanisms, and systematic development of capacity of local and national civil society stakeholders. SGP introduced four multi-focal platforms

<sup>6</sup> GEF/C.46/13, GEF Small Grants Programme: Implementation Arrangements for GEF-6, April 30, 2014. Available from: [https://www.thegef.org/sites/default/files/council-meeting-documents/GEF.C.46.13\\_GEF\\_Small\\_Grants\\_Programme\\_-\\_Implementation\\_Arrangements\\_for\\_GEF-6\\_April\\_30\\_2014\\_1.pdf](https://www.thegef.org/sites/default/files/council-meeting-documents/GEF.C.46.13_GEF_Small_Grants_Programme_-_Implementation_Arrangements_for_GEF-6_April_30_2014_1.pdf)

for the implementation of its microprojects at the country level: community landscape and seascape conservation, climate-smart innovative agro-ecology, low-carbon energy access cobenefits, and local to global chemicals management coalitions. Under the strategic directions, SGP country programs would acknowledge gender differences and support actions to promote women's role in implementation of programs and projects.

Under GEF-7 (2018–22), the SGP places greater emphasis on promoting strategic and results-based investments at the local level, in alignment with GEF-7 focal area strategies and impact programs.<sup>7</sup> The SGP intends to focus more on supporting innovation and scalable initiatives at the local level to tackle global environmental issues in priority landscapes and seascapes. To improve effectiveness, the SGP is adopting and strengthening key approaches including: empowering local communities, targeting support to LDCs and SIDS, supporting community innovation on emerging issues, promoting partnerships and broader adoption, scaling up and replication results, and serving as a dependable global community-based grant mechanism and platform for the environment. Five strategic initiatives are designed to promote alignment with GEF integrated approaches to key global environmental issues and complementarity to focal areas and impact programs at the community level. These include sustainable agriculture and fisheries, low-carbon energy access benefits, community-based threatened ecosystems, and species conservation; land and water, local to global coalitions in chemicals and waste management, and catalyzing sustainable urban development. In line with the GEF gender policy and UNDP gender strategy, country programs intend to actively support actions to promote the role of women in project implementation, particularly relating to gender equality and women's empowerment, relevant to the local context.

#### **Previous evaluations of the SGP**

The 2008 joint evaluation was presented to the Council in November 2007 and assessed the relevance of SGP results to the GEF and to country and environmental priorities, the effectiveness of the SGP in generating global environmental benefits, and the efficiency of the SGP in engaging community-based groups and civil society organizations. The most recent joint evaluation of the SGP was presented to the GEF Council in June 2015 and to the UNDP Executive Board in September 2015 and built on the 2008 joint evaluation of the SGP. The evaluation covered four main areas: (1) current role and results of the SGP: effectiveness in achieving global environmental benefits while addressing livelihoods, poverty, and gender; (2) broader adoption issues; (3) the SGP's strategic positioning; and (4) efficiency issues, including monitoring and evaluation (M&E). Particular attention was given to the upgrading of SGP country programs and related policies.

The main conclusions of these evaluations were:

- As of 2015, the SGP continued to support communities with projects that are effective, efficient, and relevant. Replication, scaling-up, and mainstreaming are occurring, building on the 2008 conclusion that the SGP is a cost-effective way for the GEF to generate global environmental benefits while addressing country priorities and responding to the needs of local populations.
- In 2008, the evaluation found that the management model had reached its limits and was not suitable for a new phase of growth. In 2015, the SGP governance and management structures were found to be adequate but were increasingly strained by an ever rapidly changing context. The 2008 joint GEF–UNDP SGP evaluation was crucial in shaping the way forward for the SGP and provided the foundation for the implementation of several important changes, some of which were essential for making it possible to broaden the program to more countries. In 2015, the evaluation noted that the introduction of upgrading and related policies contributed to the evolution of the SGP by setting out expectations for country programs and their development over time. The new policies have resulted in increased resources for the

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<sup>7</sup> GEF/C.54/05/Rev.01, GEF Small Grants Programme: Implementation Arrangements for GEF-7, June 26, 2018. Available from: [https://www.thegef.org/sites/default/files/council-meeting-documents/EN\\_GEF.C.54.05.Rev\\_01\\_SGP.pdf](https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.05.Rev_01_SGP.pdf)

SGP but also brought challenges. The SGP was found to have remained coherent while staying flexible, but the global or long-term vision of the SGP had not been updated. It was recommended that the criteria for upgrading be reviewed.

- In 2008, the evaluation highlighted the need to strengthen audit processes and oversight. In 2015, the evaluation noted significant improvements but stressed that M&E was not adequately supporting decision making and remains too complex. In relation to the upgrading process, the evaluation found that the “implementation of the SGP through two separate mechanisms (as FSPs and under the CPMT)” undermined knowledge management and complicated M&E.

Apart from the key conclusions presented above, previous evaluations drew the following conclusions on priority issues for the current evaluation (see “Purpose, objective, and audience”):

- Innovation: While the 2008 evaluation did not focus on this aspect and only highlighted that one program was found to act as “incubator,” the 2015 evaluation concluded that SGP, in its delivery of global environmental objectives, put an emphasis on “innovation and piloting,” but could not independently verify available monitoring information and concluded that in some cases, the “type of innovation” introduced was not clear.
- Sustainability and broader adoption: In 2008, the evaluation found that benefits from most of the completed projects were likely to continue in the future. In 2015, the evaluation concluded that the achievements of the SGP were being replicated at the local scale, upscaled and mainstreamed into local and, at times, national development processes. In terms of broader adoption, the 2015 evaluation could verify that it was taking place in several cases, including through replication and upscaling, but also mainstreaming, especially in more mature programs. In 2008, the evaluation had already highlighted that SGP was contributing to institutional and policy change.
- Gender: The 2008 evaluation assessed the gender component of SGP under the framework of an assessment of progress in targeting efforts to benefit the poor and marginalized. It concluded that while there was room for improvement in targeting the poor, indigenous peoples, and women, the extent to which SGP grants targeted these groups seemed adequate, given overall program objectives. The evaluation found that 21 out of the 22 reviewed countries included women as a priority target group. In 2015, the evaluation concluded that SGP was continuing to promote gender equality and empowering women: 20 of the 30 CPSs reviewed were found to have a relatively strong approach to gender, and national SGP stakeholders generally believed that attention to gender and women’s empowerment has strengthened the country’s ability to meet environmental objectives.

## **Purpose, objectives, and audience**

### **Purpose and objective**

The overall purpose of this joint evaluation is to examine the GEF SGP, an important corporate program of the GEF, and to determine whether any changes are required to improve effectiveness of the SGP. The aim of the joint evaluation is to provide the GEF Council and the UNDP Executive Board with evaluative evidence of the SGP’s relevance, effectiveness, efficiency, and sustainability.

The main objective of this joint evaluation is to build on the findings of, and evaluate progress made, since the 2015 joint SGP evaluation and the extent to which the SGP is achieving the objectives set out in its strategic and operational directions under GEF-6 (2014-2018) and GEF-7 (2018-2022). The evaluation will also assess the relevance and strategic positioning of the SGP within the GEF and provide recommendations on the way forward for the SGP.

## **Stakeholders and audience**

The primary stakeholders are the GEF Secretariat senior management and staff, UNDP senior management and staff, UNOPS, the SGP CPMT, GEF Council members and UNDP Executive Board members. Secondary stakeholders are SGP national coordinators and their program assistants, national steering committees, staff from governments, CSOs, beneficiaries, and other GEF stakeholders.

The evaluation's target audience are the GEF Council members and UNDP Board members, other GEF and UNDP stakeholders, as well as the general public and professionals interested in development and small grants programs.

## **Coverage and evaluation questions**

### **Coverage**

The focus of this evaluation will be on developments since July 2014, which was the cut-off date for the 2015 joint evaluation of the SGP, to December 2019. The 2015 joint evaluation provided an assessment of the relevance and strategic positioning, effectiveness, and efficiency, of the SGP with a strong emphasis on country results. This current evaluation will also assess relevance, effectiveness, and efficiency while emphasizing SGP's strategic mission and upgrading policy, innovation, gender considerations, governance structure, and sustainability of outcomes in UCPs.

Attention will be given to the promotion of innovation. Under GEF-7, the SGP, once operationalized, will have a stronger focus on supporting innovative initiatives at the local level to protect the global environment in priority landscapes and seascapes. SGP is encouraged to support projects that could be incubators of innovation for potential broader replication of successful approaches financed by the GEF or other partners.<sup>8</sup> According to the SGP implementation arrangements for GEF-7, the SGP is launching programs to support emerging new themes under its strategic initiatives.<sup>9</sup> The joint evaluation will assess innovation in the SGP using the following definition: innovation is the application or introduction of a technology, product, process, or practice that is new or perceived to be new for a specific context with a purpose to catalyze greater global environmental benefits. It is context-specific; what is new and innovative in one context is not necessarily new and innovative in another.

The 2015 joint evaluation assessed sustainability of SGP outcomes and found sustainability ratings comparable to those for other GEF projects. This joint evaluation will focus on the sustainability of UCPs, including in relation to the implementation modalities. The joint evaluation will assess the likelihood of the sustainability of outcomes of all UCPs. For completed projects, the assessment will also include the ratings and discussion of sustainability of outcomes in terminal evaluations.

As it was in the 2015 joint evaluation, gender will be a key component in this evaluation. Gender equality and women's empowerment are central objectives of the SGP at the global and local levels. In line with the GEF policy on gender equality<sup>10</sup> and the UNDP gender equality strategy<sup>11</sup>, SGP uses two complementary approaches to achieve its gender equality and women's empowerment objectives.<sup>12</sup> The first approach is to mainstream gender at the project, national and global levels, using various mechanisms to ensure the portfolio addresses the needs of both men and women to ensure both benefit from the project results. At the national level, gender is an integral component of the CPS, and SGP country program teams support CSO and CBO partners on gender considerations in project design and implementation. Secondly, the SGP implements programs and projects specifically targeting women providing access to financial and technical resources. Guidelines for gender mainstreaming and

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<sup>8</sup> GEF/R.7/19, GEF-7 Replenishment Programming Directions, April 2018.

<sup>9</sup> GEF/C.54/05/Rev.01, GEF Small Grants Programme: Implementation Arrangements for GEF-7, June 2018.

<sup>10</sup> GEF/C.53/04, Policy on Gender Equality, October 2017.

<sup>11</sup> UNDP, Gender Equality Strategy 2018-2021, 2018.

<sup>12</sup> UNDP, Women as Environmental Stewards: The Experience of the Global Environment Facility Small Grants Programme, 2018.



empowerment in the SGP are provided in annex B. The focus of this joint evaluation will be on evidence regarding the implementation of the key features of gender mainstreaming.

### **Key evaluation questions**

Based on the evaluation purpose and objectives, as well as the coverage defined in the preceding section, this joint evaluation will seek to answer the following key questions,<sup>13</sup> based on evidence from 2014 to December 2019.

#### **Relevance**

- To what extent is the SGP guided by a vision, policy, and strategy which ensure coherent and effective implementation of a program which remains relevant to national priorities and GEF and UNDP priorities?
- To what extent is the upgrading process providing a strategic long-term mechanism to ensure the effective deliverable of environmental benefits at community level, both in UCPs and in the global program countries?

#### **Effectiveness**

- To what extent is the SGP contributing to the delivery of global and local environmental and socioeconomic benefits? What are the key factors affecting achievement of results?
- To what extent is the SGP promoting innovation?
- How effective are the SGP gender mainstreaming and inclusion of Indigenous People's approaches in delivering the SGP objectives?

#### **Efficiency**

- To what extent is the current governance structure ensuring the oversight and delivery of the SGP's mandate? What are the key areas for improvement, if any?
- To what extent is the operational and organizational structure providing an efficient and effective support mechanism to ensure the delivery of the SGP's objective? What are the key areas for improvement, if any?

#### **Sustainability**

- Are adequate processes in place to ensure long-term sustainability of SGP results, with a focus on UCPs?
- To what extent are innovative practices being replicated and upscaled, and what are the factors favoring or hindering this?

### **Assessing performance**

The SGP's performance will be assessed in terms of the degree to which the SGP has operated in accordance with the GEF SGP implementation arrangements for GEF-6 and GEF-7 and has achieved UNDP-established objectives and indicators for its implementation of the SGP program. Regarding the country level, both the performance related to achievement of emerging results of upgraded country programs and of the SGP Global Program will be assessed against stated goals.

### **Evaluation design**

#### **• Methodology**

The evaluation's methodological approach is expected to include the following main elements:

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<sup>13</sup> In line with both the United Nations Evaluation Group (UNEG) and the Organisation for Economic Co-operation and Development, Development Assistance Committee (OECD DAC) current guidance frameworks.

- **Document review:** Review of documentation will include GEF Council and GEF Secretariat policy and operational guidance papers; SGP Steering Committee documents; SGP global knowledge management, communications, and technical guidance products; SGP CPSs and project documents; UNDP and CPMT planning documents; annual reports and project implementation reports; and country and UCP terminal evaluations. Also, a systematic review, to the extent that they are available, of evaluations and reviews of small grants programs administered by other donors and international organizations.
- **Portfolio review:** The assessment of the environmental and socioeconomic benefits delivered by the SGP will be based on a review of data and information from the SGP database maintained by the CPMT and UCP terminal evaluations as well as on an analysis of available evaluative evidence, other literary review (e.g. independent academic studies) complemented by a review of the quality at entry of the project documents for full-size projects, a limited number of case studies, surveys, and targeted interviews based on survey results.
- **Meta-assessment:** Since the 2015 joint SGP evaluation the GEF and UNDP IEOs and independent evaluation units of the GEF Agencies have conducted evaluations related to the SGP—including the OPS6 evaluation of the STAR, country evaluations, and terminal evaluations. A meta-assessment will be conducted to aggregate findings from all relevant and available evaluations.
- **Interviews:** The evaluation team will interview a wide range of stakeholders including SGP staff from UNDP and UNOPS, UNDP staff involved with the GEF in New York, and GEF Secretariat staff in Washington, DC, SGP-involved staff and stakeholders at the regional (mainly UNDP technical regional teams) and country levels (SGP national coordinators and their program assistants, and national steering committee members where possible). Additional interviews will be conducted at the country level as part of the case studies. Interview protocols will be developed.
- **Country visits:** Five country visits including two to three countries with upgraded programs, plus one country with a program that is likely to be upgraded in the coming two phases, one country which joined SGP recently, and a long-standing participant in the program. Countries identified through the portfolio review as being innovative will be given a preference. Specific terms of reference, interview protocols, and review protocols aimed at capturing evaluative evidence in response to the main areas of inquiry will be developed for these visits.
- **Triangulation:** The evaluation team will conduct an analysis of, and triangulate, data collected to determine trends and formulate main findings, lessons, and conclusions. Different stakeholders will be consulted during the process to test preliminary findings. Also see “V. Quality Assurance.”

### Design challenges

In addition to advantages, there are well recognized challenges in conducting joint evaluations. Lessons from the 2008 and 2015 joint evaluations of the SGP show that institutional arrangements can become time consuming and a limitation to the evaluation. The evaluation will take care to keep arrangements simple, especially those regarding the activities of the joint steering committee.

Another limitation is that due to time and budget constraints only a small number of participating countries will be visited, which limits country- and project-level data that can be collected from stakeholders and the assessment of effectiveness at the project and country levels. This will be mitigated by combining country visits with other ongoing evaluations or evaluation work by the IEOs of the GEF and UNDP.

The lack of complete and comprehensive information in the Project Management Information System (PMIS), especially on project status, and the transition to the new GEF portal may pose challenges to the underlying analysis.

Data will be compared with Council work program documents, and the CPMT will be requested to verify the data prior to analysis.

### **Evaluation management and quality assurance**

As was the case in the earlier joint evaluations, this Joint GEF–UNDP SGP Evaluation will be a shared effort by the GEF and UNDP evaluation offices as equal partners. The execution structure of the evaluation will be composed of three tiers:

- The Steering Committee, co-chaired by Juha Uitto, Director of the GEF Independent Evaluation Office (IEO) and Indran Naidoo,<sup>14</sup> Director of the UNDP Independent Evaluation Office (IEO); and composed of Carlo Carugi, Senior Evaluation Officer, GEF IEO and Alan Fox, Chief of Section, UNDP IEO. The committee reviews and approves the approach paper, the joint management arrangements, including the management of the budget (see VII. b.), selection and hiring of consultants, and the evaluation report. It ensures that sufficient and timely resources (human and financial) are made available for the evaluation. The committee will jointly chair a formal meeting with agency representatives and stakeholders to discuss the emerging findings of the evaluation. This committee will also review and resolve disputes if they arise.
- The management team, formed by two task managers, Anna Viggh from the GEF IEO and Harvey Garcia (Elisa Calcaterra was the task manager until March 2020) from the UNDP IEO, will be responsible for the overall development and execution of the evaluation. These comanagers will be responsible for the identification, hiring, and supervision of consultants in accordance with mutually agreed-upon terms of reference and institutional procedures; coordination of evaluation activities carried out by both offices; quality control of products and processes; and the timely delivery of evaluation products. The comanagers will be supported by Peixuan Zhou, Evaluation Analyst from the GEF IEO, and Jonathan Vega, Research Associate at UNDP IEO.
- The evaluation team will be composed of one lead consultant and one national consultant per country study. Consultants will respond directly to the management team and conduct specific tasks as directed by the management team.

In line with the offices' quality assurance practice, quality assurance measures have been set up for this evaluation. The draft approach paper and draft evaluation report will be circulated and validated before finalization through a comprehensive stakeholder feedback process with the key stakeholders. In the case of the draft evaluation report this will take place prior to the December Council in 2020 and Executive Board in June 2021. Key stakeholders include the GEF Secretariat, UNDP and UNOPS, the SGP CPMT, and select SGP national coordinators. Comments, feedback, and suggestions will be considered, and the approach paper and final report will be adjusted accordingly. Additionally, the draft approach paper will be internally reviewed in the GEF and UNDP IEOs.

### **Deliverables and dissemination**

The main findings, conclusions, and recommendations will be presented to the GEF Council and UNDP Executive Board in the required report formats. For the GEF IEO the Council document will be presented to the December 2020 Council meeting. It will be distributed to the Council members, GEF Secretariat, UNDP, and GEF focal points. A graphically edited version will be published as open access on the GEF IEO's website and will also be made available to interested parties through email. A four-page summary of the report will be produced and posted on the website. The above-mentioned outputs will be distributed through existing IEO mailing lists as well as to stakeholders involved

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<sup>14</sup> At the time of writing.

in the conduct of the evaluation. To reach a wider audience the evaluation will also be presented through webinars and at relevant evaluation conferences and workshops such as Adaptation Futures.

For the UNDP IEO, the draft report will be shared with UNDP senior management for comment (15 working days) and a management response (20 working days) will be prepared based on the final draft report (a revised report for management response no later than 15 days after receiving consolidated comments). An Executive Board paper (submitted at least 8–12 weeks in advance of the session targeted), including the report summary and the management response will be edited and translated by UN translation services. The final report will be uploaded to the Executive Board website (at least six weeks before the board session) and presented at the Executive Board session in June 2021. The final report will also be publicly available on the UNDP IEO’s website.

## Resources

### Timeline

The joint evaluation of the SGP will take place between September 2019 and December 2020. The initial work plan is shown in table A3 and will be further revised and detailed as part of the further preparation.

Table A3: Evaluation Timetable

Year Task	2019				2020													
	Month	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
<b>Evaluation Design</b>																		
First steering committee meeting	X																	
Draft approach paper		X	X	X														
Feedback process				X	X													
Finalized approach paper					X													
TORs and protocols					X	X												
<b>Evaluation Context</b>																		
Systematic review					X	X	X											
Meta-assessment review		X	X	X														
Evaluation matrix						X	X	x										
<b>Data Collection</b>																		
Documentation review		X	X	X							X	X	X					
Portfolio analysis				X	X	X	X				X	X	X					
Interviews													X	X	X	X		
Country visits															X	X	X	
<b>Analysis</b>																		
Data analysis									X	X	X	X	X	X	X	X	X	
Triangulation brainstorming															X	X		
Gap filling															X	X		
Draft report																		X
Feedback and comments																		X
<b>Outreach</b>																		
Finalization of the report for GEF Council and UNDP Board	February -April 2021																	
Presentation to GEF Council	June 2021																	
Presentation to UNDP Executive Board	June 2021																	

Published edited report																		
Dissemination and outreach																		

Note: TOR = terms of reference.

**Budget (internal)**

A shared budget of \$200,000—\$100,000 each from the independent evaluation offices of the GEF and UNDP—for this evaluation has initially been approved by the Joint Steering Committee of the evaluation on September 12, 2019. The budget will be managed in a fully transparent and equal way. A further breakdown of cost elements will be provided.

**Conclusions and recommendations of the 2015 Joint Evaluation of the Small Grants Programme**

**Conclusions**

In the joint evaluation of the Small Grant Programme, the Independent Evaluation Offices of the GEF and UNDP reached the following five conclusions:

Conclusion 1: The SGP continues to support communities with projects that are effective, efficient, and relevant in achieving global environmental benefits while addressing livelihoods and poverty as well as promoting gender equality and empowering women. Replication, scaling-up, and mainstreaming are occurring.

Conclusion 2: The introduction of upgrading and related policies contributed to the evolution of the SGP by setting out expectations for country programs and their development over time. The new policies have resulted in increased resources for the SGP, but have also brought challenges. The current criteria for selecting countries to upgrade to full-size projects are not optimal.

Conclusion 3: As a global program that acts nationally and locally and is grassroots driven, the SGP must align to GEF, UNDP, national, and local priorities. Within this context, the SGP has remained coherent while staying flexible. However, different perspectives and changing contexts create tensions. The global or long-term vision of the SGP has not been updated.

Conclusion 4: The SGP governance and management structures have been adequate, but are increasingly strained by an ever rapidly changing context. The GEF corporate nature of the SGP and the role and value added of UNDP as the GEF Agency are not clearly articulated.

Conclusion 5: Despite important progress, M&E does not adequately support decision making and remains too complex.

**Recommendations**

In the joint evaluation of the Small Grant Programme, the Independent Evaluation Offices of the GEF and UNDP reached the following four recommendations:

To the GEF

Recommendation 1: Revitalize the SGP Steering Committee to support high-level strategic thinking in developing a long-term vision for the SGP, to foster dialogue between UNDP and the GEF, and to advise the Council as appropriate on strategic decision making.

To the GEF and UNDP

Recommendation 2: Continue upgrading, building on strengths while addressing the weaknesses identified. The criteria for selecting countries for upgrading should be revisited.

To UNDP

Recommendation 3: Ensure that the SGP is implemented under a single, coherent global program framework.

To UNDP and the CPMT

Recommendation 4: Continue efforts to improve M&E, designing more streamlined and useful M&E tools and activities that balance the need to measure with the need to provide support to local communities in tackling environmental issues.

## Guidelines for gender mainstreaming and women empowerment in SGP

- Gender is one of the main criteria considered for the approval of grants.
- Promotion of gender mainstreaming at the earliest stages of the project cycle starting with carrying gender analysis where men and women analyse their roles in the community and project, and participate in project conception, approval, implementation and monitoring. This helps minimize conflict among different stakeholders during and after the project cycle with respect to roles in project activities and sharing of project benefits.
- Document the contribution of women to project activities in key areas where women already figure prominently (e.g., biodiversity management, in situ conservation of agrobiodiversity, conservation of medicinal plants, etc.). This contributes significantly to enhanced integration of gender considerations in current and future projects.
- SGP National Steering Committees employ a checklist and criteria to assess and screen projects for how they mainstream gender. Moreover, some SGP countries have developed gender guidelines to mainstream gender into the project cycle.
- SGP's demand-driven approach at the local level increases the likelihood of receiving proposals from women and marginalized groups.
- SGP holds "proposal writing workshops" and accepts project proposals in local languages and even in oral formats through participatory video proposals. Thus, encouraging maximum participation by women, indigenous peoples and youth.
- SGP encourages women stand-alone projects in line with the GEF focal areas.
- Grantees are encouraged to participate in the global peer-learning network.
- Field evaluation, including monitoring and evaluation and participatory appraisals, incorporates gender-based indicators to track the status of gender mainstreaming in projects.
- Gender-focused training and sensitization workshops are provided for National Coordinators at the regional level and for grantees at the national level.
- National Steering Committees—a voluntary body that makes all decisions on grant making—are required to include a gender specialist.
- National Coordinators performance is explicitly assessed with respect to results achieved in promotion of gender equality and women's empowerment.<sup>15</sup>

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<sup>15</sup> Women as Environmental Stewards: The Experience of the Small Grants Programme, UNDP, 2018, 8.

## ANNEX B. SMALL GRANTS PROGRAMME REPORT CARD

SMALL GRANTS PROGRAMME REPORT CARD: CONSOLIDATED RESULTS, JULY 2014–JUNE 2019 (5-Year Period)							
	Y1 (July 2014- June 2015)	Y2 (July 2015- June 2016)	Y3 (July 2016- June 2017)	Y4 (July 2017- June 2018)	Y5 (July 2018- June 2019)	Aggregate (presented as a total or annual average)	Measure used
<b>Portfolio profile (active portfolio of grant projects funded by GEF)</b>							
New projects	856	525	1,043	1,011	1,253	<b>4,688</b>	Sum total
Completed projects	1,282	1,142	758	1,005	1,019	<b>5,206</b>	Sum total
Ongoing projects	4,051	3,490	2,870	2,942	3,182	<b>3,307</b>	Annual average
<b>Funding (active portfolio of grant projects funded by GEF)</b>							
Project funding (in \$millions)	130	111	99	102	109	<b>551</b>	Sum total
Project level cofinancing (in \$millions)	138.6	112.5	97	103	100	<b>551</b>	Sum total
<b>Coverage</b>							
Active countries	126	125	125	125	125	<b>125</b>	Latest data
SGP Global Programme countries	117	110	110	110	110	<b>110</b>	Latest data

Upgraded Countries <sup>1</sup>	9	15	15	15	15	<b>15</b>	Latest data
<b>Focal Area Distribution (as percentage) Most projects are multi focal in nature</b>							
Biodiversity	39%	38%	38%	40%	40%	<b>39%</b>	Annual average
Climate change	24%	24%	22%	21%	21%	<b>22%</b>	Annual average
Land degradation	22%	21%	21%	20%	20%	<b>21%</b>	Annual average
Capacity development	4%	5%	6%	7%	6%	<b>6%</b>	Annual average
Climate change adaptation	3%	4%	4%	5%	4%	<b>4%</b>	Annual average
International waters	3%	3%	3%	3%	3%	<b>3%</b>	Annual average
Chemicals and waste	3%	3%	3%	4%	5%	<b>4%</b>	Annual average
<b>Progress toward focal area objectives</b>							
<b>BIODIVERSITY</b>							
Biodiversity completed projects	499	433	255	381	408	<b>1,976</b>	Sum total
Significant species conserved	1,507	1,803	443	618	859	<b>1,046</b>	Average
Number of protected areas and indigenous and community conserved areas and territories positively influenced	505	645	238	394	416	<b>440</b>	Average
Biodiversity-based Products Sustainably Produced	Data Gap	653	359	595	471	<b>520</b>	Average

<sup>1</sup> The data presented in this report card are up to June 2019.

<b>Climate Change</b>							
Climate Change Completed Projects	351	323	201	259	239	<b>1,373</b>	<i>Sum Total</i>
Low-Carbon Technology and Renewable Energy Projects (percentage)	38%	46%	45%	35%	41%	<b>41%</b>	<i>Annual Average</i>
Energy Efficiency Solutions (percentage)	32%	26%	22%	32%	25%	<b>27%</b>	<i>Annual Average</i>
Conservation and Enhancement of Carbon Stocks (percentage)	17%	25%	29%	31%	33%	<b>27%</b>	<i>Annual Average</i>
<b>Land Degradation</b>							
Land Degradation Completed Projects	277	240	185	207	215	<b>1,124</b>	<i>Sum Total</i>
Community Members Demonstrating Sustainable Land and Forest Management Practices	171,006	500,000	147000	174,364	121,516	<b>1,113,886</b>	<i>Sum Total</i>
<b>Sustainable Forest Management</b>							
Sustainable Forest Management Completed Projects	29	28	7	34	29	<b>127</b>	<i>Sum Total</i>
<b>International Waters</b>							
International Waters Completed Projects	42	23	31	27	25	<b>148</b>	<i>Sum Total</i>
Land-based Pollution Reduced (tons)	1,436	40	280	79	5,805	<b>7,640</b>	<i>Sum Total</i>
<b>Chemicals and Waste</b>							
Chemicals and Waste Completed Projects	Data Gap	33	29	36	35	<b>133</b>	<i>Sum Total</i>
Solid Waste Avoided from Open Burning (tons)	51,229	3,458	328	83	1,721	<b>56,819</b>	<i>Sum Total</i>
<b>Capacity Development</b>							
Capacity Development Completed Projects	55	51	50	58	68	<b>282</b>	<i>Sum Total</i>
Civil Society Organizations with Strengthened Capacities	1,137	1,153	628	572	1,016	<b>4,506</b>	<i>Sum Total</i>
Community Based Organizations with Strengthened Capacities	725	726	461	881	822	<b>3,615</b>	<i>Sum Total</i>
People with Improved Capacities to Address Global Environmental Issues at the Community Level	60,735	9,507	11,783	13,149	18,530	<b>113,704</b>	<i>Sum Total</i>
<b>Grantmaker Plus</b>							
Percentage of Country Programmes that Strengthened Grantee Networks	80%	78%	82%	72%	68%	<b>76%</b>	<i>Average</i>
Percentage of Country Programmes that Connected Grantees with Capacitated NGOs	74%	78%	74%	71%	67%	<b>73%</b>	<i>Average</i>
Percentage of Country Programmes that Promoted Peer to Peer Exchanges	78%	73%	100%	67%	71%	<b>78%</b>	<i>Average</i>



Percentage of Country Programmes that Organized Training on Different Subjects	71%	73%	77%	66%	68%	<b>71%</b>	<i>Average</i>
Percentage of Country Programmes that Connected Grantees with Government Extension Services	70%	65%	77%	74%	71%	<b>71%</b>	<i>Average</i>
Number of Country Programmes that Engaged in South-South Exchanges	33	34	48	33	25	<b>173</b>	<i>Average</i>
Percentage of Country Programmes that conducted CSO Government Dialogues	Data Gap	50%	40%	41%	45%	<b>44%</b>	<i>Average</i>
<b>Scaling up and Policy Influence</b>							
Number of Projects Replicated or Scaled up	210	146	113	157	110	<b>736</b>	<i>Sum Total</i>
Percentage of Projects Replicated or Scaled up	16%	13%	15%	16%	11%	<b>14%</b>	<i>Average</i>
Number of Projects with Policy Influence	118	80	89	90	83	<b>460</b>	<i>Sum Total</i>
Percentage of Projects with Policy Influence	9%	7%	12%	9%	8%	<b>9%</b>	<i>Average</i>
<b>Livelihoods and Sustainability</b>							
Number of Projects Improving Livelihoods of Communities	900	900	598	658	748	<b>3,804</b>	<i>Sum Total</i>
Percentage of Projects Improving Livelihoods of Communities	70%	79%	79%	65%	73%	<b>73%</b>	<i>Average</i>

Source: CPMT, SGP Annual Monitoring Reports and Quality Assurance Process

## ANNEX C. PORTFOLIO ANALYSIS METHODS AND APPROACH

### Overview portfolio analysis

A portfolio analysis will be used to systematically collect evaluative evidence guided by the evaluation questions. Ideally, an analysis of a “before” and “after” documentation of a country or full-size projects (FSPs)/medium-size projects (MSPs) (in the case of upgraded country programmes) will be conducted.

For Global programme countries, the sampling considered: Evaluation Criteria: (1) Number of participation in Operational Phases for global country programme; (2) Number of thematic focal areas with grant; (3) Cumulative grant amount OP5 and OP6 for global country programme; (4) Relative percentage of community-based organizations implementing grants against total grant; (5) Number of grants; (6) Relative percentage of satisfactorily completed against total grants; (7) Ratio of cofinancing (cash and in kind) versus total GEF financing; (8) Number of strategic project. For upgraded country programmes, all countries active in OP5 and OP6 were analyzed using the ProDoc to evaluate “quality at entry” and available evaluation (terminal evaluation or midterm review) as “summative information.” In the absence of evaluations, project implementation reports and other reporting will be used.

Table E1. Global programme and upgraded programme samples for portfolio analysis

Global country programme	Upgraded country programme
1. Honduras	21. Bolivia
2. El Salvador	22. Brazil
3. Guatemala	23. Costa Rica
4. The Gambia	24. Ecuador
5. Guinea-Bissau	25. Egypt
6. Cabo Verde	26. India
7. Democratic Republic of Congo	27. Indonesia
8. Jordan	28. Kazakhstan
9. Ukraine	29. Kenya
10. Algeria	30. Malaysia
11. Georgia	31. Mexico
12. Tajikistan	32. Pakistan
13. Afghanistan	33. Peru
14. Mozambique	34. Philippines
15. Kyrgyz Republic	35. Sri Lanka
16. Antigua and Barbuda	36. Thailand
17. Seychelles	
18. Dominican Republic	
19. Timor-Leste	
20. Belize	

## ANNEX D. GLOBAL SURVEY METHODS AND APPROACH

### Overview of the global survey

A global survey was launched in July 2020 and was closed in September 2020. The survey was composed of likert-like questions. It was drafted primarily in English and was translated into four languages (French, Portuguese, Spanish, and Russian). It was sent to 1,176 recipients in 125 countries that had an active small grants programme. The recipients included GEF focal points, national steering committee members (academe, civil society organizations, the private sector, UNDP senior management), and national coordinators. The response rate was 79 percent or 926 respondents (table F1). A descriptive and statistical hypothesis testing was conducted to analyse the results.

Table D1. List of global survey respondents

Country	Role						Total
	GEF focal point	Other	UNDP CO staff	National Coordinator	NSC member	UNDP CO manager	
Afghanistan		1		1	6	3	11
Albania	2			1	2		5
Algeria		6		2	1		9
Antigua and Barbuda	1			2	5		8
Argentina	2	1	1	1	4	1	10
Armenia			1	2	10		13
Bahamas				1	2		3
Barbados	1			1	2		4
Belarus	2	2	1	1	6		12
Belize				1	9		10
Benin	1	5	1	1			8
Bhutan	1		1	1	3		6
Bolivia	1			1	2		4
Botswana		1		1	5		7
Brazil	1	1	1	1	8		12
Burkina Faso	1	7	2	1	1		12
Burundi		2		1	2		5
Cambodia			1	2	7		10
Cameroon	1	3	1	1			6
Cape Verde	1	1	1	1	2		6
Central African Republic		1	1	2			4
China	1			1	6		8
Colombia	2	1	1	1	2		7
Comoros		5	1	1			7
Congo, Dem. Republic		1			1		2
Costa Rica			2	1	5		8
Côte d'Ivoire	2	7					9
Cuba	2			1	2		5
Djibouti		3		1			4
Dominica				1	3		4
Dominican Republic	1	3		1	3		8
Ecuador	1	1	1	1	4	1	9
Egypt	2	4	2	3	5		16

El Salvador				1	4		5
Eritrea				1	5		6
Ethiopia				1	7		8
Fiji	1	2		2	6		11
The Gambia	1		1	1	4		7
Georgia	1		1	1	7		10
Ghana				1	8		9
Grenada				1	5		6
Guatemala		2	1	1	5		9
Guinea	1	12	1				14
Guinea-Bissau	1			1		1	3
Guyana				1	4		5
Haiti		1		1			2
Honduras			1	2	2		5
India	1	1	3		1		6
Indonesia	1		1	1	8		11
Iran	2	1			7	1	11
Jamaica	1	1		1	9		12
Jordan	2	1		1	6		10
Kazakhstan			1	1	7		9
Kenya		1	1	1	1		4
Kiribati		2	1		3		6
Kyrgyz Republic				1	11	1	13
Lao PDR	1	3	2	1	7		14
Lebanon		2		1	3		6
Lesotho			1	1	4		6
Liberia	1	1		1	4		7
Madagascar	1	2		1	1		5
Malawi			1		2		3
Malaysia	2	1	1	1	5		10
Maldives		2		1	6	1	10
Mali	1	4		1		1	7
Marshall Islands		1		1	4		6
Mauritania				1	1		2
Mauritius			1	1	3		5
Mexico			1	1	8		10
Micronesia		1		1	2		4
Moldova	1		1	1	6		9
Mongolia			2	2	7		11
Morocco	1	4		2	2		9
Mozambique		5			3		8
Namibia			1	1	2		4
Nepal					5		5
Niger	1	4	1	1	1		8
Nigeria	1	1	2	1	8		13
Palau	1			1	1		3
Palestinian Authority	1		1	1	7		10
Panama		1	2	1	3		7
Papua New Guinea	1		1		4		6
Paraguay		1	1	1	8	1	12

Peru	1			1	5	1	8
Philippines	2	4	1	1	3		11
Republic of North Macedonia	2			2	5		9
Rwanda	1			1	4		6
Saint Kitts and Nevis				1	10		11
Saint Lucia	1			1	9		11
Saint Vincent and Grenadines	2	1		1	4		8
Samoa				2	5		7
Senegal	1	3		1			5
Seychelles			1	2	1	1	5
Sierra Leone	2			1	3		6
Solomon Islands	1		1	1	1		4
South Africa	1	1		1	5	1	9
Sri Lanka			1	1	3		5
Suriname	1	1	1	1	7		11
Tajikistan		3	1	1	5		10
Tanzania	2			1	1		4
Thailand	3		1	1	8		13
Timor Leste		1	1	1	5		8
Togo	2	4	1	1		1	9
Tonga	1	4	1	1	5	1	13
Trinidad and Tobago	1			1	3		5
Tunisia		1		1	2		4
Turkey		5		2	7		14
Uganda			2	1	7		10
Ukraine		2	2	2	8		14
Uruguay				1	7		8
Uzbekistan	1	5	1	1	4		12
Vanuatu	1			1	1		3
Venezuela			1	1	2		4
Viet Nam	3	1	1		13		18
Yemen		1	2	1	4		8
Zambia			1	2	4		7
Zimbabwe			1	1	9		11
<b>Total</b>	<b>80</b>	<b>150</b>	<b>71</b>	<b>123</b>	<b>485</b>	<b>16</b>	<b>925</b>

Figure D1. Respondent composition



**Global survey questionnaire**

Please select the language you are most comfortable with to respond to the survey.

Por favor seleccione el idioma con el cual se siente más cómodo para responder la encuesta.

Veillez choisir la langue avec laquelle vous vous sentez plus a l'aise.

- English
- François
- Español
- Russian
- Portuguese

## Introduction

As part of efforts to strengthen overall impact of the GEF Small Grants Programme (SGP), the GEF and UNDP Independent Evaluation Offices are undertaking a joint evaluation of the SGP. This evaluation is being conducted by independent evaluators both within the Evaluation Offices and external consultants. The results of the valuation will be reported directly to the GEF Council and to the UNDP Executive Board.

As an input to this evaluation, we are conducting a survey of national-level stakeholders who are familiar with SGP activities in their country. We greatly appreciate you taking a few minutes to answer the questions in the survey. Please note that all responses to the survey will be kept strictly confidential. The individual responses will not be made available to the GEF Secretariat, to UNDP or to the SGP Central Program Management Team.

Thank you!

## Questions

### A. General information

1. Please select in which country you were involved with the SGP. (Provide a drop down list)

2. What best describes the institution where you work?

- Academic
- Government
- Multilateral organization (UN, etc.)
- NGO
- Private sector

3. Your gender?

- Male
- Female
- Other

4. How many years have you been familiar with SGP?

- Less than 2 years
- 2-5 years
- 5-10 years
- More than 10 years

5. What best describes your role in or involvement with SGP? (select 1)

- GEF Focal Point (Government)
- UNDP Country Office senior manager (Resident representative, Country Director, Deputy Country Director, or Deputy Resident Representative)
- Other UNDP Country Office staff member
- SGP National Steering Committee member
- SGP National Coordinator

- Other (please specify)\_\_\_\_\_

## B. SGP strategy and value added

6. Which of the following best describe the SGP in your country as of now? (select up to 3):

- Securing global environmental benefits through local, community-based initiatives and action
- Providing sustained support to community-based organizations and civil society organizations
- Channeling GEF support to poor and vulnerable communities
- Complementing the work of the government on working with marginalized communities
- Complementing the policy work of GEF Agencies with interventions at the grassroots level
- Promoting a positive working relationship amongst various stakeholders, especially between civil society and government
- Developing and disseminating knowledge and effective implementation methodologies for community-based approaches to environmental conservation and sustainable natural resource management
- Developing and piloting innovations at the local level that could be scaled and replicated
- Strong alignment to national priorities
- Other (please specify)\_\_\_\_\_
- Do not know

7. Which of the following best describe what you think the SGP should be in your country? (select up to 3):

- Securing global environmental benefits through local, community-based initiatives and action
- Providing sustained support to community-based organizations and civil society organizations
- Channeling GEF support to poor and vulnerable communities
- Complementing the work of the government on working with marginalized communities
- Complementing the policy work of GEF Agencies with interventions at the grassroots level
- Promoting a positive working relationship amongst various stakeholders, especially between civil society and the government
- Developing and disseminating knowledge and effective implementation methodologies for community-based approaches to environmental conservation and sustainable natural resource management
- Developing and piloting innovations from local knowledge that could be scaled and replicated
- Other (please specify)\_\_\_\_\_
- Do not know

8. Which of the following factors most influence the success of SGP in your country? (select up to 3)

- Overall developments related to international cooperation at the global level
- The socio-economic or political situation in the country
- Decisions of GEF Council or GEF Secretariat
- The guidance from the Central Programme Management Team and/or Upgraded Country Programme Coordinator
- UNDP decisions at country level
- UNDP decisions at global level
- SGP National Team (National Coordinator, National Steering Committee, Executing Agency Agency, GEF Focal Point, etc.)
- Innovations within SGP activities and projects
- Other (please specify)\_\_\_\_\_
- Do not know



9. What influences the “maturity” of an SGP Country Programme? (select up to 3):

- The age (in years) of the SGP Country Programme
- The number of grants issued by the SGP Country Programme
- The speed with which grants are issued and projects implemented
- Level of non-government co-financing to the SGP Country Programme (from sources other than GEF)
- Level of government co-financing to the SGP Country Programme
- Level of GEF System for Transparent Allocation of Resources (STAR) funds made available by the country to the SGP
- The number and diversity of partnerships between the SGP Country Programme and others
- The ability of the SGP Country Programme to adapt to changes in conditions in the country
- The strength and sustainability of the environment-oriented civil society in the country
- The GDP per capita in the country
- Other (please specify)\_\_\_\_\_

10. In your opinion, which of the following factors best support a SGP Country Programme to become mature? (select up to 3):

- A supportive socio-politico-economic context in the country
- Government attention and support to environmental issues in the country
- A strong and dynamic environment-oriented civil society in the country
- The skill and level of support from the National Coordinator and the National Steering Committee
- The support from UNDP
- The support from the Global Central Program Management Team
- The degree of how strategic and interlinked the SGP is with other GEF activities in the country
- Support from government agencies
- Other (please specify)\_\_\_\_\_

11. In your opinion, which of the following describes the best long-term evolution of SGP Country Programmes? (select 1)

- Continues with business as usual, with management from UNDP/UNOPS and funding through the GEF, with a mix of country programmes funded by core, STAR and core, and STAR funded full-size projects/medium-size projects (FSPs/MSPs)
- All SGP Country Programmes become funded as SGP FSPs/MSPs
- Becomes a programme implemented by other GEF Agencies in addition to UNDP and supported mainly by the GEF
- Becomes a programme independent of UNDP and supported mainly by non-GEF financing (i.e. bilateral fund, multilateral funds, grants, private sector, government)
- Other (please specify)\_\_\_\_\_

### C. SGP effectiveness and broader adoption

GEF supports innovative measures, practices, technologies, and behaviour. In addition to supporting such innovations at a site, GEF aims to achieve broader adoption of these innovations. This broader adoption comes through four strategies: mainstreaming, replication, scaling, sustaining, and market-change.

**Definition:**

**Mainstreaming:** When information, lessons, or specific aspects of a GEF initiative become part of a stakeholder's own initiatives, such as through laws, policies, regulations, or programs. This may occur through governments, through development organizations and other sectors, or both.

**Replication:** When a GEF-supported intervention is copied at a similar scale, often in other locations.

**Scaling-up:** When a GEF-supported intervention is implemented at a larger geographical scale, often expanded to include more political, administrative, economic, or ecological components. This allows concerns that cannot be resolved at lower scales to be addressed and promotes the spread of GEF contributions to areas contiguous to the original project site.

**Sustaining:** When a GEF-supported intervention or outcome is continued by the original beneficiaries without GEF support so they can continue to reap the benefits.

**Market change:** When a GEF-supported intervention influences an economic demand and supply shift to more environmentally friendly products and services.

12. Are you aware of examples in your country of the GEF SGP achieving broader adoption?

- Yes (continue with this section - C)
- No (skip to next section - D)

13. How do you rate the achievements of the GEF SGP in your country regarding broader adoption?

- Mainstreaming: 6 (excellent achievements) to 1 (no results at all), no opinion
- Replication: 6 (excellent achievements) to 1 (no results at all), no opinion
- Scaling-up: 6 (excellent achievements) to 1 (no results at all), no opinion
- Sustaining: 6 (excellent achievements) to 1 (no results at all), no opinion
- Market change: 6 (excellent achievements) to 1 (no results at all), no opinion

14. In your country, what have been the main factors hindering broader adoption? (select up to 3):

- Quality of the design of the SGP country programme strategy or FSP
- Capacity and experience of the selected grantees
- Extent of government support and ownership of GEF (or at least of SGP)
- Extent of coordination with other existing initiatives
- Efforts of the National Coordinator
- Efforts of the National Steering Committee members
- Extent of support from UNDP
- Extent of support from other international partners, including the other GEF Agencies
- Other (please specify) \_\_\_\_\_

15. In your country, what have been the main factors contributing to broader adoption? (select up to 3):

- Quality of the design of the SGP country programme strategy or full-size project/medium-size project

- Capacity and experience of the selected grantees
- Extent of government support and ownership of GEF (or at least of SGP)
- Extent of coordination with other existing initiatives
- Efforts of the National Coordinator
- Efforts of the National Steering Committee members
- Extent of support from UNDP
- Extent of support from other international partners, including other GEF Agencies
- Other (please specify)\_\_\_\_\_

16. Which of the following best describes the relationship between SGP and the UNDP Country Programme in your country? (select 1):

- SGP is an integral part of the UNDP Country Programme, and is mentioned in the United Nations Development Assistance Framework (UNDAF) (or other UN framework) and the UNDP Country Programme (Country Programme Document (CPD) and/or Country Programme Action Plan (CPAP))
- SGP is not formally mentioned in the UNDAF or the CPD/CPAP, but it is considered an integral part of the UNDP Country Programme
- SGP is considered an important part of the UNDP Country Programme's environment portfolio
- SGP is implemented by UNDP, but is a stand-alone programme with little linkage to other UNDP projects or programmes
- There is hardly any linkage between SGP and UNDP
- Other (please specify)\_\_\_\_\_

17. To what extent has UNDP supported replication, mainstreaming, scaling-up, sustaining, and market linkage of SGP initiatives in your country?

- 6 Very large extent
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion.

18. How has UNDP supported replication, mainstreaming, scaling-up, sustaining and market linkage of SGP initiatives? (select up to 3):

- Advocacy with the government or other partners
- Organizing field visits for potential partners to SGP project sites
- Supporting development and dissemination of knowledge products
- Replicating or scaling-up an SGP approach or initiative in a GEF full-size project/medium-size project
- Replicating or scaling-up an SGP approach or initiative in another UNDP-supported project
- Replicating or scaling-up an SGP approach or initiative by other funds and donors
- Promoting market linkages that have been created through SGP
- Other (please specify) \_\_\_\_\_

#### **D. Innovation**

**Innovation can be** broadly defined as, (i) innovation is new in a specific context; (ii) it represents an improvement compared to conventional alternatives (e.g. better quality, scale, efficiency, sustainability, replicability or scalability of outcomes; (iii) it catalyzes or produces environmental benefits, and may also result in socio-economic benefits related to the target environmental benefits; (iv) it could be associated with risks and higher likelihood of failure.

19. In what “Innovation Domain” do you see the innovations in you SGP Country Programme mostly belonging to? (select up to 3)

- **in Technological Innovations domain:** where new products and processes and significant technical changes in existing products and processes are developed;
- **in Innovative financing domain:** which includes any financing approach that helps to generate funds by tapping new funding sources or by engaging new partners, including those that enhance the “efficiency” of financial flows by reducing delivery time and/or costs, and make financial flows more results-oriented;
- **in Business model innovations domain:** which includes development of new concepts supporting an enterprise’s financial viability, including its mission, and the processes for bringing those concepts to fruition;
- **in Policy innovation domain:** which refers to an approach, regulation, a practice, or a legislative policy which incorporates or combines multifaceted approach; new regulations or standards to achieve investment objectives; policies to support pricing mechanism;
- **in Institutional innovation domain:** which often refers to changes in organizations to facilitate greater effectiveness in the management of global environmental benefits. It can also mean changes in informal institutions (values, beliefs, customs), and formal institutions (markets, marriage) which guide the individuals’ behavior and their interactions in communities.

20. How would you rate the SGP programme’s ability to incentivize and foster innovations?

- 6 High
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion.

#### **E. SGP contribution to gender equality and poverty alleviation**

21. Does the SGP National Coordinator have an understanding of gender issues and women’s empowerment?

- 6 Excellent expertise
- 5
- 4
- 3

- 2
- 1 Not at all
- No opinion

22. Does the SGP National Steering Committee have an understanding of gender and promoting women's empowerment?

- 6 Excellent expertise
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion

23. Has the SGP National Steering Committee effectively supported the promotion of gender equality and women's empowerment?

- 6 Extremely effective
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion

24. To what extent does the grant selection process include considerations of gender equality and women's empowerment?

- 6 Very large extent
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion

25. How effective have the grants under the SGP Country Programme been at promoting gender equality and women's empowerment?

- 6 Extremely effective
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion

26. Overall, has the SGP Country Programme contributed to promoting gender equality and women's empowerment in the country?

- 6 Very large extent
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion.

27. Do SGP efforts towards gender issues and women's empowerment enhances the ability to meet environmental objectives?

- 6 Completely enhances
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion

28. Does the SGP National Coordinator have an understanding of issues such as poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities?

- 6 Excellent expertise
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion

29. Does the SGP National Steering Committee have an understanding of issues such as poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities?

- 6 Excellent expertise
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion

30. Has the SGP National Steering Committee effectively supported issues such as poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities?

- 6 Extremely effective
- 5

- 4
- 3
- 2
- 1 Not at all
- No opinion

31. To what extent does the grant selection process address issues such as poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities?

- 6 Very large extent
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion

32. How effective have the grants under the SGP Country Programme been at addressing issues such as poverty alleviation, addressing inequality, social inclusion, , indigenous peoples, and persons with disabilities?

- 6 Extremely effective
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion

33. Overall, has the SGP Country Programme contributed to the reduction of poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities?

- 6 Very large extent
- 5
- 4
- 3
- 2
- 1 Not at all
- No opinion

34. Do SGP efforts towards addressing issues such as poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities enhance the ability to meet environmental objectives?

- 6 Completely enhances
- 5
- 4
- 3
- 2

- 1 Not at all
- No opinion

## F. Efficiency

Efficiency—the extent to which the intervention achieved value for resources, by converting inputs (funds, personnel, expertise, equipment, etc.) to results in the timeliest and least costly way possible, compared to alternatives.

35. How would you rate the efficiency of UNDP as Implementing Agency of the SGP?

- 6 Very Positive
- 5
- 4
- 3
- 2
- 1 Very Negative
- No opinion

36. How would you rate the efficiency of the Executing Agency (i.e. United Nations Office for Project Services (UNOPS) or NGO) of the SGP (whichever applies)?

- 6 Very Positive
- 5
- 4
- 3
- 2
- 1 Very Negative
- No opinion

## G. Upgrading

In 2007 the GEF introduced the concept of “upgrading” of SGP Country Programmes. The policy applies to the most mature SGP Country Programmes and requested them to function more independently and assume broader responsibilities. One consequence is that some of the most mature SGP country programmes are no longer entitled to GEF SGP core funds: they have to compete for GEF STAR funds and implement their activities as a GEF full-size project.

In the 2015 SGP evaluation, it was found that ‘upgrading’ is in fact a continual process rather than a distinct event. All SGP Country Programmes evolve after start-up. And, as countries progressively become more mature in SGP terms, greater demands are placed on their country programme.

37. The current GEF SGP Upgrading Policy is for SGP Country Programmes, if conditions allow, to ultimately become independent of core GEF SGP funds but to continue to be eligible to access GEF STAR funds through standard GEF modalities (i.e. through a full-size project). Are you in favor of, one day, the GEF SGP programme in your country to upgrade and be implemented as a full-size project?



- 6 Completely favour
- 5 Mostly favour
- 4 Slightly favour
- 3 Slightly do not favour
- 2 Mostly do not favour
- 1 Completely do not favour
- No opinion

38. Are you an upgraded country?

- Yes (if yes, the two questions 40 and 41 appears)
- No

#### H. Questions Only for Upgraded Countries

39. What do you think are the advantages of “upgrading” the SGP Country Programme into a full-size project (FSP)? (select 3)

- Increased amount of GEF funds, as an FSP the SGP Country Programme has access to larger fund envelope—as compared to a core-funded SGP Country Programme or mixed core-funded SGP Country Programme and STAR-funded
- Use of FSP modality leads to increased flexibility to introduce national approaches
- Requirement to access STAR (and cofinancing) leads to increased discussion and dialogue with partners, especially government partners
- Requirement to access STAR allocation (and cofinancing) leads to involvement of partners, especially government partners, in program design and implementation
- Use of FSP modality means that, once the FSP is approved, there is more predictability in funding for grants
- Become more strategic linking the SGP Country Programme-FSP to other GEF STAR funded projects
- It provides an incentive to the SGP country programme and its stakeholders (option to explain)

40. What do you think are the disadvantages of ‘upgrading’ the SGP Country Programme into full-size project? (select 3)

- Not be able to access STAR funds in future due to various reasons
- Complexity of accessing FSP and other STAR funds has led to increased delays and transaction costs in SGP program design and start-up, and in issuance of grant payments
- Under the FSP modality, time to complete country program implementation is short and fixed, making the time to complete individual projects similarly short and fixed
- The requirement to use STAR funds linked to focal areas makes for less flexibility in addressing focal areas
- Due to the centralized nature of country STAR allocations, there is less flexibility to allocate additional funds to high-performing countries
- The need to obtain STAR funds creates competition with other potential GEF stakeholders, resulting in some confusion and reduced collaboration
- Requirement to access STAR allocation (and cofinancing) leads to the involvement of more partners, especially government partners, in program design and implementation
- Inability to use mixed funding (core SGP funds + STAR funds) for the SGP Country programme

- It does not provide incentives to the SGP Programme and its stakeholders (option to explain)

**I. Optional questions**

41. Can you provide a specific example of broader adoption (replication, mainstreaming, scaling-up, sustaining, market change) and/or innovations related to an SGP initiative? How and by whom?

42. Can you provide specific examples where SGP is making efforts to address gender, issues such as poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities? How and by whom?

43. How could the efficient delivery of SGP be improved at the country-level? Including ways of improving the efficiency of grant-making. Also, please cited some challenges faced in the SGP?

Any final comments on any topics:

Thank you.

# ANNEX E. SGP SURVEY STATISTICAL ANALYSIS RESULTS

## Structure of the report

This report serves as detailed documentation of the statistical analysis and will be summarized to accompany the main SGP Evaluation Report. Not all questions in the survey is included in this analysis.

The methodology discusses the summary of a general overview of the questionnaire and the test used. The report is divided into several analysis sections of various topics/issues (i.e. Analysis of Gender, Analysis of Efficiency, etc.). Each analysis section is composed of the (1) main survey question being analyzed, (2) a table of the statistical variables, tests, and hypotheses, and (3) the result of the statistical analysis, including the test statistic table and a discussion detailing the interpretation of the results.

## Methodology

The SGP evaluation global survey (refer to annex D) was circulated in July- August 2020. The survey was sent to 1290 individuals in 125 countries. The recipients were composed of SGP National Coordinator, SGP National Steering Committee Members and GEF Focal Point. The survey questionnaire was composed of Likert-like open ended questions. The survey received 925 responses (71% response rate).

This analysis focuses only on Likert-like questions.

The statistical method was guided by MJ Campbell 2016, S Shantikumar 2016<sup>1</sup>. The statistical analysis was R. The statistical tests are presented below.

- **Chi-Square Test** of independence for Nominal or 2>Categorical data (i.e., Regions, Economic Status, UCP Status) and Nominal data (i.e., Likert-like responses)
- **Barlett Test** to test the assumption on the homogeneity of variance before performing Kruskal -Wallis. **Kruskal-Wallis Test** for Independent Variable for 2>Categorical data/independent variable (i.e., Regions, Economic Status) and Ordinal/dependent (i.e., Likert responses). If H0 is rejected for Kruskal-Wallis, test for **Dunn Test**, which is a post-hoc test to pinpoint which specific means are significant from the other.
- **Wilcox Test** for Independence was used in lieu of Kruskal-Wallis Test when testing for Nominal/independent variable (i.e., UCP status) and Ordinal/dependent (i.e., Likert responses)

The following input variables (and their values) were used:

- **UCP Status** (nominal): Upgraded Country, Global Programme
- **Region** (categorical, 2> category): Africa, Asia and the Pacific, Arab States, Europe and Central Asia, Latin America and the Caribbean
- **Institutional affiliation** (categorical, 2> category): (1) Academic; (2) Government; (3) Multilateral organization; (4) NGO; (5) Private sector
- **Role in SGP** (categorical, 2> category): (1) GEF Focal Point (Government); (2) Other UNDP Country Office staff member; (3) SGP National Coordinator; (4) SGP National Steering Committee member; (5) UNDP Country Office senior manager (RR, DRR, ARR)
- **Country's Economic Status** (ordinal): (1) Least Developed Country (LDC), (2) Middle Income Country (MIC), (3) High Income Country (HI)
- **# of years with SGP** (ordinal) (Transform to ordinal): (1) Less than 2 years; (2) 2-5 years; (3) 5–10 years; (4) More than 10 years

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<sup>1</sup> <https://www.healthknowledge.org.uk/public-health-textbook/research-methods/1b-statistical-methods/parametric-nonparametric-tests>

## Analysis of long-term evolution of SGP

### a. SURVEY QUESTION

(Question 11) In your opinion, which of the following describes the best long-term evolution of SGP Country Programmes? (select 1)

- (1). Continues with business as usual, with management from UNDP/UNOPS and funding through the GEF, with a mix of country programmes funded by core, STAR and core, and STAR funded full-size projects/medium-size projects (FSPs/MSPs)
- (2). All SGP Country Programmes become funded as SGP FSPs/MSPs
- (3). Becomes a programme implemented by other GEF Agencies in addition to UNDP and supported mainly by the GEF
- (4). Becomes a programme independent of UNDP and supported mainly by non-GEF financing (i.e. bilateral fund, multilateral funds, grants, private sector, government)

### b. STATISTICAL TEST

Table E1. Type of data, statistical test and hypothesis for Question 11

Input variable (types of data)	Outcome variable (types of data)	Statistical test to be used	Hypothesis (do not reject H0 if $p < 0.05$ )
UCP Status <sup>2</sup> (nominal)	Perception on the long-term evolution SGP <sup>3</sup> (categorical)	Chi <sup>2</sup> Test for independence	H0: The UCP status of the respondents has no relationship with their long-term vision of evolution SGP  HA: The UCP status of the respondents has a relationship with their long-term vision of evolution SGP
Region <sup>4</sup> (categorical, 2> category)			H0: The region of the respondents has no relationship with their long-term vision of evolution SGP  HA: The region of the respondents has a relationship with their long-term vision of evolution SGP
Institutional affiliation <sup>5</sup> (categorical, 2> category)			H0: The institutional affiliation of the respondents has no relationship with their long-term vision of evolution SGP  HA: The institutional affiliation of the respondents has a relationship with their long-term vision of evolution SGP

<sup>2</sup> Categories: Upgraded Country, Global Programme

<sup>3</sup> Responses: (1) Continues with business as usual, with management from UNDP/UNOPS and funding through the GEF, with a mix of country programmes funded by core, STAR and core, and STAR funded full-size projects/medium-size projects (FSPs/MSPs); (2) All SGP Country Programmes become funded as SGP FSPs/MSPs; (3) Becomes a programme implemented by other GEF Agencies in addition to UNDP and supported mainly by the GEF; (4) Becomes a programme independent of UNDP and supported mainly by non-GEF financing (i.e. bilateral fund, multilateral funds, grants, private sector, government)

<sup>4</sup> Categories: Africa, Asia and the Pacific, Arab States, Europe and Central Asia, Latin America and the Caribbean

<sup>5</sup> Categories: (1) Academic; (2) Government; (3) Multilateral organization; (4) NGO; (5) Private sector

Role in SGP <sup>6</sup> (categorical, 2> category)			H0: The role in SGP of the respondents has no relationship with their long-term vision of evolution SGP  HA: The role in SGP of the respondents has a relationship with their long-term vision of evolution SGP
Country's economic status <sup>7</sup> (ordinal)		Dichotomize Outcome Variable to transform to nominal data, then use Chi <sup>2</sup> test of independence and test each Outcome Variable category against the Input Variable separately	H0: The country's economic status of at the respondents has no relationship with their long-term vision of evolution SGP (categories 1-4)  HA: The country's economic status of the respondents has a relationship with their long-term vision of evolution SGP (categories 1-4)
# of years with SGP <sup>8</sup> (ordinal)			H0: The # of years with SGP of the respondents has no relationship with their long-term vision of evolution SGP (category 1-4)  HA: The # of years with SGP of the respondents has a relationship with their long-term vision of evolution SGP (category 1-4)

Table E2. Summary of statistical results for Question 11 - In your opinion, which of the following describes the best long-term evolution of SGP Country Programmes?

<b>Input Variable</b>	<b>Hypothesis (do not reject H0 if p&lt;0.05)</b>
UCP status	<b>Reject H0; X-squared = 11.89, df = 5, p-value = 0.03633*</b>
Region	Cannot reject H0; X-squared = 28.851, df = 20, p-value = 0.09073
Institutional affiliation	Cannot reject H0; X-squared = 25.275, df = 20, p-value = 0.1911
Role in SGP	H0: The role in SGP of the respondents has no relationship with their long-term vision of evolution SGP X-squared = 29.786, df = 25, p-value = 0.2324
Country's economic status	Cannot reject H0 Outcome Variable Category 1: X-squared = 1.7082, df = 2, p-value = 0.4257 Outcome Variable Category 2: X-squared = 0.65895, df = 2, p-value = 0.7193 Outcome Variable Category 3: X-squared = 2.0667, df = 2, p-value = 0.3558 Outcome Variable Category 4: X-squared = 1.3985, df = 2, p-value = 0.497
# of years with SGP	Cannot reject H0 Outcome Variable Category 1: X-squared = 1.6958, df = 3, p-value = 0.6379 Outcome Variable Category 2: X-squared = 3.4626, df = 3, p-value = 0.3256 Outcome Variable Category 3: X-squared = 2.4423, df = 3, p-value = 0.4858 Outcome Variable Category 4: X-squared = 1.475, df = 3, p-value = 0.6881

\*H0 is rejected

<sup>6</sup> Categories: (1) GEF Focal Point (Government); (2) Other UNDP Country Office staff member; (3) SGP National Coordinator; (4) SGP National Steering Committee member; (5) UNDP Country Office senior manager (RR, DRR, ARR)

<sup>7</sup> Categories: (1) Least Developed Country (LDC), (2) Middle Income Country (MIC), (3) High Income Country (HI)

<sup>8</sup> Categories: (1) Less than 2 years; (2) 2-5 years; (3) 5-10 years; (4) More than 10 years

Table E3. Percentage of respondents against perceptions on the long-term evolution of SGP

Perception on the long-term evolution SGP					
UCP status (n = 825)	Response 1: Continues with business as usual, with management from UNDP and funding through the GEF, with a mix of country programmes funded by core, STAR and core, and STAR funded full-size projects/medium-size projects (FSPs/MSPs)	Response 2: All SGP Country Programmes become funded as SGP FSPs/MSPs	Response 3: Becomes a programme implemented by other GEF Agencies in addition to UNDP and supported mainly by the GEF	Response 4: Becomes a programme independent of UNDP and supported mainly by non-GEF financing (i.e. bilateral fund, multilateral funds, grants, private sector, government)	Total
Global Programme (n = 710)	51%*	13%	17%	18%	100%
Upgraded Programme (n = 115)	36%	17%	23%	24%*	100%

\*highest value

## 2. Analysis of relationship between UNDP and SGP

### a. SURVEY QUESTION

(Question 16) Which of the following best describes the relationship between SGP and the UNDP Country Programme in your country? (select 1):

- (1). SGP is an integral part of the UNDP Country Programme, and is mentioned in the United Nations Development Assistance Framework (UNDAF) (or other UN framework) and the UNDP Country Programme (Country Programme Document (CPD) and/or Country Programme Action Plan (CPAP))
- (2). SGP is not formally mentioned in the UNDAF or the CPD/CPAP, but it is considered an integral part of the UNDP Country Programme
- (3). SGP is considered an important part of the UNDP Country Programme's environment portfolio
- (4). SGP is implemented by UNDP, but is a stand-alone programme with little linkage to other UNDP projects or programmes
- (5). There is hardly any linkage between SGP and UNDP
- (6). Other (please specify) \_\_\_\_\_

### b. STATISTICAL TEST

Table E4. Type of data, statistical test and hypothesis for Question 16

Input variable (type of data)	Outcome variable (type of data)	Statistical test to be used	Hypothesis (do not reject H0 if p<0.05)
UCP status (nominal)	Perception on the long-term evolution	Chi <sup>2</sup> Test for independence	H0: The UCP status of the respondents has no relationship with their view on the relationship between SGP and the UNDP  HA: The UCP status of the respondents has a relationship with their view on the relationship between SGP and the UNDP

Region (categorical, 2> category)	SGP <sup>9</sup> (categorical)		H0: The region of the respondents has no relationship with their view on the relationship between SGP and the UNDP  HA: The region of the respondents has a relationship with their view on the relationship between SGP and the UNDP	
Institutional affiliation (categorical, 2> category)			H0: The institutional affiliation of the respondents has no relationship with their view on the relationship between SGP and the UNDP  HA: The institutional affiliation of the respondents has a relationship with their view on the relationship between SGP and the UNDP	
Role in SGP (categorical, 2> category)			H0: The role in SGP of the respondents has no relationship with their view on the relationship between SGP and the UNDP  HA: The role in SGP of the respondents has a relationship with their view on the relationship between SGP and the UNDP	
Country's economic status (ordinal)			Dichotomize Outcome Variable to transform to nominal data, then use Chi <sup>2</sup> test of independence and test each Outcome Variable category against the Input Variable separately	H0: The country's economic status of at the respondents has no relationship with their view on the relationship between SGP and the UNDP (categories 1-4) HA: The country's economic status of the respondents has a relationship with their long term vision of evolution SGP (categories 1-4)
# of years with SGP (ordinal) (transform to ordinal)				H0: The # of years with SGP of the respondents has no relationship with their view on the relationship between SGP and the UNDP (categories 1-4) HA: The # of years with SGP of the respondents has a relationship with their view on the relationship between SGP and the UNDP (categories 1-4)

Table E5. Summary of statistical test results for question 16 Which of the following best describes the relationship between SGP and the UNDP Country Programme in your country?

<b>Input variable</b>	<b>Hypothesis (do not reject H0 if p&lt;0.05)</b>
UCP status	Cannot reject H0; X-squared = 5.6229, df = 6, p-value = 0.4667
Region	Cannot reject H0; X-squared = 22.432, df = 24, p-value = 0.5535
Institutional affiliation	<b>Reject H0; X-squared = 67.107, df = 24, p-value = 5.944e-06*</b>

<sup>9</sup> Responses: (1) SGP is an integral part of the UNDP Country Programme, and is mentioned in the United Nations Development Assistance Framework (UNDAF) (or other UN framework) and the UNDP Country Programme (Country Programme Document (CPD) and/or Country Programme Action Plan (CPAP)); (2) SGP is not formally mentioned in the UNDAF or the CPD/CPAP, but it is considered an integral part of the UNDP Country Programme; (3) SGP is considered an important part of the UNDP Country Programme's environment portfolio; (4) SGP is implemented by UNDP, but is a stand-alone programme with little linkage to other UNDP projects or programmes; (5) There is hardly any linkage between SGP and UNDP

Role in SGP	<b>Reject H0; X-squared = 100.43, df = 30, p-value = 1.588e-09*</b>
country's economic status	Cannot reject H0 Outcome Variable Category 1: X-squared = 3.1858, df = 2, p-value = 0.2033 Outcome Variable Category 2: X-squared = 0.58714, df = 2, p-value = 0.7456 Outcome Variable Category 3: X-squared = 1.173, df = 2, p-value = 0.5563 Outcome Variable Category 4: X-squared = 0.17829, df = 2, p-value = 0.9147 Outcome Variable 2 Category 5: X-squared = 0.13727, df = 2, p-value = 0.9337
# of years with SGP	Cannot reject H0 Outcome Variable Category 2: X-squared = 1.8233, df = 3, p-value = 0.6099 Outcome Variable Category 4: X-squared = 5.5812, df = 3, p-value = 0.133 <b>Reject H0</b> <b>Outcome Variable Category 1: X-squared = 20.148, df = 3, p-value = 0.0001582*</b> <b>Outcome Variable Category 3: X-squared = 11.849, df = 3, p-value = 0.00792*</b> <b>Outcome Variable Category 5: X-squared = 9.5693, df = 3, p-value = 0.02261*</b>

Table E6. Percentage of respondents belonging to various institutions and their perception on the relationship with SGP and UNDP

Type of Institutions (n = 648)	Perception on the relationship of SGP and UNDP					Grand Total
	Response 1: SGP is an integral part of the UNDP Country Programme, and is mentioned in the United Nations Development Assistance Framework (UNDAF) (or other UN framework) and the UNDP Country Programme Document (CPD) and/or Country Programme Action Plan (CPAP)	Response 2: SGP is not formally mentioned in the UNDAF or the CPD/CPAP, but it is considered an integral part of the UNDP Country Programme	Response 3: SGP is considered an important part of the UNDP Country Programme's environment portfolio	Response 4: SGP is implemented by UNDP, but is a stand-alone programme with little linkage to other UNDP projects or programmes	Response 5: There is hardly any linkage between SGP and UNDP	
(1). Academic (n = 75)	43%*	4%	37%	15%	1%	100%
(2). Government (n = 155)	32%	6%	35%*	23%	3%	100%
(3). Multilateral organization (UN, etc.) (n = 187)	22%	18%	33%*	26%	2%	100%
(4). NGO (n = 203)	30%	5%	42%*	21%	2%	100%
(5). Private sector (n = 28)	36%*	0%	36%*	21%	7%	100%



\*highest value

Table E7. Percentage of responses Role in SGP VS perception on the relationship with SGP and UNDP

Role in SGP (n = 648)	Perception on the relationship of SGP and UNDP					Grand Total
	Response 1: SGP is an integral part of the UNDP Country Programme, and is mentioned in the United Nations Development Assistance Framework (UNDAF) (or other UN framework) and the UNDP Country Programme (Country Programme Document (CPD) and/or Country Programme Action Plan (CPAP)	Response 2: SGP is not formally mentioned in the UNDAF or the CPD/CPAP, but it is considered an integral part of the UNDP Country Programme	Response 3: SGP is considered an important part of the UNDP Country Programme's environment portfolio	Response 4: SGP is implemented by UNDP, but is a stand-alone programme with little linkage to other UNDP projects or programmes	Response 5: There is hardly any linkage between SGP and UNDP	
(1). GEF focal point (government) (n = 50)	24%	8%	32%*	32%*	4%	100%
(2). Other UNDP Country Office staff member (n = 51)	27%	14%	43%*	14%	2%	100%
(3). SGP National Coordinator (n = 106)	14%	22%	31%	32%*	1%	100%
(4). SGP National Steering Committee member (n = 329)	35%	5%	40%*	17%	3%	100%
(5). UNDP Country Office senior	50%*	8%	25%	17%	0%	100%

manager (RR,  
 DRR, ARR)  
 (n = 12)

\*highest value

Table E8. Percentage of responses Years with SGP VS perception on the relationship with SGP and UNDP

Perception on the relationship of SGP and UNDP						
	Response 1: SGP is an integral part of the UNDP Country Programme, and is mentioned in the United Nations Development Assistance Framework (UNDAF) (or other UN framework) and the UNDP Country Programme (Country Programme Document (CPD) and/or Country Programme Action Plan (CPAP)**	Response 2: SGP is not formally mentioned in the UNDAF or the CPD/CPAP, but it is considered an integral part of the UNDP Country Programme	Response 3: SGP is considered an important part of the UNDP Country Programme's environment portfolio**	Response 4: SGP is implemented by UNDP, but is a stand-alone programme with little linkage to other UNDP projects or programmes	Response 5: There is hardly any linkage between SGP and UNDP**	Total
# Years with SGP (n = 648)						
(1). Less than 2 years (n = 33)	15%	9%	58%*	9%	9%	100%
(2). 2-5 years (n = 166)	43%*	7%	31%	19%	1%	100%
(3). 5-10 years (n = 181)	27%	8%	42%*	22%	1%	100%
(4). More than 10 years (n = 268)	26%	10%	35%*	26%	3%	100%

\*highest value, \*\*significant statistical relationship

### 3. Analysis of broader adoption

#### 3.5. SURVEY QUESTIONS

(Q13) How do you rate the achievements of the GEF SGP in your country regarding broader adoption?

- Mainstreaming: 6 (excellent achievements) to 1 (no results at all), no opinion
- Replication: 6 (excellent achievements) to 1 (no results at all), no opinion
- Scaling-up: 6 (excellent achievements) to 1 (no results at all), no opinion
- Sustaining: 6 (excellent achievements) to 1 (no results at all), no opinion
- Market change: 6 (excellent achievements) to 1 (no results at all), no opinion

(Q17) To what extent has UNDP supported replication, mainstreaming, scaling-up, sustaining, and market linkage of SGP initiatives in your country?

- 6 Very large extent-1 Not at all

### 3.6. STATISTICAL TEST

Table E9

Input variable (type of data)	Outcome variable (type of data)	Statistical test to be used	Hypothesis <sup>10</sup> <b>Wilcox test (W): do not reject H0 if p&lt;0.05</b> <b>Barlett Test: if p&gt;.05 proceed to Kruskal-Wallis</b> <b>Kruskal-Wallis: do not reject H0 if p&lt;0.05</b> <b>Dunn Test: if p&lt;.05 there is statistical significance</b> <b>Spearman Rank: correlation if rho is closer to 1/-1 and p&lt;.05</b>
UCP status (nominal)		Man Whitney Wilcoxon Test	<p>H0: There is no significant difference between the Upgraded and Global programme countries and their perception of (1) Mainstreaming, (2) Replication, (3) Scaling-up, (4) Sustaining,(5) Market Changes, (6) UNDP support to adoption (7) UNDP support to adoption</p> <p>HA: There is significant difference between the Upgraded and Global programme countries and their perception of (1) Mainstreaming, (2) Replication, (3) Scaling-up, (4) Sustaining,(5) Market Changes, (6) UNDP support to adoption (7) UNDP support to adoption</p>
Region (categorical, 2> category)	Likert scoring of (ordinal): <ul style="list-style-type: none"> <li>• Mainstreaming</li> <li>• Replication</li> <li>• Scaling-up</li> <li>• Sustaining</li> <li>• Market Changes</li> <li>• UNDP support to adoption</li> </ul>	Bartlett test: if p>.05 it means that the variance are equal and can proceed to Kruskal-Wallis;  Kruskal-Wallis: if H0 is rejected it means that the population is not equal and is proceed to Dunn Test;	<p>H0: There is no significant difference between the Regions and their perception of (1) Mainstreaming, (2) Replication, (3) Scaling-up, (4) Sustaining,(5) Market Changes, (6) UNDP support to adoption (7) UNDP support to adoption</p> <p>HA: There is significant difference between the Regions and their perception of (1) Mainstreaming, (2) Replication, (3) Scaling-up, (4) Sustaining,(5) Market Changes, (6) UNDP support to adoption (7) UNDP support to adoption</p>
Institutional affiliation (categorical, 2> category)		Dunn Test: To measure the difference between groups	<p>H0: There is no significant difference between the respondents belonging to various institutions and their perception of (1) Mainstreaming, (2) Replication, (3) Scaling-up, (4) Sustaining,(5) Market Changes, (6) UNDP support to adoption (7) UNDP support to adoption</p> <p>HA: There is significant difference between the respondents belonging to various institutions and their perception of (1) Mainstreaming, (2) Replication, (3) Scaling-up, (4) Sustaining,(5) Market Changes, (6) UNDP support to adoption (7) UNDP support to adoption</p>

<sup>10</sup> Multiple H0 and HA per Outcome Variable

Role in SGP (categorical, 2> category)			<p>H0: There is no significant difference between the respondents belonging to various roles in SGP and their perception of (1) Mainstreaming, (2) Replication, (3) Scaling-up, (4) Sustaining,(5) Market Changes, (6) UNDP support to adoption (7) UNDP support to adoption</p> <p>HA: There is significant difference between the respondents belonging to various roles in SGP and their perception of (1) Mainstreaming, (2) Replication, (3) Scaling-up, (4) Sustaining,(5) Market Changes, (6) UNDP support to adoption (7) UNDP support to adoption</p>
Country's economic status (ordinal)		Transform Input variable to numerical then use Spearman Rank	<p>H0: There is no significant correlation between the respondents from LDC, MIC and HIC and their perception of (1) Mainstreaming, (2) Replication, (3) Scaling-up, (4) Sustaining,(5) Market Changes, (6) UNDP support to adoption (7) UNDP support to adoption</p> <p>HA: There is significant correlation between the respondents from LDC, MIC and HIC and their perception of (1) Mainstreaming, (2) Replication, (3) Scaling-up, (4) Sustaining,(5) Market Changes, (6) UNDP support to adoption (7) UNDP support to adoption</p>
# of years with SGP (ordinal) (transform to ordinal)			<p>H0: There is no significant correlation between the respondents with various years of affiliation with SGP and their perception of (1) Mainstreaming, (2) Replication, (3) Scaling-up, (4) Sustaining,(5) Market Changes, (6) UNDP support to adoption (7) UNDP support to adoption</p> <p>HA: There is significant correlation between the respondents with various years of affiliation with SGP and their perception of (1) Mainstreaming, (2) Replication, (3) Scaling-up, (4) Sustaining,(5) Market Changes, (6) UNDP support to adoption (7) UNDP support to adoption</p>

Table E10. Question 16 summary of statistical test results for Question 13- Mainstreaming

Input variable	
UCP status	Cannot reject H0; W = 24913, p-value = 0.7658
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 4.2847, df = 4, p-value = 0.3688
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 4.4872, df = 4, p-value = 0.3441
Role in SGP	Cannot reject H0; Kruskal-Wallis chi-squared = 4.1867, df = 5, p-value = 0.5229
Country's economic status	Cannot reject H0; rho -0.004712494 S = 43691008, p-value = 0.9054
# of years with SGP	Cannot reject H0; rho 0.0123252 S = 42950105, p-value = 0.7558

Table E11. Question 16 summary of statistical test results for Question 13- Replication

<b>Input variable</b>	<b>Hypothesis (do not reject H0 if p&lt;0.05)</b>
UCP status	Cannot reject H0; W = 26081, p-value = 0.7749
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 12.823, df = 4, p-value = 0.01217
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 5.4392, df = 4, p-value = 0.2451
Role in SGP	Cannot reject H0; Kruskal-Wallis chi-squared = 4.7749, df = 5, p-value = 0.444
Country's economic status	<b>Reject H0; rho 0.08038519 S = 37960554, p-value = 0.04404*</b>
# of years with SGP	<b>Reject H0; rho 0.08744771 S = 40622165, p-value = 0.02648*</b>

Table E2. Question 16 summary of statistical test results for Question 13--Scaling up

<b>Input variable</b>	<b>Hypothesis (do not reject H0 if p&lt;0.05)</b>
UCP Status	Cannot reject H0; W = 24225, p-value = 0.4012
Region	<b>Reject H0; Kruskal-Wallis chi-squared = 12.417, df = 4, p-value = 0.01451</b> Dunn test; No significant difference Comparison      Z              P.unadj      P.adj 1 RBA - RBAP -0.5723910 0.567057115 1.00000000 2 RBA - RBAS 0.3774550 0.705835510 1.00000000 3 RBAP - RBAS 0.7494530 0.453584239 1.00000000 4 RBA - RBEC -2.7426368 0.006094805 0.06094805 5 RBAP - RBEC -2.2136549 0.026852527 0.26852527 6 RBAS - RBEC -2.2853475 0.022292457 0.22292457 7 RBA - RBLAC -2.3143420 0.020648971 0.20648971 8 RBAP - RBLAC -1.7145120 0.086434742 0.86434742 9 RBAS - RBLAC -1.8938825 0.058240613 0.58240613 10 RBEC - RBLAC 0.7031515 0.481961363 1.00000000
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 2.9896, df = 4, p-value = 0.5596
Role in SGP	Cannot reject H0; Kruskal-Wallis chi-squared = 4.8882, df = 5, p-value = 0.4297
Country's economic status	<b>Reject H0; rho 0.09031701 S = 36484538, p-value = 0.02429*</b>
# of years with SGP	Cannot reject H0; rho 0.01967871 S = 42430501, p-value = 0.6198

1. There is a significant difference across various respondents belonging to different regions and their perception of the scaling-up of SGP (refer to table G12). There is a significant difference across all regions and its respondents' perception of Sustaining SGP's activities. This indicates that there is varied sustainability across SGP grants.

Table E13. Question 16 summary of statistical test results for Question 13—Sustaining

<b>Input variable</b>	<b>Hypothesis (do not reject H0 if p&lt;0.05)</b>
UCP status	Cannot reject H0; W = 26336, p-value = 0.286
Region	<b>Reject H0; Kruskal-Wallis chi-squared = 27.826, df = 4, p-value = 1.353e-05*</b> Dunn test; with significant difference Comparison      Z              P.unadj      P.adj 1 RBA - RBAP -0.9951273 3.196743e-01 1.000000e+00* 2 RBA - RBAS -0.3416077 7.326462e-01 1.000000e+00* 3 RBAP - RBAS 0.3011670 7.632872e-01 1.000000e+00* 4 RBA - RBEC -4.6115470 3.996833e-06 3.996833e-05* 5 RBAP - RBEC -3.6780275 2.350446e-04 2.350446e-03* 6 RBAS - RBEC -2.8856458 3.906115e-03 3.906115e-02*

	<b>7 RBA - RBLAC -3.3555471 7.920816e-04 7.920816e-03*</b>
	<b>8 RBAP - RBLAC -2.2991675 2.149543e-02 2.149543e-01*</b>
	<b>9 RBAS - RBLAC -1.8126845 6.988049e-02 6.988049e-01*</b>
	<b>10 RBEC - RBLAC 1.6804037 9.287879e-02 9.287879e-01*</b>
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 3.4896, df = 4, p-value = 0.4795
Role in SGP	Cannot reject H0; Kruskal-Wallis chi-squared = 7.2326, df = 5, p-value = 0.2039
Country's economic status	Cannot reject H0; rho 0.04523015 S = 38292831, p-value = 0.26
# of years with SGP	Cannot reject H0; rho 0.0007966209 S = 43247759, p-value = 0.984

\*significant p-value

Table E34. Question 16 summary of statistical test results for Question 13—market change

Input Variable	Hypothesis (do not reject H0 if p<0.05)
UCP status	Cannot reject H0; W = 22138, p-value = 0.2402
Region	<b>Reject H0; Kruskal-Wallis chi-squared = 17.865, df = 4, p-value = 0.001311*</b> Dunn test; with significant difference
	Comparison      Z                      P.unadj      P.adj
	<b>1 RBA - RBAP -2.9475547 0.0032029812 0.032029812*</b>
	2 RBA - RBAS -0.9846296 0.3248060273 1.000000000
	3 RBAP - RBAS 0.9167775 0.3592592407 1.000000000
	<b>4 RBA - RBEC -3.8859306 0.0001019386 0.001019386*</b>
	5 RBAP - RBEC -1.3168637 0.1878843165 1.000000000
	6 RBAS - RBEC -1.7849419 0.0742707440 0.742707440
	7 RBA - RBLAC -2.6694433 0.0075977099 0.075977099
	8 RBAP - RBLAC 0.2699084 0.7872307298 1.000000000
	9 RBAS - RBLAC -0.7401860 0.4591871237 1.000000000
	10 RBEC - RBLAC 1.5501821 0.1210978045 1.000000000
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 9.2395, df = 4, p-value = 0.05538
Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 11.249, df = 5, p-value = 0.04666*</b> Dunn test; No significant difference
	Comparison                                      Z                      P.unadj      P.adj
	1                      GEF FP - Others -0.29640551 0.76692042 1.0000000
	2                      GEF FP - SGP NC 1.75969759 0.07845910 1.0000000
	3                      Others - SGP NC 2.15794196 0.03093234 0.4639852
	4                      GEF FP - SGP NSC member 0.11269838 0.91026969 1.0000000
	5                      Others - SGP NSC member 0.51576035 0.60602180 1.0000000
	6                      SGP NC - SGP NSC member -2.59777374 0.00938303 0.1407454
	7                      GEF FP - UNDP CO Staff 1.62082662 0.10505483 1.0000000
	8                      Others - UNDP CO Staff 1.95125713 0.05102647 0.7653970
	9                      SGP NC - UNDP CO Staff 0.13039871 0.89625099 1.0000000
	10                      SGP NSC member - UNDP CO Staff 2.04350587 0.04100239 0.6150358
	11                      GEF FP - UNDP Senior Managers -0.10945462 0.91284191 1.0000000
	12                      Others - UNDP Senior Managers 0.06163071 0.95085692 1.0000000
	13                      SGP NC - UNDP Senior Managers -1.04140043 0.29768975 1.0000000
	14                      SGP NSC member - UNDP Senior Managers -0.17272556 0.86286716 1.0000000
	15                      UNDP CO Staff - UNDP Senior Managers -1.05823171 0.28994982 1.0000000
Country's economic status	Cannot reject H0; rho 0.05250115 S = 34452101, p-value = 0.1983
# of years with SGP	Cannot reject H0; rho -0.06172607 S = 40561531, p-value = 0.1272

\*significant p-value

Table E45. Question 17 summary of statistical test results

<b>Input Variable</b>	<b>Hypothesis (do not reject H0 if p&lt;0.05)</b>																																																																
UCP status	<b>Reject H0; W = 21903, p-value = 0.04533*</b>																																																																
Region	<b>Reject H0; Kruskal-Wallis chi-squared = 11.417, df = 4, p-value = 0.02225*</b> <b>Dunn test; with significant difference</b> <table border="1"> <thead> <tr> <th>Comparison</th> <th>Z</th> <th>P.unadj</th> <th>P.adj</th> </tr> </thead> <tbody> <tr><td>1 RBA - RBAP</td><td>-0.8552306</td><td>0.392423511</td><td>1.00000000</td></tr> <tr><td>2 RBA - RBAS</td><td>-0.7080300</td><td>0.478926608</td><td>1.00000000</td></tr> <tr><td>3 RBAP - RBAS</td><td>-0.1618343</td><td>0.871436359</td><td>1.00000000</td></tr> <tr><td><b>4 RBA - RBEC</b></td><td><b>-3.2089409</b></td><td><b>0.001332249</b></td><td><b>0.01332249*</b></td></tr> <tr><td>5 RBAP - RBEC</td><td>-2.4163048</td><td>0.015678932</td><td>0.15678932</td></tr> <tr><td>6 RBAS - RBEC</td><td>-1.5413436</td><td>0.123233194</td><td>1.00000000</td></tr> <tr><td>7 RBA - RBLAC</td><td>-1.9250387</td><td>0.054224521</td><td>0.54224521</td></tr> <tr><td>8 RBAP - RBLAC</td><td>-1.0381134</td><td>0.299217286</td><td>1.00000000</td></tr> <tr><td>9 RBAS - RBLAC</td><td>-0.5116684</td><td>0.608883086</td><td>1.00000000</td></tr> <tr><td>10 RBEC - RBLAC</td><td>1.5134400</td><td>0.130167923</td><td>1.00000000</td></tr> </tbody> </table>	Comparison	Z	P.unadj	P.adj	1 RBA - RBAP	-0.8552306	0.392423511	1.00000000	2 RBA - RBAS	-0.7080300	0.478926608	1.00000000	3 RBAP - RBAS	-0.1618343	0.871436359	1.00000000	<b>4 RBA - RBEC</b>	<b>-3.2089409</b>	<b>0.001332249</b>	<b>0.01332249*</b>	5 RBAP - RBEC	-2.4163048	0.015678932	0.15678932	6 RBAS - RBEC	-1.5413436	0.123233194	1.00000000	7 RBA - RBLAC	-1.9250387	0.054224521	0.54224521	8 RBAP - RBLAC	-1.0381134	0.299217286	1.00000000	9 RBAS - RBLAC	-0.5116684	0.608883086	1.00000000	10 RBEC - RBLAC	1.5134400	0.130167923	1.00000000																				
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Institutional affiliation	<b>Reject H0; Kruskal-Wallis chi-squared = 14.458, df = 4, p-value = 0.005967*</b> <b>Comparison Z P.unadj P.adj</b> <table border="1"> <tbody> <tr><td>1 Academic - Government</td><td>2.5723234</td><td>0.0101018466</td><td>0.101018466</td></tr> <tr><td><b>2 Academic - Multilateral organization (UN, etc.)</b></td><td><b>3.6023304</b></td><td><b>0.0003153772</b></td><td><b>0.003153772*</b></td></tr> <tr><td>3 Government - Multilateral organization (UN, etc.)</td><td>1.1764961</td><td>0.2393967056</td><td>1.00000000</td></tr> <tr><td>4 Academic - NGO</td><td>2.6127028</td><td>0.0089829375</td><td>0.089829375</td></tr> <tr><td>5 Government - NGO</td><td>-0.0805885</td><td>0.9357692145</td><td>1.00000000</td></tr> <tr><td>6 Multilateral organization (UN, etc.) - NGO</td><td>-1.3438714</td><td>0.1789899741</td><td>1.00000000</td></tr> <tr><td>7 Academic - Private sector</td><td>2.5827253</td><td>0.0098023331</td><td>0.098023331</td></tr> <tr><td>8 Government - Private sector</td><td>1.1056168</td><td>0.2688924303</td><td>1.00000000</td></tr> <tr><td>9 Multilateral organization (UN, etc.) - Private sector</td><td>0.5251107</td><td>0.5995062536</td><td>1.00000000</td></tr> <tr><td>10 NGO - Private sector</td><td>1.1637951</td><td>0.2445070487</td><td>1.00000000</td></tr> </tbody> </table>	1 Academic - Government	2.5723234	0.0101018466	0.101018466	<b>2 Academic - Multilateral organization (UN, etc.)</b>	<b>3.6023304</b>	<b>0.0003153772</b>	<b>0.003153772*</b>	3 Government - Multilateral organization (UN, etc.)	1.1764961	0.2393967056	1.00000000	4 Academic - NGO	2.6127028	0.0089829375	0.089829375	5 Government - NGO	-0.0805885	0.9357692145	1.00000000	6 Multilateral organization (UN, etc.) - NGO	-1.3438714	0.1789899741	1.00000000	7 Academic - Private sector	2.5827253	0.0098023331	0.098023331	8 Government - Private sector	1.1056168	0.2688924303	1.00000000	9 Multilateral organization (UN, etc.) - Private sector	0.5251107	0.5995062536	1.00000000	10 NGO - Private sector	1.1637951	0.2445070487	1.00000000																								
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Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 33.479, df = 5, p-value = 3.023e-06*</b> <b>Dunn test; with significant difference</b> <table border="1"> <thead> <tr> <th>Comparison</th> <th>Z</th> <th>P.unadj</th> <th>P.adj</th> </tr> </thead> <tbody> <tr><td>1 GEF FP - Others</td><td>0.91570036</td><td>3.598241e-01</td><td>1.000000e+00*</td></tr> <tr><td>2 GEF FP - SGP NC</td><td>2.06640862</td><td>3.878991e-02</td><td>5.818487e-01*</td></tr> <tr><td>3 Others - SGP NC</td><td>1.06562935</td><td>2.865912e-01</td><td>1.000000e+00*</td></tr> <tr><td>4 GEF FP - SGP NSC member</td><td>-1.14870903</td><td>2.506760e-01</td><td>1.000000e+00*</td></tr> <tr><td>5 Others - SGP NSC member</td><td>-2.45068614</td><td>1.425842e-02</td><td>2.138763e-01*</td></tr> <tr><td>6 SGP NC - SGP NSC member</td><td>-4.81312353</td><td>1.485894e-06</td><td>2.228841e-05*</td></tr> <tr><td>7 GEF FP - UNDP CO Staff</td><td>-1.98909867</td><td>4.669031e-02</td><td>7.003547e-01*</td></tr> <tr><td>8 Others - UNDP CO Staff</td><td>-2.96685008</td><td>3.008676e-03</td><td>4.513014e-02*</td></tr> <tr><td>9 SGP NC - UNDP CO Staff</td><td>-4.41128025</td><td>1.027612e-05</td><td>1.541418e-04*</td></tr> <tr><td>10 SGP NSC member - UNDP CO Staff</td><td>-1.49036940</td><td>1.361271e-01</td><td>1.000000e+00*</td></tr> <tr><td>11 GEF FP - UNDP Senior Managers</td><td>-1.16187890</td><td>2.452847e-01</td><td>1.000000e+00*</td></tr> <tr><td>12 Others - UNDP Senior Managers</td><td>-1.73913015</td><td>8.201187e-02</td><td>1.000000e+00*</td></tr> <tr><td>13 SGP NC - UNDP Senior Managers</td><td>-2.40069875</td><td>1.636380e-02</td><td>2.454570e-01*</td></tr> <tr><td>14 SGP NSC member - UNDP Senior Managers</td><td>-0.67922192</td><td>4.969973e-01</td><td>1.000000e+00*</td></tr> <tr><td>15 UNDP CO Staff - UNDP Senior Managers</td><td>0.07968626</td><td>9.364868e-01</td><td>1.000000e+00*</td></tr> </tbody> </table>	Comparison	Z	P.unadj	P.adj	1 GEF FP - Others	0.91570036	3.598241e-01	1.000000e+00*	2 GEF FP - SGP NC	2.06640862	3.878991e-02	5.818487e-01*	3 Others - SGP NC	1.06562935	2.865912e-01	1.000000e+00*	4 GEF FP - SGP NSC member	-1.14870903	2.506760e-01	1.000000e+00*	5 Others - SGP NSC member	-2.45068614	1.425842e-02	2.138763e-01*	6 SGP NC - SGP NSC member	-4.81312353	1.485894e-06	2.228841e-05*	7 GEF FP - UNDP CO Staff	-1.98909867	4.669031e-02	7.003547e-01*	8 Others - UNDP CO Staff	-2.96685008	3.008676e-03	4.513014e-02*	9 SGP NC - UNDP CO Staff	-4.41128025	1.027612e-05	1.541418e-04*	10 SGP NSC member - UNDP CO Staff	-1.49036940	1.361271e-01	1.000000e+00*	11 GEF FP - UNDP Senior Managers	-1.16187890	2.452847e-01	1.000000e+00*	12 Others - UNDP Senior Managers	-1.73913015	8.201187e-02	1.000000e+00*	13 SGP NC - UNDP Senior Managers	-2.40069875	1.636380e-02	2.454570e-01*	14 SGP NSC member - UNDP Senior Managers	-0.67922192	4.969973e-01	1.000000e+00*	15 UNDP CO Staff - UNDP Senior Managers	0.07968626	9.364868e-01	1.000000e+00*
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Country's economic status	Cannot reject H0; rho 0.002424305 S = 38485627, p-value = 0.9522
# of years with SGP	<b>Reject H0; -0.1325273 S = 47648320, p-value = 0.0008383*</b>

\*significant p-value

#### 4. Analysis of innovation

##### 4.5. SURVEY QUESTIONS

(Q20) How would you rate the SGP programme's ability to incentivize and foster innovations?

- 6 High-1 Not at all

##### 4.6. STATISTICAL TEST

Table E16

Input variable (type of data)	Outcome variable (type of data)	Statistical test to be used	Hypothesis <sup>11</sup> Wilcox test (W): do not reject H0 if p<0.05 Barlett Test: if p>.05 proceed to Kruskal-Wallis Kruskal-Wallis: do not reject H0 if p<0.05 Dunn Test: if p<.05 there is statistical significance Spearman Rank: correlation if rho is closer to 1/-1 and p<.05
UCP status (nominal)	Likert scoring	Man Whitney Wilcoxon Test	H0: There is no significant difference between the Upgraded and Global programme countries and their perception of SGP's ability to incentivize and foster innovation HA: There is significant difference between the Upgraded and Global programme countries and their perception of SGP's ability to incentivize and foster innovation
Region (categorical, 2> category)		Bartlett test: if p>.05 it means that the variance are equal and can proceed to Kruskal-Wallis;	H0: There is no significant difference between the Regions and their perception of SGP's ability to incentivize and foster innovation HA: There is significant difference between the Regions and their perception of SGP's ability to incentivize and foster innovation
Institutional affiliation (categorical, 2> category)		Kruskal-Wallis: if H0 is rejected it means that the population is not equal and is proceed to Dunn Test;	H0: There is no significant difference between the respondents belonging to various institutions and their perception of SGP's ability to incentivize and foster innovation HA: There is significant difference between the respondents belonging to various institutions and their perception of SGP's ability to incentivize and foster innovation
Role in SGP (categorical, 2> category)		Dunn Test: To measure the difference between groups	H0: There is no significant difference between the respondents belonging to various roles in SGP and their perception of SGP's ability to incentivize and foster innovation

<sup>11</sup> Multiple H0 and HA per Outcome Variable



			HA: There is significant difference between the respondents belonging to various roles in SGP and their perception of SGP's ability to incentivize and foster innovation
Country's economic status <sup>12</sup> (ordinal)		Transform Input variable to numerical then use Spearman Rank	H0: There is no significant difference between the respondents from LDC, MIC, and HIC and their perception of SGP's ability to incentivize and foster innovation HA: There is significant difference between the respondents from LDC, MIC, and HIC and their perception of SGP's ability to incentivize and foster innovation
# of years with SGP (ordinal) (transform to ordinal)			H0: There is no significant difference between the respondents with various years of affiliation with SGP and their perception of SGP's ability to incentivize and foster innovation HA: There is significant difference between the respondents with various years of affiliation with SGP and their perception of SGP's ability to incentivize and foster innovation

Table E57. Summary of statistical test results for Question 20

Input variable	Hypothesis (do not reject H0 if p<0.05)
UCP status	Cannot reject H0; W = 39458, p-value = 0.6137
Region	<b>Reject H0; Kruskal-Wallis chi-squared = 13.325, df = 4, p-value = 0.009792*</b> <b>Dunn test; with significant difference</b> Comparison      Z      P.unadj      P.adj 1 RBA - RBAP 1.08673170 0.2771553984 1.000000000 2 RBA - RBAS 1.04388744 0.2965374690 1.000000000 3 RBAP - RBAS 0.31144164 0.7554649004 1.000000000 4 RBA - RBEC -2.54396364 0.0109602494 0.109602494 <b>5 RBAP - RBEC -3.38423117 0.0007137788 0.007137788*</b> 6 RBAS - RBEC -2.77697055 0.0054868151 0.054868151 7 RBA - RBLAC -0.06591309 0.9474470177 1.000000000 8 RBAP - RBLAC -1.12185994 0.2619219977 1.000000000 9 RBAS - RBLAC -1.07457852 0.2825634746 1.000000000 10 RBEC - RBLAC 2.44032934 0.0146738775 0.146738775
Institutional affiliation	<b>Reject H0; Kruskal-Wallis chi-squared = 9.729, df = 4, p-value = 0.04525*</b> <b>Dunn test; with significant difference</b> Comparison      Z      P.unadj      P.adj 1      Academic - Government 2.5723234 0.0101018466 0.101018466 <b>2      Academic - Multilateral organization (UN, etc.) 3.6023304 0.0003153772 0.003153772*</b> 3      Government - Multilateral organization (UN, etc.) 1.1764961 0.2393967056 1.000000000 4      Academic - NGO 2.6127028 0.0089829375 0.089829375 5      Government - NGO -0.0805885 0.9357692145 1.000000000 6      Multilateral organization (UN, etc.) - NGO -1.3438714 0.1789899741 1.000000000

<sup>12</sup> Categories: (1) Least Developed Country (LDC), (2) Middle Income Country (MIC), (3) High Income Country (HI)

	7	Academic - Private sector	2.5827253	0.0098023331	0.098023331
	8	Government - Private sector	1.1056168	0.2688924303	1.000000000
	9	Multilateral organization (UN, etc.) - Private sector	0.5251107	0.5995062536	1.000000000
	10	NGO - Private sector	1.1637951	0.2445070487	1.000000000
Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 13.145, df = 5, p-value = 0.02206*</b> <b>Dunn test; with significant difference</b>				
	Comparison	Z	P.unadj	P.adj	
	1	GEF FP - Others	-0.8718212	0.383305937	1.00000000
	2	GEF FP - SGP NC	-1.7115802	0.086974054	1.00000000
	3	Others - SGP NC	-0.8169057	0.413982339	1.00000000
	4	GEF FP - SGP NSC member	0.3245227	0.745542358	1.00000000
	5	Others - SGP NSC member	1.5502041	0.121092532	1.00000000
	6	<b>SGP NC - SGP NSC member</b>	<b>2.9596402</b>	<b>0.003079985</b>	<b>0.04619978</b>
	7	GEF FP - UNDP CO Staff	0.9452862	0.344512782	1.00000000
	8	Others - UNDP CO Staff	1.8532932	0.063840349	0.95760524
	9	SGP NC - UNDP CO Staff	2.7613710	0.005755924	0.08633886
	10	SGP NSC member - UNDP CO Staff	0.9234972	0.355748161	1.00000000
	11	GEF FP - UNDP Senior Managers	0.8194311	0.412540501	1.00000000
	12	Others - UNDP Senior Managers	1.3482879	0.177565808	1.00000000
	13	SGP NC - UNDP Senior Managers	1.8153993	0.069462567	1.00000000
	14	SGP NSC member - UNDP Senior Managers	0.7307202	0.464950086	1.00000000
	15	UNDP CO Staff - UNDP Senior Managers	0.2389808	0.811120504	1.00000000
Country's economic status	Cannot reject H0; rho 0.001303827 S = 40054579, p-value = 0.9741				
# of years with SGP	Cannot reject H0; rho 0.04764667 S = 83109623, p-value = 0.1766				

## 5. Analysis of gender

### 5.5. SURVEY QUESTIONS

(Q 21) Does the SGP National Coordinator have an understanding of gender issues and women's empowerment

(Q 22) Does the SGP National Steering Committee have an understanding of gender and promoting women's empowerment

(Q 23) Has the SGP National Steering Committee effectively supported the promotion of gender equality and women's empowerment?

(Q 24) To what extent does the grant selection process include considerations of gender equality and women's empowerment?

(Q 25) How effective have the grants under the SGP Country Programme been at promoting gender equality and women's empowerment?

(Q 26) Overall, has the SGP Country Programme contributed to promoting gender equality and women's empowerment in the country?

(Q 27) Do SGP efforts towards gender issues and women's empowerment enhances the ability to meet environmental objectives?

- Likert scoring: 6 Excellent expertise/ Extremely effective/ Very large extent/ Completely enhances -1 Not at all

## 5.6. STATISTICAL TEST

Table E18

Input variable (type of data)	Outcome variable (type of data)	Statistical test to be used	Hypothesis <sup>13</sup> <b>Wilcox test (W): do not reject H0 if <math>p &lt; 0.05</math></b> <b>Barlett Test: if <math>p &gt; .05</math> proceed to Kruskal-Wallis</b> <b>Kruskal-Wallis: do not reject H0 if <math>p &lt; 0.05</math></b> <b>Dunn Test: if <math>p &lt; .05</math> there is statistical significance</b> <b>Spearman Rank: correlation if if rho is closer to 1/-1 and <math>p &lt; .05</math></b>
UCP status (nominal)	Likert scoring for question 21-27	Man Whitney Wilcoxon Test	H0: There is no significant difference between the Upgraded and Global programme countries and their perception of the National Coordinator's understanding of gender issues and women's empowerment HA: There is significant difference between the Upgraded and Global programme countries and their perception of the National Coordinator's understanding of gender issues and women's empowerment
Region (categorical, 2> category)		Bartlett test: if $p > .05$ it means that the variance are equal and can proceed to Kruskal-Wallis;	H0: There is no significant difference between the Regions and their perception of the National Coordinator's understanding of gender issues and women's empowerment HA: There is significant difference between the Regions and their perception of the National Coordinator's understanding of gender issues and women's empowerment
Institutional affiliation (categorical, 2> category)		Kruskal-Wallis: if H0 is rejected it means that the population is not equal and is proceed to Dunn Test;	H0: There is no significant difference between the respondents belonging to various institutions and their perception of the National Coordinator's understanding of gender issues and women's empowerment HA: There is significant difference between the respondents belonging to various institutions and their perception of the National Coordinator's understanding of gender issues and women's empowerment
Role in SGP (categorical, 2> category)		Dunn Test: To measure the difference between groups	H0: There is no significant difference between the respondents belonging to various roles in SGP and their perception of the National Coordinator's understanding of gender issues and women's empowerment HA: There is significant difference between the respondents belonging to various roles in SGP and their perception of the National Coordinator's understanding of gender issues and women's empowerment
Country's economic status (ordinal)		Transform Input variable to numerical then use Spearman Rank	H0: There is no significant difference between the respondents from LDC, MIC and HIC and their perception of the National Coordinator's understanding of gender issues and women's empowerment HA: There is significant difference between the respondents from LDC, MIC and HIC and their perception of the National

<sup>13</sup> Multiple H0 and HA per Outcome Variable.

			Coordinator's understanding of gender issues and women's empowerment
# of years with SGP (ordinal) (transform to ordinal)			<p>H0: There is no significant difference between the respondents with various years of affiliation with SGP and their perception of the National Coordinator's understanding of gender issues and women's empowerment</p> <p>HA: There is significant difference between the respondents with various years of affiliation with SGP and their perception of the National Coordinator's understanding of gender issues and women's empowerment</p>

Table E69. Summary of statistical test results for Question 21 - Does the SGP National Coordinator have an understanding of gender issues and women's empowerment (the National Coordinator responses were removed from the analysis)

Input variable	Hypothesis (do not reject H0 if p<0.05)																																												
UCP status	Cannot reject H0; W = 29488, p-value = 0.5087																																												
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 7.9273, df = 4, p-value = 0.0942																																												
Institutional affiliation	<p><b>Reject H0; Kruskal-Wallis chi-squared = 21.822, df = 4, p-value = 0.0002175 *</b></p> <p>Dunn test; no significant difference</p> <table> <thead> <tr> <th>Comparison</th> <th>Z</th> <th>P.unadj</th> <th>P.adj</th> </tr> </thead> <tbody> <tr> <td>1 Academic - Government</td> <td>2.2753301</td> <td>0.0228861341</td> <td>0.228861341</td> </tr> <tr> <td><b>2 Academic - Multilateral organization (UN, etc.)</b></td> <td><b>3.6950014</b></td> <td><b>0.0002198856</b></td> <td><b>0.002198856*</b></td> </tr> <tr> <td>3 Government - Multilateral organization (UN, etc.)</td> <td>1.9448719</td> <td>0.0517903985</td> <td>0.517903985</td> </tr> <tr> <td>4 Academic - NGO</td> <td>0.9301186</td> <td>0.3523096704</td> <td>1.000000000</td> </tr> <tr> <td>5 Government - NGO</td> <td>-1.7908466</td> <td>0.0733179126</td> <td>0.733179126</td> </tr> <tr> <td><b>6 Multilateral organization (UN, etc.) - NGO</b></td> <td><b>-3.5531049</b></td> <td><b>0.0003807126</b></td> <td><b>0.003807126*</b></td> </tr> <tr> <td>7 Academic - Private sector</td> <td>-0.4717714</td> <td>0.6370899922</td> <td>1.000000000</td> </tr> <tr> <td>8 Government - Private sector</td> <td>-2.1099534</td> <td>0.0348623741</td> <td>0.348623741</td> </tr> <tr> <td><b>9 Multilateral organization (UN, etc.) - Private sector</b></td> <td><b>-3.1957682</b></td> <td><b>0.0013945911</b></td> <td><b>0.013945911*</b></td> </tr> <tr> <td>10 NGO - Private sector</td> <td>-1.1642735</td> <td>0.2443132099</td> <td>1.000000000</td> </tr> </tbody> </table>	Comparison	Z	P.unadj	P.adj	1 Academic - Government	2.2753301	0.0228861341	0.228861341	<b>2 Academic - Multilateral organization (UN, etc.)</b>	<b>3.6950014</b>	<b>0.0002198856</b>	<b>0.002198856*</b>	3 Government - Multilateral organization (UN, etc.)	1.9448719	0.0517903985	0.517903985	4 Academic - NGO	0.9301186	0.3523096704	1.000000000	5 Government - NGO	-1.7908466	0.0733179126	0.733179126	<b>6 Multilateral organization (UN, etc.) - NGO</b>	<b>-3.5531049</b>	<b>0.0003807126</b>	<b>0.003807126*</b>	7 Academic - Private sector	-0.4717714	0.6370899922	1.000000000	8 Government - Private sector	-2.1099534	0.0348623741	0.348623741	<b>9 Multilateral organization (UN, etc.) - Private sector</b>	<b>-3.1957682</b>	<b>0.0013945911</b>	<b>0.013945911*</b>	10 NGO - Private sector	-1.1642735	0.2443132099	1.000000000
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1 GEF FP - Others	-0.2370092	0.81264967	1.0000000																																										
2 GEF FP - SGP NSC member	-1.4698244	0.14160932	1.0000000																																										
3 Others - SGP NSC member	-1.2783688	0.20111940	1.0000000																																										
4 GEF FP - UNDP CO Staff	0.4910357	0.62340120	1.0000000																																										
5 Others - UNDP CO Staff	0.7548325	0.45034947	1.0000000																																										
6 SGP NSC member - UNDP CO Staff	2.1463574	0.03184447	0.3184447																																										
7 GEF FP - UNDP Senior Managers	1.4700440	0.14154984	1.0000000																																										
8 Others - UNDP Senior Managers	1.6407123	0.10085715	1.0000000																																										
9 SGP NSC member - UNDP Senior Managers	2.3700598	0.01778521	0.1778521																																										
10 UNDP CO Staff - UNDP Senior Managers	1.1695147	0.24219633	1.0000000																																										
Country's economic status	Cannot reject H0; rho = 0.107195 S = 19971634, p-value = 0.01524																																												
# of years with SGP	Cannot reject H0; rho = 0.0439578 S = 49441413, p-value = 0.2534																																												

\*\*responses of the National coordinator were removed from the dataset

Table E20. Summary of statistical test results for Question 22 - Does the SGP National Steering Committee have an understanding of gender and promoting women's empowerment

<b>Input variable</b>	<b>Hypothesis (do not reject H0 if p&lt;0.05)</b>
UCP status	Cannot reject H0; W = 41306, p-value = 0.4203
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 8.9641, df = 4, p-value = 0.062
Institutional affiliation	<b>Reject H0; Kruskal-Wallis chi-squared = 15.065, df = 4, p-value = 0.004569*</b> <b>Dunn test; with significant difference</b> Comparison      Z      P.unadj      P.adj 1                      Academic - Government      2.3729646      0.017645957      0.17645957 <b>2      Academic - Multilateral organization (UN, etc.)      2.9732959      0.002946203      0.02946203*</b> 3      Government - Multilateral organization (UN, etc.)      0.7101255      0.477626304      1.00000000 4                      Academic - NGO      1.1729653      0.240809735      1.00000000 5                      Government - NGO      -1.6294780      0.103211875      1.00000000 6      Multilateral organization (UN, etc.) - NGO      -2.4282879      0.015170296      0.15170296 7                      Academic - Private sector      -0.3359119      0.736937334      1.00000000 8                      Government - Private sector      -2.0357795      0.041772507      0.41772507 9      Multilateral organization (UN, etc.) - Private sector      -2.4426829      0.014578539      0.14578539 10                      NGO - Private sector      -1.1840617      0.236388641      1.00000000
Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 24.606, df = 5, p-value = 0.000166*</b> Comparison      Z      P.unadj      P.adj 1                      GEF FP - Others      0.3420907      0.7322826245      1.000000000 2                      GEF FP - SGP NC      -1.2790773      0.2008698343      1.000000000 3                      Others - SGP NC      -1.7437545      0.0812019050      1.000000000 4                      GEF FP - SGP NSC member      -1.3522388      0.1762989265      1.000000000 5                      Others - SGP NSC member      -1.9258010      0.0541292327      0.811938490 6                      SGP NC - SGP NSC member      0.1785262      0.8583097743      1.000000000 7                      GEF FP - UNDP CO Staff      1.6017245      0.1092165512      1.000000000 8                      Others - UNDP CO Staff      1.3259852      0.1848445995      1.000000000 <b>9                      SGP NC - UNDP CO Staff      3.1087507      0.0018788018      0.028182026*</b> <b>10                      SGP NSC member - UNDP CO Staff      3.4903418      0.0004824032      0.007236048*</b> 11                      GEF FP - UNDP Senior Managers      2.2757819      0.0228590672      0.342886008 12                      Others - UNDP Senior Managers      2.1052638      0.0352683532      0.529025298 <b>13                      SGP NC - UNDP Senior Managers      3.1055675      0.0018991430      0.028487145*</b> <b>14                      SGP NSC member - UNDP Senior Managers      3.1758109      0.0014941832      0.022412748*</b> 15                      UNDP CO Staff - UNDP Senior Managers      1.2944372      0.1955144474      1.000000000
Country's economic status	Cannot reject H0; rho = 0.06180933 S = 36906609, p-value = 0.1248
# of years with SGP	Cannot reject H0; rho = 0.01139646 S = 83729578, p-value = 0.7479

Table E21. Summary of statistical test results for Question 23 - Has the SGP National Steering Committee effectively supported the promotion of gender equality and women's empowerment?

<b>Input variable</b>	<b>Hypothesis (do not reject H0 if p&lt;0.05)</b>
UCP status	Cannot reject H0; W = 41266, p-value = 0.5678
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 3.8029, df = 4, p-value = 0.4333
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 3.921, df = 4, p-value = 0.4168

Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 16.584, df = 5, p-value = 0.005359*</b> Dunn test
	Comparison      Z      P.unadj      P.adj
	1                    GEF FP - Others 0.7768803 0.437229373 1.00000000
	2                    GEF FP - SGP NC -1.5477844 0.121674215 1.00000000
	3                    Others - SGP NC -2.5045449 0.012260904 0.18391356
	4                    GEF FP - SGP NSC member -0.7929496 0.427807195 1.00000000
	5                    Others - SGP NSC member -1.8989398 0.057572396 0.86358595
	6                    SGP NC - SGP NSC member 1.2940200 0.195658500 1.00000000
	7                    GEF FP - UNDP CO Staff 1.0741027 0.282776638 1.00000000
	8                    Others - UNDP CO Staff 0.3372798 0.735906022 1.00000000
	9                    SGP NC - UNDP CO Staff 2.7535240 0.005895745 0.08843618
	10                   SGP NSC member - UNDP CO Staff 2.2045200 0.027487796 0.41231694
	11                   GEF FP - UNDP Senior Managers 1.8030322 0.071383158 1.00000000
	12                   Others - UNDP Senior Managers 1.3627601 0.172958125 1.00000000
	13                   SGP NC - UNDP Senior Managers 2.7493346 0.005971640 0.08957459
	14 SGP NSC member - UNDP Senior Managers 2.3635037 0.018103044 0.27154566
	15 UNDP CO Staff - UNDP Senior Managers 1.1452146 0.252120289 1.00000000
Country's economic status	Cannot reject H0; rho 0.0438797 S = 38162337, p-value = 0.2749
# of years with SGP	Cannot reject H0; rho 0.01210297 S = 84616937, p-value = 0.7323

Table E22. Summary of statistical test results for Question 24 - To what extent does the grant selection process include considerations of gender equality and women's empowerment?

<b>Input variable</b>	<b>Hypothesis (do not reject H0 if p&lt;0.05)</b>
UCP status	Cannot reject H0; W = 40716, p-value = 0.5951
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 8.7085, df = 4, p-value = 0.06881
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 3.6707, df = 4, p-value = 0.4524
Role in SGP	<b>Reject H0; Bartlett's K-squared = 16.878, df = 5, p-value = 0.004738*</b> Dunn test
	Comparison      Z      P.unadj      P.adj
	1                    GEF FP - Others 0.6769467 0.4984397794 1.00000000
	2                    GEF FP - SGP NC -2.4198217 0.0155281210 0.23292181
	3 <b>Others - SGP NC -3.3154887 0.0009148302 0.01372245*</b>
	4                    GEF FP - SGP NSC member -1.2722687 0.2032776585 1.00000000
	5                    Others - SGP NSC member -2.2853379 0.0222930196 0.33439529
	6                    SGP NC - SGP NSC member 1.9865792 0.0469690492 0.70453574
	7                    GEF FP - UNDP CO Staff 0.4170173 0.6766657359 1.00000000
	8                    Others - UNDP CO Staff -0.2439682 0.8072554598 1.00000000
	9                    SGP NC - UNDP CO Staff 2.8919486 0.0038286056 0.05742908
	10                   SGP NSC member - UNDP CO Staff 1.8243801 0.0680946308 1.00000000
	11                   GEF FP - UNDP Senior Managers 1.3306697 0.1832977062 1.00000000
	12                   Others - UNDP Senior Managers 0.9443094 0.3450115745 1.00000000
	13                   SGP NC - UNDP Senior Managers 2.7555530 0.0058593019 0.08788953
	14 SGP NSC member - UNDP Senior Managers 2.0952756 0.0361465014 0.54219752
	15 UNDP CO Staff - UNDP Senior Managers 1.0752998 0.2822405174 1.00000000
Country's economic status	Cannot reject H0; rho 0.05815863 S = 37411098, p-value = 0.1481
# of years with SGP	Cannot reject H0; rho 0.02586113 S = 82504495, p-value = 0.4657

Table E23. Summary of statistical test results for Question 25 - How effective have the grants under the SGP Country Programme been at promoting gender equality and women's empowerment?

Input variable	Hypothesis (do not reject H0 if p<0.05)
UCP status	Cannot reject H0; W = 38624, p-value = 0.8094
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 6.4973, df = 4, p-value = 0.165
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 7.1546, df = 4, p-value = 0.1279
Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 13.059, df = 5, p-value = 0.02283*</b> <b>Dunn test with significant difference</b>
	Comparison      Z      P.unadj      P.adj
	1                      GEF FP - Others 0.2784831 0.780641560 1.00000000
	2                      GEF FP - SGP NC -1.9665674 0.049233099 0.73849649
	3                      Others - SGP NC -2.3670013 0.017932870 0.26899305
	4                      GEF FP - SGP NSC member -0.9961794 0.319163000 1.00000000
	5                      Others - SGP NSC member -1.4315130 0.152283255 1.00000000
	6                      SGP NC - SGP NSC member 1.6605982 0.096794173 1.00000000
	7                      GEF FP - UNDP CO Staff 0.8842841 0.376542869 1.00000000
	8                      Others - UNDP CO Staff 0.6339800 0.526093905 1.00000000
	<b>9                      SGP NC - UNDP CO Staff 2.9692514 0.002985263 0.04477894*</b>
	10                     SGP NSC member - UNDP CO Staff 2.1659773 0.030312923 0.45469384
	11                     GEF FP - UNDP Senior Managers 0.6482041 0.516852969 1.00000000
	12                     Others - UNDP Senior Managers 0.4885377 0.625169045 1.00000000
	13                     SGP NC - UNDP Senior Managers 1.7863207 0.074047344 1.00000000
	14 SGP NSC member - UNDP Senior Managers 1.2109101 0.225929846 1.00000000
	15 UNDP CO Staff - UNDP Senior Managers 0.1066929 0.915032645 1.00000000
Country's economic status	Cannot reject H0; rho = 0.07649061 S = 35802575, p-value = 0.05798
# of years with SGP	Cannot reject H0; rho = 0.04370789 S = 78880214, p-value = 0.2195

Table E24. Summary of statistical test results for Question 26 - Overall, has the SGP Country Programme contributed to promoting gender equality and women's empowerment in the country?

Input variable	Hypothesis (do not reject H0 if p<0.05)
UCP status	Cannot reject H0; W = 39880, p-value = 0.9852
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 3.5436, df = 4, p-value = 0.4713
Institutional affiliation	<b>Reject H0; Kruskal-Wallis chi-squared = 9.6905, df = 4, p-value = 0.04598*</b> <b>Dunn test</b>
	Comparison      Z      P.unadj      P.adj
	1                      Academic - Government 2.7644147 0.005702502 0.05702502
	2                      Academic - Multilateral organization (UN, etc.) 2.5303204 0.011395841 0.11395841
	3                      Government - Multilateral organization (UN, etc.) -0.3553631 0.722317566 1.00000000
	4                      Academic - NGO 1.6559855 0.097724745 0.97724745
	5                      Government - NGO -1.5246720 0.127340940 1.00000000
	6                      Multilateral organization (UN, etc.) - NGO -1.1954540 0.231909717 1.00000000
	7                      Academic - Private sector 0.6327906 0.526870400 1.00000000
	8                      Government - Private sector -1.2607550 0.207397142 1.00000000
	9                      Multilateral organization (UN, etc.) - Private sector -1.0764578 0.281722563 1.00000000
	10                     NGO - Private sector -0.4546478 0.649362608 1.00000000
Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 15.09, df = 5, p-value = 0.009987*</b>

Dunn test	
Comparison	Z P.unadj P.adj
1	GEF FP - Others 0.7258149 0.467952241 1.00000000
2	GEF FP - SGP NC -1.7407426 0.081728708 1.00000000
3	Others - SGP NC -2.6397682 0.008296274 0.12444411
4	GEF FP - SGP NSC member -0.9934497 0.320490860 1.00000000
5	Others - SGP NSC member -2.0337819 0.041973590 0.62960386
6	SGP NC - SGP NSC member 1.3251804 0.185111337 1.00000000
7	GEF FP - UNDP CO Staff 0.2220864 0.824246621 1.00000000
8	Others - UNDP CO Staff -0.4938544 0.621409021 1.00000000
9	SGP NC - UNDP CO Staff 1.9831108 0.047355050 0.71032575
10	SGP NSC member - UNDP CO Staff 1.2797101 0.200647116 1.00000000
11	GEF FP - UNDP Senior Managers 1.8251669 0.067975841 1.00000000
12	Others - UNDP Senior Managers 1.4126913 0.157746516 1.00000000
13	SGP NC - UNDP Senior Managers 2.8807324 0.003967523 0.05951284
14	SGP NSC member - UNDP Senior Managers 2.4881666 0.012840357 0.19260536
15	UNDP CO Staff - UNDP Senior Managers 1.6870891 0.091586227 1.00000000
Country's economic status	Cannot reject H0; rho 0.07608642 S = 36521694, p-value = 0.0585
# of years with SGP	Cannot reject H0; rho -0.01046514 S = 85581142, p-value = 0.7679

Table E25. Summary of statistical test results for Question 27 - Do SGP efforts towards gender issues and women's empowerment enhances the ability to meet environmental objectives?

Input variable	Hypothesis (do not reject H0 if p<0.05)
UCP Status	Cannot reject H0; W = 38264, p-value = 0.5247
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 6.9344, df = 4, p-value = 0.1394
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 7.5597, df = 4, p-value = 0.1091
Role in SGP	Cannot reject H0; Kruskal-Wallis chi-squared = 9.5437, df = 5, p-value = 0.08924
Country's economic status	Cannot reject H0; rho 0.04061225 S = 37557552, p-value = 0.3139
# of years with SGP	Cannot reject H0; rho 0.0335403 S = 80934402, p-value = 0.3449

## 6. Analysis of inclusion

### 6.5. SURVEY QUESTIONS

(Q 28) Does the SGP National Coordinator have an understanding of PA, AE, SI, PWD?

(Q 29) Does the SGP National Steering Committee have an understanding of PA, AE, SI, PWD?

(Q 30) Has the SGP National Steering Committee effectively supported issues such as poverty alleviation, addressing inequality, social inclusion, , indigenous peoples, and persons with disabilities?

(Q 31) To what extent does the grant selection process address issues such as poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities?

(Q 32) How effective have the grants under the SGP Country Programme been at addressing issues such as poverty alleviation, addressing inequality, social inclusion, , indigenous peoples, and persons with disabilities?

(Q 33) Overall, has the SGP Country Programme contributed to reduction PA, AE, SI, PWD in the country?

(Q 34) Do SGP efforts towards PA, AE, SI, PWD enhances the ability to meet environmental objectives?

- Likert scoring: 6 Excellent expertise/ Extremely effective/ Very large extent/ Completely enhances -1 Not at all



## 6.6. STATISTICAL TEST

Table E26

Input variable (type of data)	Outcome variable (type of data)	Statistical test to be used	Hypothesis <sup>14</sup> <b>Wilcox test (W): do not reject H0 if <math>p &lt; 0.05</math></b> <b>Barlett Test: if <math>p &gt; .05</math> proceed to Kruskal-Wallis</b> <b>Kruskal-Wallis: do not reject H0 if <math>p &lt; 0.05</math></b> <b>Dunn Test: if <math>p &lt; .05</math> there is statistical significance</b> <b>Spearman Rank: correlation if if rho is closer to 1/-1 and <math>p &lt; .05</math></b>
UCP Status (nominal)	Likert scoring (ordinal)	Man Whitney Wilcoxon Test	H0: There is no significant difference between the Upgraded and Global programme countries and their perception of social inclusion* HA: There is significant difference between the Upgraded and Global programme countries and their perception of social inclusion*
Region (categorical, 2> category)		Bartlett test: if $p > .05$ it means that the variance are equal and can proceed to Kruskal-Wallis;	H0: There is no significant difference between the Regions and their perception of social inclusion* HA: There is significant difference between the Regions and their perception of social inclusion*
Institutional affiliation (categorical, 2> category)		Kruskal-Wallis: if H0 is rejected it means that the population is not equal and is proceed to Dunn Test;	H0: There is no significant difference between the respondents belonging to various institutions and their perception of social inclusion* HA: There is significant difference between the respondents belonging to various institutions and their perception of social inclusion*
Role in SGP (categorical, 2> category)		Dunn Test: To measure the difference between groups	H0: There is no significant difference between the respondents belonging to various roles in SGP and their perception of social inclusion* HA: There is significant difference between the respondents belonging to various roles in SGP and their perception of social inclusion*
Country's economic status (ordinal)		Transform Input variable to numerical then use Spearman Rank	H0: There is no significant difference between the respondents from LDC, MIC and HIC and their perception of social inclusion* HA: There is significant difference between the respondents from LDC, MIC and HIC and their perception of social inclusion*
# of years with SGP (ordinal) (transform to ordinal)			H0: There is no significant difference between the respondents with various years of affiliation with SGP and their perception of social inclusion* HA: There is significant difference between the respondents with various years of affiliation with SGP and their perception of social inclusion*

\* poverty alleviation, addressing inequality, social inclusion, , indigenous peoples, and persons with disabilities

<sup>14</sup> Multiple H0 and HA per Outcome Variable

Table E27. Summary of statistical test results for Question 28 - Does the SGP National Coordinator have an understanding of PA, AE, SI, PWD?

<b>Input Variable</b>	<b>Hypothesis (do not reject H0 if p&lt;0.05)</b>
UCP Status	Cannot reject H0; W = 29986, p-value = 0.4468
Region	Cannot reject; Kruskal-Wallis chi-squared = 9.1613, df = 4, p-value = 0.05719
Institutional affiliation	Test not possible: Bartlett's K-squared = 10.73, df = 4, p-value = 0.02978
Role in SGP	<b>Reject H0: Kruskal-Wallis chi-squared = 13.678, df = 4, p-value = 0.008398*</b> Comparison      Z    P.unadj    P.adj
	1                      GEF FP - Others -0.38711263 0.69867282 1.0000000
	2                      GEF FP - SGP NSC member -2.35927483 0.01831069 0.1831069
	3                      Others - SGP NSC member -1.99479107 0.04606567 0.4606567
	4                      GEF FP - UNDP CO Staff -0.38873201 0.69747440 1.0000000
	5                      Others - UNDP CO Staff -0.01927157 0.98462446 1.0000000
	6                      SGP NSC member - UNDP CO Staff 1.81674543 0.06925610 0.6925610
	7                      GEF FP - UNDP Senior Managers 0.89659828 0.36993331 1.0000000
	8                      Others - UNDP Senior Managers 1.13878198 0.25479410 1.0000000
	9                      SGP NSC member - UNDP Senior Managers 2.16130862 0.03067151 0.3067151
	10                     UNDP CO Staff - UNDP Senior Managers 1.13174413 0.25774202 1.0000000
Country's economic status	Cannot reject H0; rho 0.05011468 S = 21373240, p-value = 0.2572
# of years with SGP	Cannot reject H0; rho 0.03379175 S = 50411297, p-value = 0.3793

Table E28. Summary of statistical test results for Question 29 - Does the SGP National Steering Committee have an understanding of PA, AE, SI, PWD?

<b>Input variable</b>	<b>Hypothesis (do not reject H0 if p&lt;0.05)</b>
UCP status	Cannot reject H0; W = 38391, p-value = 0.3386
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 4.4949, df = 4, p-value = 0.3431
Institutional affiliation	<b>Reject H0; Kruskal-Wallis chi-squared = 12.207, df = 4, p-value = 0.01587*</b> Comparison      Z    P.unadj    P.adj
	1                      Academic - Government 2.4748973 0.013327448 0.13327448
	2                      Academic - Multilateral organization (UN, etc.) 2.2683362 0.023308721 0.23308721
	3                      Government - Multilateral organization (UN, etc.) -0.3155046 0.752378578 1.00000000
	4                      Academic - NGO 0.5064931 0.612510521 1.00000000
	5                      Government - NGO -2.6292965 0.008556173 0.08556173
	6                      Multilateral organization (UN, etc.) - NGO -2.3746611 0.017565070 0.17565070
	7                      Academic - Private sector 1.1089059 0.267470766 1.00000000
	8                      Government - Private sector -0.5511240 0.581548644 1.00000000
	9                      Multilateral organization (UN, etc.) - Private sector -0.3812745 0.702999543 1.00000000
	10                     NGO - Private sector 0.8721357 0.383134362 1.0000000
Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 18.773, df = 5, p-value = 0.002118*</b> Comparison      Z    P.unadj    P.adj
	1                      GEF FP - Others 0.3070402 0.758812743 1.00000000
	2                      GEF FP - SGP NC -2.0541416 0.039961985 0.59942978
	3                      Others - SGP NC -2.5266616 0.011515241 0.17272862
	4                      GEF FP - SGP NSC member -1.7612360 0.078198466 1.00000000
	5                      Others - SGP NSC member -2.3273227 0.019948098 0.29922146

6	SGP NC - SGP NSC member	0.8165091	0.414209017	1.00000000
7	GEF FP - UNDP CO Staff	0.1331812	0.894050081	1.00000000
8	Others - UNDP CO Staff	-0.1691654	0.865666540	1.00000000
9	SGP NC - UNDP CO Staff	2.2153975	0.026732794	0.40099190
10	SGP NSC member - UNDP CO Staff	1.9499364	0.051183700	0.76775550
11	GEF FP - UNDP Senior Managers	1.6532141	0.098287296	1.00000000
12	Others - UNDP Senior Managers	1.4967684	0.134453521	1.00000000
13	SGP NC - UNDP Senior Managers	2.8854180	0.003908943	0.05863415
14	SGP NSC member - UNDP Senior Managers	2.6942903	0.007053871	0.10580806
15	UNDP CO Staff - UNDP Senior Managers	1.5742048	0.115440109	1.00000000
Country's economic status	Cannot reject H0; rho	0.01529928	S = 39303089,	p-value = 0.7036
# of years with SGP	Cannot reject H0; rho	0.02656854	S = 84318253,	p-value = 0.4519

Table E29. Summary of statistical test results for Question 30 - Has the SGP National Steering Committee effectively supported issues such as poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities?

Input variable	Hypothesis (do not reject H0 if p<0.05)
UCP status	Cannot reject H0; W = 40994, p-value = 0.6688
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 4.2413, df = 4, p-value = 0.3743
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 7.6931, df = 4, p-value = 0.1035
Role in SGP	Test not possible; Bartlett's K-squared = 16.66, df = 5, p-value = 0.005192
Country's economic status	Cannot reject H0; rho 0.04397118 S = 37974641, p-value = 0.2743
# of years with SGP	Cannot reject H0; rho 0.04458049 S = 80615237, p-value = 0.2087

Table E30. Summary of statistical test results for Question 31 - To what extent does the grant selection process address issues such as poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities?

Input variable	Hypothesis (do not reject H0 if p<0.05)
UCP status	Cannot reject H0; W = 38857, p-value = 0.7096
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 8.2211, df = 4, p-value = 0.08381
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 5.2656, df = 4, p-value = 0.2611
Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 21.126, df = 5, p-value = 0.0007669*</b>
	Comparison Z P.unadj P.adj
1	GEF FP - Others 0.3613259 0.7178558007 1.000000000
2	<b>GEF FP - SGP NC -3.0386423 0.0023764683 0.035647025*</b>
3	Others - SGP NC -3.6007370 0.0003173165 0.004759747
4	GEF FP - SGP NSC member -1.7338608 0.0829427890 1.000000000
5	Others - SGP NSC member -2.3458672 0.0189828680 0.284743020
6	SGP NC - SGP NSC member 2.3144346 0.0206438935 0.309658402
7	GEF FP - UNDP CO Staff -0.7919182 0.4284083861 1.000000000
8	Others - UNDP CO Staff -1.1796503 0.2381393432 1.000000000
9	SGP NC - UNDP CO Staff 2.1151540 0.0344168257 0.516252386
10	SGP NSC member - UNDP CO Staff 0.6691574 0.5033950868 1.000000000
11	GEF FP - UNDP Senior Managers 1.1644087 0.2442584253 1.000000000
12	Others - UNDP Senior Managers 0.9653666 0.3343612100 1.000000000
13	<b>SGP NC - UNDP Senior Managers 2.9201139 0.0034990344 0.052485516*</b>
14	SGP NSC member - UNDP Senior Managers 2.1392121 0.0324184963 0.486277445

	15 UNDP CO Staff - UNDP Senior Managers 1.6453514 0.0998973710 1.000000000
Country's economic status	Cannot reject H0; rho 0.02427212 S = 38757111, p-value = 0.5463
# of years with SGP	Cannot reject H0; rho 0.0536908 S = 80751592, p-value = 0.1292

Table E31. Summary of statistical test results for Question 32 - How effective have the grants under the SGP Country Programme been at addressing issues such as poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities?

Input variable	Hypothesis (do not reject H0 if p<0.05)
UCP status	Cannot reject H0; W = 37035, p-value = 0.1625
Region	<b>Reject H0; Kruskal-Wallis chi-squared = 10.678, df = 4, p-value = 0.03043*</b> Comparison Z P.unadj P.adj 1 RBA - RBAP -0.42498545 0.670847281 1.00000000 2 RBA - RBAS 2.41949942 0.015541886 0.15541886 3 RBAP - RBAS 2.66602790 0.007675332 0.07675332 4 RBA - RBEC -1.37066528 0.170479322 1.00000000 5 RBAP - RBEC -0.99194351 0.321225082 1.00000000 <b>6 RBAS - RBEC -3.18420827 0.001451505 0.01451505*</b> 7 RBA - RBLAC -0.47140895 0.637348722 1.00000000 8 RBAP - RBLAC -0.04402238 0.964886566 1.00000000 9 RBAS - RBLAC -2.69847795 0.006965735 0.06965735 10 RBEC - RBLAC 0.95633973 0.338900626 1.00000000
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 7.2284, df = 4, p-value = 0.1243
Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 13.48, df = 5, p-value = 0.01927*</b> Comparison Z P.unadj P.adj 1 GEF FP - Others -0.1112460 0.911421250 1.00000000 2 GEF FP - SGP NC -2.8717917 0.004081519 0.06122279 3 Others - SGP NC -2.8997542 0.003734554 0.05601832 4 GEF FP - SGP NSC member -1.5772453 0.114739082 1.00000000 5 Others - SGP NSC member -1.5452032 0.122297128 1.00000000 6 SGP NC - SGP NSC member 2.2721557 0.023077111 0.34615666 7 GEF FP - UNDP CO Staff -0.6588927 0.509964651 1.00000000 8 Others - UNDP CO Staff -0.5751663 0.565178807 1.00000000 9 SGP NC - UNDP CO Staff 2.1111882 0.034756137 0.52134205 10 SGP NSC member - UNDP CO Staff 0.6968649 0.485887316 1.00000000 11 GEF FP - UNDP Senior Managers 0.1544511 0.877254066 1.00000000 12 Others - UNDP Senior Managers 0.2231516 0.823417518 1.00000000 13 SGP NC - UNDP Senior Managers 1.7812279 0.074875230 1.00000000 14 SGP NSC member - UNDP Senior Managers 0.9651856 0.334451856 1.00000000 15 UNDP CO Staff - UNDP Senior Managers 0.5586941 0.576370503 1.00000000
Country's economic status	Cannot reject H0; rho 0.05549017 S = 37517092, p-value = 0.1676
# of years with SGP	Cannot reject H0; rho 0.03562634 S = 81677433, p-value = 0.3148

Table E32. Summary of statistical test results for Question 33 - Overall, has the SGP Country Programme contributed to reduction PA, AE, SI, PWD in the country?

Input variable	Hypothesis (do not reject H0 if p<0.05)
UCP status	Cannot reject H0; W = 38947, p-value = 0.5615
Region	Test not possible; Bartlett's K-squared = 9.8609, df = 4, p-value = 0.04284
Institutional affiliation	Test not possible; Bartlett's K-squared = 9.5797, df = 4, p-value = 0.04814

Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 20.848, df = 5, p-value = 0.0008652</b>
	Comparison Z P.unadj P.adj
1	GEF FP - Others -0.53585640 0.5920577964 1.000000000
2	<b>GEF FP - SGP NC -3.83475083 0.0001256916 0.001885375*</b>
3	<b>Others - SGP NC -3.42752412 0.0006091122 0.009136683*</b>
4	GEF FP - SGP NSC member -1.85918229 0.0630013046 0.945019568
5	Others - SGP NSC member -1.26761484 0.2049355312 1.000000000
6	<b>SGP NC - SGP NSC member 3.35217914 0.0008017812 0.012026718*</b>
7	GEF FP - UNDP CO Staff -1.13405864 0.2567699517 1.000000000
8	Others - UNDP CO Staff -0.64701761 0.5176205492 1.000000000
9	SGP NC - UNDP CO Staff 2.53115541 0.0113687463 0.170531195
10	SGP NSC member - UNDP CO Staff 0.34930246 0.7268622505 1.000000000
11	GEF FP - UNDP Senior Managers -0.02669161 0.9787057078 1.000000000
12	Others - UNDP Senior Managers 0.29271642 0.7697389215 1.000000000
13	SGP NC - UNDP Senior Managers 2.13521272 0.0327436380 0.491154570
14	SGP NSC member - UNDP Senior Managers 0.90962296 0.3630213838 1.000000000
15	UNDP CO Staff - UNDP Senior Managers 0.66950213 0.5031752245 1.000000000
Country's economic status	Cannot reject H0; rho 0.02776351 S = 38618429, p-value = 0.4902
# of years with SGP	Cannot reject H0; rho -0.001165248 S = 85432634, p-value = 0.9737

Table E33. Summary of statistical test results for Question 34 - Do SGP efforts towards PA, AE, SI, PWD enhances the ability to meet environmental objectives?

<b>Input variable</b>	<b>Hypothesis (do not reject H0 if p&lt;0.05)</b>
UCP status	Cannot reject H0; W = 36442, p-value = 0.08238
Region	Test not possible; Bartlett's K-squared = 12.5, df = 4, p-value = 0.014
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 6.2961, df = 4, p-value = 0.1781
Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 12.651, df = 5, p-value = 0.02688*</b>
	Comparison Z P.unadj P.adj
1	GEF FP - Others -0.3662133 0.714205950 1.00000000
2	GEF FP - SGP NC -2.8368779 0.004555702 0.06833554
3	Others - SGP NC -2.5834931 0.009780542 0.14670813
4	GEF FP - SGP NSC member -1.2719815 0.203379686 1.00000000
5	Others - SGP NSC member -0.8749332 0.381610247 1.00000000
6	SGP NC - SGP NSC member 2.6239425 0.008691847 0.13037770
7	GEF FP - UNDP CO Staff -0.4598272 0.645640240 1.00000000
8	Others - UNDP CO Staff -0.1143444 0.908964802 1.00000000
9	SGP NC - UNDP CO Staff 2.3140445 0.020665279 0.30997919
10	SGP NSC member - UNDP CO Staff 0.6623720 0.507732816 1.00000000
11	GEF FP - UNDP Senior Managers 0.2197800 0.826042488 1.00000000
12	Others - UNDP Senior Managers 0.4428750 0.657856165 1.00000000
13	SGP NC - UNDP Senior Managers 1.8381204 0.066044661 0.99066991
14	SGP NSC member - UNDP Senior Managers 0.8868527 0.375158202 1.00000000
15	UNDP CO Staff - UNDP Senior Managers 0.5031421 0.614864361 1.00000000
Country's economic status	Cannot reject H0; rho 0.06616025 S = 37273037, p-value = 0.09952
# of years with SGP	Cannot reject H0; rho 0.001922405 S = 85488939, p-value = 0.9567

## 7. Analysis of efficiency

### 7.5. SURVEY QUESTIONS

(Q 35) How would you rate the efficiency of UNDP as Implementing Agency of the SGP?

(Q 36) How would you rate the efficiency of the Executing Agency (i.e. United Nations Office for Project Services (UNOPS) or NGO) of the SGP (whichever applies)?

- Likert Scoring: 6 Very Positive- 1 Very Negative

### 7.6. STATISTICAL TEST

Table E34

Input variable (type of data)	Outcome variable (type of data)	Statistical test to be used	Hypothesis <sup>15</sup> <b>Wilcox test (W): do not reject H0 if <math>p &lt; 0.05</math></b> <b>Barlett Test: if <math>p &gt; .05</math> proceed to Kruskal-Wallis</b> <b>Kruskal-Wallis: do not reject H0 if <math>p &lt; 0.05</math></b> <b>Dunn Test: if <math>p &lt; .05</math> there is statistical significance</b> <b>Spearman Rank: correlation if if rho is closer to 1/-1 and <math>p &lt; .05</math></b>
UCP status (nominal)	Likert scoring	Man Whitney Wilcoxon Test	H0: There is no significant difference between the Upgraded and Global programme countries and their perception of (1)UNDP as an Implementing Agency; (2) efficiency of the Executing Agency (UNOP or NGO) HA: There is significant difference between the Upgraded and Global programme countries and their perception of (1)UNDP as an Implementing Agency; (2) efficiency of the Executing Agency (UNOP or NGO)
Region (categorical, 2> category)		Bartlett test: if $p > .05$ it means that the variance are equal and can proceed to Kruskal-Wallis;	H0: There is no significant difference between the Regions and their perception of (1)UNDP as an Implementing Agency; (2) efficiency of the Executing Agency (UNOP or NGO) HA: There is significant difference between the Regions and their perception of (1)UNDP as an Implementing Agency; (2) efficiency of the Executing Agency (UNOP or NGO)
Institutional affiliation (categorical, 2> category)		Kruskal-Wallis: if H0 is rejected it means that the population is not equal and is proceed to Dunn Test;	H0: There is no significant difference between the respondents belonging to various institutions and their perception of (1)UNDP as an Implementing Agency; (2) efficiency of the Executing Agency (UNOP or NGO) HA: There is significant difference between the respondents belonging to various institutions and their perception of (1)UNDP as an Implementing Agency; (2) efficiency of the Executing Agency (UNOP or NGO)
Role in SGP (categorical, 2> category)		Dunn Test: To measure the difference between groups	H0: There is no significant difference between the respondents belonging to various roles in SGP and their perception of (1)UNDP as an Implementing Agency; (2) efficiency of the Executing Agency (UNOP or NGO) HA: There is significant difference between the respondents belonging to various roles in SGP and their perception of (1)UNDP as an Implementing Agency; (2) efficiency of the Executing Agency (UNOP or NGO)

<sup>15</sup> Multiple H0 and HA per Outcome Variable.

Country's economic status (ordinal)	Transform Input variable to numerical then use Spearman Rank	<p>H0: There is no significant difference between the respondents from LDC, MIC and HIC and their perception of (1)UNDP as an Implementing Agency; (2) efficiency of the Executing Agency (UNOP or NGO)</p> <p>HA: There is significant difference between the respondents from LDC, MIC and HIC and their perception of (1)UNDP as an Implementing Agency; (2) efficiency of the Executing Agency (UNOP or NGO)</p>
# of years with SGP (ordinal) (transform to ordinal)		<p>H0: There is no significant difference between the respondents with various years of affiliation with SGP and their perception of (1)UNDP as an Implementing Agency; (2) efficiency of the Executing Agency (UNOP or NGO)</p> <p>HA: There is significant difference between the respondents with various years of affiliation with SGP and their perception of (1)UNDP as an Implementing Agency; (2) efficiency of the Executing Agency (UNOP or NGO)</p>

Table E35. Summary of statistical test results for Question 35 How would you rate the efficiency of UNDP as Implementing Agency of the SGP?

Input Variable	Hypothesis (do not reject H0 if p<0.05)
UCP status	Cannot reject H0; W = 35247, p-value = 0.1378
Region	Cannot reject H0; Kruskal-Wallis chi-squared = 8.2888, df = 4, p-value = 0.08155
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 7.1293, df = 4, p-value = 0.1292
Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 12.115, df = 5, p-value = 0.03325*</b>
	Comparison      Z      P.unadj      P.adj
	1      GEF FP - Others -0.36858752 0.712435200 1.00000000
	2      GEF FP - SGP NC -2.20392197 0.027529832 0.41294749
	3      Others - SGP NC -1.87270564 0.061109044 0.91663566
	4      GEF FP - SGP NSC member -2.12281579 0.033769291 0.50653936
	5      Others - SGP NSC member -1.74463188 0.081048969 1.00000000
	6      SGP NC - SGP NSC member 0.57051849 0.568326084 1.00000000
	7      GEF FP - UNDP CO Staff -2.87336775 0.004061211 0.06091816
	8      Others - UNDP CO Staff -2.59663668 0.009414144 0.14121217
	9      SGP NC - UNDP CO Staff -1.06493993 0.286903115 1.00000000
	10      SGP NSC member - UNDP CO Staff -1.67931171 0.093091309 1.00000000
	11      GEF FP - UNDP Senior Managers -0.96041178 0.336848013 1.00000000
	12      Others - UNDP Senior Managers -0.75132506 0.452457052 1.00000000
	13      SGP NC - UNDP Senior Managers 0.23363943 0.815264917 1.00000000
	14      SGP NSC member - UNDP Senior Managers 0.01925089 0.984640957 1.00000000
	15      UNDP CO Staff - UNDP Senior Managers 0.79956252 0.423964312 1.00000000
Country's economic status	Cannot reject H0; rho 0.005707664 S = 38171841, p-value = 0.8878
# of years with SGP	Cannot reject H0; rho -0.02277877 S = 83726082, p-value = 0.5229

Table E36. Summary of statistical test results for Question 36 How would you rate the efficiency of the Executing Agency (i.e. United Nations Office for Project Services (UNOPS) or NGO) of the SGP (whichever applies)?

Input Variable	Hypothesis (do not reject H0 if p<0.05)
UCP status	Cannot reject H0; W = 35314, p-value = 0.4351
Region	<b>Reject H0; Kruskal-Wallis chi-squared = 19.092, df = 4, p-value = 0.0007539*</b>

	Comparison	Z	P.unadj	P.adj
	1 RBA - RBAP	2.2669232	2.339492e-02	0.2339492049
	2 RBA - RBAS	0.1107603	9.118064e-01	1.0000000000
	3 RBAP - RBAS	-1.3655771	1.720718e-01	1.0000000000
	4 RBA - RBEC	-2.2673766	2.336723e-02	0.2336722875
	<b>5 RBAP - RBEC -4.0533635 5.048647e-05 0.0005048647*</b>			
	6 RBAS - RBEC	-1.7352154	8.270266e-02	0.8270266271
	7 RBA - RBLAC	-0.9792458	3.274585e-01	1.0000000000
	<b>8 RBAP - RBLAC -3.1637853 1.557316e-03 0.0155731618*</b>			
	9 RBAS - RBLAC	-0.7452279	4.561340e-01	1.0000000000
	10 RBEC - RBLAC	1.4406740	1.496768e-01	1.0000000000
Institutional affiliation	Cannot reject H0; Kruskal-Wallis chi-squared = 8.9933, df = 4, p-value = 0.06127			
Role in SGP	<b>Reject H0; Kruskal-Wallis chi-squared = 33.716, df = 5, p-value = 2.711e-06*</b>			
	Comparison	Z	P.unadj	P.adj
	1 GEF FP - Others	-0.67611142	4.989699e-01	1.0000000000
	<b>2 GEF FP - SGP NC -4.30238770 1.689673e-05 0.0002534510*</b>			
	<b>3 Others - SGP NC -3.74787391 1.783399e-04 0.0026750980*</b>			
	4 GEF FP - SGP NSC member	-2.35565483	1.849009e-02	0.2773513476
	5 Others - SGP NSC member	-1.60476695	1.085451e-01	1.0000000000
	<b>6 SGP NC - SGP NSC member 3.42473283 6.154043e-04 0.0092310641*</b>			
	7 GEF FP - UNDP CO Staff	0.06009482	9.520801e-01	1.0000000000
	8 Others - UNDP CO Staff	0.73560897	4.619687e-01	1.0000000000
	<b>9 SGP NC - UNDP CO Staff 4.34817788 1.372732e-05 0.0002059099*</b>			
	10 SGP NSC member - UNDP CO Staff	2.41822183	1.559657e-02	0.2339484845
	11 GEF FP - UNDP Senior Managers	0.53046729	5.957880e-01	1.0000000000
	12 Others - UNDP Senior Managers	0.95033045	3.419444e-01	1.0000000000
	<b>13 SGP NC - UNDP Senior Managers 3.01872721 2.538390e-03 0.0380758472*</b>			
	14 SGP NSC member - UNDP Senior Managers	1.79859354	7.208300e-02	1.0000000000
	15 UNDP CO Staff - UNDP Senior Managers	0.49201841	6.227063e-01	1.0000000000
Country's economic status	Cannot reject H0; rho -0.03004385 S = 36528029, p-value = 0.4637			
# of years with SGP	Cannot reject H0; rho 0.03171376 S = 72817852, p-value = 0.3804			

## 8. Analysis of upgrading

### 8.5. SURVEY QUESTIONS

(Q 37) *The current GEF SGP Upgrading Policy is for SGP Country Programmes, if conditions allow, to ultimately become independent of core GEF SGP funds but to continue to be eligible to access GEF STAR funds through standard GEF modalities (i.e. through a full-size project). Are you in favor of, one day, the GEF SGP programme in your country to upgrade and be implemented as a full-size project?*

- *Likert Scoring: 6 Completely favor -1 Completely do not favor*



## 8.6. STATISTICAL TEST

Table E37

Input variable (type of data)	Outcome variable (type of data)	Statistical test to be used	Hypothesis <sup>16</sup> <b>Wilcox test (W): do not reject H0 if <math>p &lt; 0.05</math></b> <b>Barlett Test: if <math>p &gt; .05</math> proceed to Kruskal-Wallis</b> <b>Kruskal-Wallis: do not reject H0 if <math>p &lt; 0.05</math></b> <b>Dunn Test: if <math>p &lt; .05</math> there is statistical significance</b> <b>Spearman Rank: correlation if if rho is closer to 1/-1 and <math>p &lt; .05</math></b>
UCP status (nominal)	Likert scoring	Man Whitney Wilcoxon Test	H0: There is no significant difference between the Upgraded and Global programme countries and their perception of HA: There is significant difference between the Upgraded and Global programme countries and their perception of
Region (categorical, 2> category)		Bartlett test: if $p > .05$ it means that the variance are equal and can proceed to Kruskal-Wallis;	H0: There is no significant difference between the Regions and their perception of HA: There is significant difference between the Regions and their perception of
Institutional affiliation (categorical, 2> category)		Kruskal-Wallis: if H0 is rejected it means that the population is not equal and is proceed to Dunn Test;	H0: There is no significant difference between the respondents belonging to various institutions and their perception of HA: There is significant difference between the respondents belonging to various institutions and their perception of
Role in SGP (categorical, 2> category)		Dunn Test: To measure the difference between groups	H0: There is no significant difference between the respondents belonging to various roles in SGP and their perception of HA: There is significant difference between the respondents belonging to various roles in SGP and their perception of
Country's economic status (ordinal)		Transform Input variable to numerical then use Spearman Rank	H0: There is no significant difference between the respondents from LDC, MIC and HIC and their perception of HA: There is significant difference between the respondents from LDC, MIC and HIC and their perception of
# of years with SGP (ordinal) (transform to ordinal)			H0: There is no significant difference between the respondents with various years of affiliation with SGP and their perception of HA: There is significant difference between the respondents with various years of affiliation with SGP and their perception of

<sup>16</sup> Multiple H0 and HA per Outcome Variable.

Table E38. Summary of statistical test results for Question 37 - The current GEF SGP Upgrading Policy is for SGP Country Programmes, if conditions allow, to ultimately become independent of core GEF SGP funds but to continue to be eligible to access GEF STAR funds through standard GEF modalities (i.e. through a full-size project). Are you in favor of, one day, the GEF SGP programme in your country to upgrade and be implemented as a full-size project? (removed all UCP data in the analysis)

Input variable	Hypothesis (do not reject H0 if p<0.05)
Region	<b>Reject H0; Kruskal-Wallis chi-squared = 12.511, df = 4, p-value = 0.01393*</b> Comparison    Z    P.unadj    P.adj 1 RBA - RBAP 2.0933929 0.036314094 0.36314094 2 RBA - RBAS 0.0495615 0.960471830 1.00000000 3 RBAP - RBAS -1.2681175 0.204755985 1.00000000 4 RBA - RBEC 2.0674445 0.038692290 0.38692290 5 RBAP - RBEC 0.1768223 0.859647972 1.00000000 6 RBAS - RBEC 1.3385303 0.180723620 1.00000000 <b>7 RBA - RBLAC 3.1486181 0.001640444 0.01640444*</b> 8 RBAP - RBLAC 0.9372125 0.348649250 1.00000000 9 RBAS - RBLAC 1.9151040 0.055479243 0.55479243 10 RBEC - RBLAC 0.6741529 0.500214108 1.00000000
Institutional affiliation	<b>Reject H0; Kruskal-Wallis chi-squared = 42.986, df = 4, p-value = 1.042e-08</b> Comparison    Z    P.unadj    P.adj 1                    Academic - Government 2.2772212 2.277302e-02 2.277302e-01* 2    Academic - Multilateral organization (UN, etc.) 4.6578794 3.194832e-06 3.194832e-05* 3    Government - Multilateral organization (UN, etc.) 3.0829076 2.049888e-03 2.049888e-02* 4                    Academic - NGO 0.4828876 6.291756e-01 1.000000e+00* 5                    Government - NGO -2.4785173 1.319297e-02 1.319297e-01* 6                    Multilateral organization (UN, etc.) - NGO -5.8182001 5.948465e-09 5.948465e-08* 7                    Academic - Private sector 0.1985495 8.426152e-01 1.000000e+00* 8                    Government - Private sector -1.4321007 1.521150e-01 1.000000e+00* 9    Multilateral organization (UN, etc.) - Private sector -3.1289541 1.754297e-03 1.754297e-02* 10                    NGO - Private sector -0.1227354 9.023167e-01 1.000000e+00*
Role in SGP	<b>Kruskal-Wallis chi-squared = 62.737, df = 5, p-value = 3.3e-12*</b> Comparison    Z    P.unadj    P.adj 1                    GEF FP - Others -2.21932661 2.646451e-02 3.969677e-01* 2                    GEF FP - SGP NC 2.54764840 1.084517e-02 1.626776e-01* 3                    Others - SGP NC 5.26284128 1.418460e-07 2.127690e-06* 4                    GEF FP - SGP NSC member -2.86665046 4.148409e-03 6.222614e-02* 5                    Others - SGP NSC member -0.05181706 9.586745e-01 1.000000e+00* 6                    SGP NC - SGP NSC member -7.56291645 3.941308e-14 5.911962e-13* 7                    GEF FP - UNDP CO Staff -0.76300423 4.454609e-01 1.000000e+00* 8                    Others - UNDP CO Staff 1.40057090 1.613424e-01 1.000000e+00* 9                    SGP NC - UNDP CO Staff -3.38432636 7.135313e-04 1.070297e-02* 10                    SGP NSC member - UNDP CO Staff 1.81506894 6.951332e-02 1.000000e+00* 11                    GEF FP - UNDP Senior Managers -0.39032277 6.962979e-01 1.000000e+00* 12                    Others - UNDP Senior Managers 0.93864261 3.479143e-01 1.000000e+00* 13                    SGP NC - UNDP Senior Managers -1.85594820 6.346094e-02 9.519141e-01* 14                    SGP NSC member - UNDP Senior Managers 1.03517731 3.005861e-01 1.000000e+00* 15                    UNDP CO Staff - UNDP Senior Managers 0.08560051 9.317840e-01 1.000000e+00*
Country's economic status	<b>Reject H0; rho -0.1395872 S = 45705275, p-value = 0.0004805*</b>
# of years with SGP	<b>Reject H0; rho -0.1518594 S = 100894654, p-value = 1.475e-05*</b>

# ANNEX F. CASE STUDIES METHODS AND APPROACH

## Overview country case studies

Eight country case studies are planned, one for each of the UNDP geographical regions (Africa, Asia and the Pacific, Arab States, Latin America and the Caribbean). As mentioned in the evaluation approach paper, country case studies will include a combination of (1) countries with upgraded programs, (2) a country with a program that is likely to be upgraded in the coming two phases, (3) one country which joined SGP recently and (4) a long-standing participant to the program, (5) a multi-country program, (6) countries in the Category I, II and III based on the SGP upgrading policy.

Countries visited in the 2008 and 2015 Joint Evaluations were prioritized for selection for the country case studies. This was to allow the collection of a new set of data. The final selections for country case studies were determined on the basis of the selection process detailed below.

Due to the COVID-19 Pandemic, the national evaluator should follow national and UNDP health guidance. To minimize the risk and exposure of grantees, **no site visits** are envisioned for the case study. The National Evaluator should try to gather information through the use of phones, the internet, video recording, and other virtual means. The National Evaluator will lead the country case studies with guidance from the GEF/UNDP IEOs and the international evaluator.

The country case studies will not be an evaluation of the SGP programme in the country. The case studies will constitute the collection of country- and project-level data that will contribute to (1) an internal National Case Study Report, (2) collection of evidence gathered using the various data collection tools, and (3) the Global Evaluation Report. The case studies will not cover all aspects of the country programme and are not designed to lead to country-level conclusions or recommendations.

The case study is guided by the main evaluation questions agreed upon in the Evaluation Approach paper and by the Evaluation Matrix.

## Country case studies selection

The principle used in identifying a country case study is the uniqueness of the country and the ability to generate information that will help in answering the evaluation question.

In selecting the country case studies, the following criteria were observed:

- Specific criteria mentioned in the approach paper: (1) Upgraded programs, (2) country with a program that is likely to be upgraded in the coming two phases [Country in Categories 2 and 3 based on the upgrading policy], (3) Country which joined SGP recently, (4) Long-standing participant to the program, (5) Innovations and inclusion of Indigenous People (data gathered through Evaluation's Global Survey)
- Evaluation Criteria: (1) Relevance: Number of participation in OP5, OP6, and OP7 for UCP; Number of participation in Operational Phases for GCP; Number of thematic focal areas with grant; (2) Effectiveness: FSP/MSP Total value for UCP; Cumulative grant amount OP5 and OP6 for GCP; Relative % of CBOs implementing grants against total grant; (3) Efficiency: Number of grants; Relative % of satisfactorily competed against total grants; (4) Sustainability: Ratio of cofinancing (cash and in kind) versus total GEF financing; Number of Strategic Project.
- Additional criteria: (1) Execution Modality; (2) Upscaling Category (I,II, or III) based on the Upgrading policy; Regional Representation; Operational issues that would make a case study unfeasible.

Following the selection process, this led to the selection of Brazil, Egypt, and Mexico for the Upgraded Country Programme; and Argentina, Botswana, Burkina Faso, and Samoa for the global country programme. Table F1 shows some unique features of the SGP in the selected countries based on the the analysis of the SGP database (data cut-off period 2020-02-28).

Table F1. Countries selected for the case studies and projects sampled

Category	Country	Number of projects sampled
Upgraded countries	Brazil	10
	Egypt	14
	Mexico	12
<b>Global Country Programme<sup>1</sup></b>		
Category III <sup>2</sup>	Argentina	12
Category II <sup>3</sup>	Botswana	10
Category I <sup>4</sup>	Burkina Faso	15
Recently joined SGP (less than 7 years)	Afghanistan	10
Multi-country SGP	Samoa	3
	Cook Island	3
	Niue	3
	Tokelau	2

### Country case studies general guidance

All of the country case studies followed the same main steps:

- Preparation, background reading, and document review;
- Scoping, planning, and identification of sample projects;
- Data collection and interviews. Interviews are to cover SGP staff, NSC members, government partners, UNDP and other GEF Agency officials, nongovernmental organizations, community-based organizations, in-country donors, and communities;
- Virtual field visits/phone interviews with a representative sample of projects;
- Analysis and report drafting; and
- Consultation and finalization of the report.

1. The sample projects will be selected by the National Evaluator in consultation with the GEF/UNDP IEOs and the country small grants programme national coordinator. The following guidelines and criteria will be used:

- All projects to be analyzed should have started at most by 2015 and should have been operating for at least 10 months;
- The sample in each country will include 10-15 projects (minimum of 10, 5 projects as back up), covering at least one from each concerned GEF focal area and at least 3 from each of the focal areas with the largest number of grants;
- The sample has to include a mix of completed and on-going projects;
- The sample needs to cover the most number of landscapes or eco-regions;
- Once all the above had been accounted for, an element of random sampling should be used to avoid selection biases.

The country case study data collection tools include:

<sup>1</sup> All global country programmes are executed by UNOPS, and the majority are hosted by UNDP, while some SGP offices are physically outside UNDP buildings. In some limited cases, national hosting institutions will physically host the SGP offices.

<sup>2</sup> Category III (Country programmes that are more than 15 years old and received cumulative total of more than \$6 million in grants received before GEF-5).

<sup>3</sup> Category IIa (Country programmes that are 5–9 years old), Category IIb (Category IIb: Country programmes that are 9–12 years old); Category IIc (Country programmes that are 12–15 years old and received cumulative grants of less than \$6 million)

<sup>4</sup> Category I (least developed countries [LDCs] and small island developing states [SIDSs]), Category Ib (Category Ib: Non-LDC and Non-SIDS country programs less than 5 years old);

- SGP Country Visit Guidance Note – to guide the overall approach, notably to interviews and project reviews/interviews
- SGP Country Visit Project Performance Review Template – a modified version of the 2008 and 2015 Joint Evaluation
- SGP Country Visit Interview Protocol for guiding the interviews with national-level stakeholders
- SGP Country Case Study report template;
- Background note on gender mainstreaming in the SGP (attached document).

### **Country case studies project performance assessment**

Performance of the sampled projects will be assessed through (1) document review, (2) interviews with the national coordinator, and (3) virtual site visits, which could include phone interviews with local stakeholders and community members, and field observation using a smartphone, video calls, or recorded video messages.

Using the same instrument for assessment as for the 2008 and 2015 evaluations, evaluators will assess project relevance, effectiveness, efficiency, risks to project results (sustainability), the quality of the exit strategy, broader adoption (mainstreaming, replication, scaling, sustaining, and market-change), innovation, gender and poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities.

A summary Outcome Rating will be given to each project. The criteria to assess the overall outcome include relevance, effectiveness, and efficiency. Relevance and effectiveness were considered as ‘critical’ criteria; i.e. the overall rating on achievement of outcomes should not be higher than the lowest rating attained on either or both of the critical criteria. The overall outcome rating should be less than or equal to the lowest rating on relevance and effectiveness, and/or average of the rating on the three criteria.<sup>5</sup>

The Project Performance Review Template was based on the same tool used during the 2008 and 2015 Evaluations to enable comparison of project-level data between the three evaluations. The template was modified to gather information on two newly/modified introduced topics: (1) Innovations and (2) Social Inclusion. Key modifications made were:

### **Project performance review tool for SGP grants/projects**

**Note:** *This assessment tool was adapted from the 2008/2015 evaluations. This form will provide information on various aspects of grant project planning, implementation, and monitoring and evaluation. Ratings provided in this form will be aggregated across the sample of projects to provide an estimate of the overall portfolio situation. To facilitate future text analyses, evaluators are requested to provide clear and full, yet succinct, explanations. The information provided should be verified, through direct review of documents, interviews with stakeholders representing different perspectives and field visits. Guidance notes on the rating scales and further explanatory notes are provided at the end of the form.*

*When a question is not applicable to the project kindly indicate "Not Applicable" with explanation. An excel version of this form will be provided with drop down menus for the ratings, etc., to simplify aggregation later. It will be preferable to use the excel sheet to record and submit your project reviews.*

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<sup>5</sup> GEF/ME/C.32/Inf.1, p. 43.

## 1. Project data

Note: if you are reviewing a grantee that has implemented two SGP grant projects, e.g., an original OP5 project, plus an on-going follow-on or second phase in OP6 or OP7, list both Project Numbers. Provide **ratings** for the completed project, but provide comments on both the completed project and the new, on-going project (distinguishing between the two). If both projects are already completed, provide ratings for the more recent project.

<b>Project number (s)</b>	e.g., MOZ/SGP/OP5/Y1/CORE/BD/12/08
<b>If more than one project, which project is rated?</b>	
<b>Project name</b>	
<b>Country</b>	
<b>Project grantee</b>	
<b>Type of project grantee (NGO, CBO, cooperative/business interest, other)</b>	
<b>Cofinanciers (if any)</b>	
<b>Beneficiaries (list or description)</b>	
<b>GEF focal area</b>	

### Project Dates

<b>Project start (date of first disbursement)</b>	
<b>Proposed closing</b>	
<b>Actual closing</b>	

	<b>Approval amount (US \$) (for ongoing projects)</b>	<b>Closing (US \$) (for completed projects)</b>
<b>GEF-SGP planning grant</b>		
<b>GEF-SGP financing</b>		
<b>Co-financing cash</b>		
<b>Co-financing in kind (US \$ value)</b>		
<b>Total project cost</b>		

<b>Grantee contact</b>		
<b>If this is a follow-up full grant, indicate the previous grants related to this project</b>		
<b>Grant number</b>	<b>GEF-SGP financing (closing)</b>	<b>Cofinancing (closing)</b>

<b>Existing Project Ratings (if any)</b>	<b>Project progress report</b>	<b>Project completion report</b>	<b>Other source, e.g. grant project evaluation (specify)</b>
<b>Implementation Progress</b>			
<b>Outcome</b>			

## 2. Project objectives and components as proposed and any changes during implementation

Project objectives as stated in the project document	
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### 3.1 Relevance

<b>Overall relevance rating (on a six point scale,):</b>
<i>Highly satisfactory (HS): The project had no shortcomings.</i>
<i>Satisfactory (S): The project had minor shortcomings</i>
<i>Moderately satisfactory (MS): The project had moderate shortcomings</i>
<i>Moderately unsatisfactory (MU): The project had significant shortcomings.</i>
<i>Unsatisfactory (U): The project had major shortcomings.</i>
<i>Highly unsatisfactory (HU): The project had severe shortcomings.</i>
<i>Unable to assess (UA): Unable to assess this dimension (provide an explanation)</i>

Describe the project relevance to GEF objectives and focal areas.	
Describe the project relevance to the country's priorities ( if appropriate, refer to National policies, environmental laws or country commitments to international environmental conventions)	

### 3.2 Project effectiveness

*Note: this refers primarily to environmental effectiveness (gender and livelihoods will be assessed separately)*

<b>Overall Project Effectiveness Rating (on a six point scale):</b>
<i>Highly Satisfactory (HS): The project had no shortcomings.</i>
<i>Satisfactory (S): The project had minor shortcomings</i>
<i>Moderately Satisfactory (MS): The project had moderate shortcomings</i>
<i>Moderately Unsatisfactory (MU): The project had significant shortcomings.</i>
<i>Unsatisfactory (U): The project had major shortcomings.</i>
<i>Highly Unsatisfactory (HU): The project had severe shortcomings.</i>
<i>Unable to Assess (UA): Unable to assess this dimension (provide an explanation)</i>

3.2.1 OVERALL ENVIRONMENTAL ACHIEVEMENTS AS OF TODAY	DESCRIPTION
Outputs	
Outcomes	

3.2.2 CAPACITY DEVELOPMENT ACHIEVEMENTS TO DATE	DESCRIPTION
What organizations, institutions and communities are targeted?	

What capacities has the project developed or is likely to develop in the CBO or NGO to address Global Environmental issues?	
To what extent has the project influenced policy to address Global Environmental issues?	
What lessons or approaches were developed or will be developed to incorporate the local populations to addressing global environmental concerns that fall within the GEF's mission?	
Has the project taken any steps that might lead to the adoption of the approaches it is developing by other communities, institutions, GEF FSPs or MSPs or other donors? Is it likely that these approaches will be replicated or scaled up?	

OTHER PROJECT RESULTS	Description of findings
What other benefits did the grantees received beside the grant money?	
Describe other important project results, positive or negative, intended or unintended	

FACTORS INFLUENCING RESULTS (not part of rating)	Description of findings
What factors have influenced project results (positively or negatively)	

### 3.3. Innovation

*Note 1: Innovation can be broadly defined as, (i) innovation is new in a specific context; (ii) it represents an improvement compared to conventional alternatives (e.g. better quality, scale, efficiency, sustainability, replicability or scalability of outcomes); (iii) it catalyzes or produces environmental benefits, and may also result in socio-economic benefits related to the target environmental benefits; (iv) it could be associated with risks and higher likelihood of failure.*

**Note 2: Innovation domains**

- *in Technological Innovations domain: where new products and processes and significant technical changes in existing products and processes are developed;*
- *in Innovative financing domain: which includes any financing approach that helps to generate funds by tapping new funding sources or by engaging new partners, including those that enhance the “efficiency” of financial flows by reducing delivery time and/or costs, and make financial flows more results-oriented;*
- *in Business model innovations domain: which includes development of new concepts supporting an enterprise’s financial viability, including its mission, and the processes for bringing those concepts to fruition;*
- *in Policy innovation domain: which refers to an approach, regulation, a practice, or a legislative policy which incorporates or combines multifaceted approach; new regulations or standards to achieve investment objectives; policies to support pricing mechanism;*



•in Institutional innovation domain: which often refers to changes in organizations to facilitate greater effectiveness in the management of global environmental benefits. It can also mean changes in informal institutions (values, beliefs, customs), and formal institutions (markets, marriage) which guide the individuals' behavior and their interactions in communities.

<b>Overall rating for Innovation (scale below):</b>	
<b>Rating</b>	<b>Description</b>
4	<i>Innovations were integrated throughout the project cycle and results with more than two innovation domain tackled</i>
3	<i>Innovation concerns were integrated throughout the project cycle and results with at least two innovation domain tackled</i>
2	<i>Innovation concerns were integrated throughout the project cycle and results with at least one innovation domain tackled</i>
1	<i>The project did not integrate innovation concerns or only to a limited extent</i>
0	<i>The project design did not include any reference to innovations. Generally the project was not expected to contribute noticeably to innovation</i>
UA	<i>Unable to assess this dimension</i>

<b>3.2.3 INNOVATIONS</b>	<b>DESCRIPTION</b>
<b>How did the projects create or supported innovations?</b>	
<b>What innovation domain did the project addressed? (refer to the end of the document for the definition of innovation domain)</b>	

### 3.3. Gender equality and women's empowerment

Note: The rating for gender equality and women's empowerment is separate from the overall project effectiveness rating (which refers to environmental effectiveness). See also on SGP's approach to Gender. This guidance note can be found here: <https://sgp.undp.org/communities-connect/item/1692-key-features-of-gender-mainstreaming-in-sgp.html>

<b>Overall rating for gender equality and women's empowerment:</b>	
<b>Rating</b>	<b>Description</b>
4	<i>Gender concerns were integrated throughout the project cycle and results disproportionately benefited women and/or brought about noticeable advances in gender equality and/or women's empowerment</i>
3	<i>Gender concerns were integrated throughout the project cycle and results benefited women and men equally</i>
2	<i>Gender concerns were integrated to some extent, and women participated/benefited to some extent, but not to the same extent as men</i>
1	<i>The project did not integrate gender concerns or only to a limited extent, and did not bring about noticeable benefits for women, but could have done more, given the nature of the project (missed opportunity)</i>
0	<i>The project design did not include any reference to gender concerns and generally the project was not expected to contribute noticeably to gender equality</i>
UA	<i>Unable to assess this dimension</i>

	DESCRIPTION
Was a needs assessment done, and did it define the roles of men and women in the project?	<i>Note: it is expected that this information would be found in the project proposal itself</i>
To what extent has the project used sex-disaggregated data to document participation rates and results for men and women?	<i>See the project proposal or (final) project report(s)</i>
Did both women and men participate in the project activities and capacity building opportunities?	
Have women in the project area seen an improvement in their income, health and/or access to resources?	
Are women participating (more) in decision-making related to natural resources management and conservation?	
Have there been any other intended or unintended (positive or negative) results of the project with respect to gender equality and/or women's empowerment?	

FACTORS INFLUENCING RESULTS (not part of rating)	Description of findings
What factors influenced project results with respect to gender equality and/or women's empowerment (positively or negatively)	

**3.4 Poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities**

*Note: The ratings on the Poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities section are separate from the overall effectiveness rating above (which refers to environmental effectiveness).*

*An SGP project is not necessarily required to target the poorest of the poor or to contribute to livelihoods, and therefore the ratings with respect to design are simply observations. The ratings for results will be interpreted with respect to the original design (for example, if the project design did not include objectives related to livelihoods (rating 0) a rating of 0 is expected with respect to results (i.e. the project did not contribute to improved livelihoods). If however the design rating is 2 or 3, but you find that the project did not contribute to improved livelihoods (rating 0), it would be interesting to explore the factors explaining this.*

Overall rating for design:  
Overall rating for results:

Rating	Design	Results
<b>3</b>	<i>The project explicitly intended to target/benefit poor/marginalized /vulnerable groups/ indigenous peoples, and persons with disabilities and contribute to an improvement in their livelihoods</i>	<i>The project successfully targeted / worked with poor/marginalized/vulnerable groups/ indigenous peoples, and persons with disabilities and contributed to an improvement in their livelihoods</i>
<b>2</b>	<i>The project intended to contribute to improve livelihoods of the local population, but was not specifically targeted poor/marginalized/ vulnerable groups/ indigenous peoples, and persons with disabilities</i>	<i>The project contributed to improve livelihoods of the local population, but did not disproportionately benefit poor/marginalized/vulnerable groups/ indigenous peoples, and persons with disabilities</i>
<b>1</b>	<i>The project intended to contribute to improve livelihoods in some way, but not significantly</i>	<i>The project contributed to livelihoods in some way (e.g., benefiting only some members of the local population), but not significantly</i>
<b>0</b>	<i>The project design did not include objectives related to improved livelihoods</i>	<i>The project did not contribute to improved livelihoods</i>
<b>UA</b>	<i>Unable to assess this dimension</i>	<i>Unable to assess this dimension</i>

	Description of findings
Does the project <i>explicitly</i> target Poverty alleviation, addressing inequality, social inclusion, indigenous peoples, and persons with disabilities?	
Did the project design address concerns of the poorest/most vulnerable groups/ indigenous peoples, and persons with disabilities?	
Has the project contributed to an improvement in the local population's livelihoods (i.e., do the project grantee groups report changes in livelihoods?)	
If so, have the improvements in livelihoods benefited the poorest or most vulnerable groups in the local population? (Has the project contributed to a reduction in inequality, or has it reinforced inequalities?)	
Has emphasis on livelihoods and/or reducing poverty and exclusion <u>strengthened or weakened the project's the ability to meet environmental objectives?</u>	

#### 4. Efficiency

<b>Project Efficiency Rating (on a six point scale):</b>
<b>Highly Satisfactory (HS):</b> <i>The project had no shortcomings.</i>
<b>Satisfactory (S):</b> <i>The project had minor shortcomings</i>
<b>Moderately Satisfactory (MS):</b> <i>The project had moderate shortcomings</i>
<b>Moderately Unsatisfactory (MU):</b> <i>The project had significant shortcomings.</i>
<b>Unsatisfactory (U):</b> <i>The project had major shortcomings.</i>
<b>Highly Unsatisfactory (HU):</b> <i>The project had severe shortcomings.</i>
<b>Unable to Assess (UA):</b> <i>Unable to assess this dimension (provide an explanation)</i>

Cost of project (\$, human resources, time)	Description of findings
Are the costs of the project reasonable considering the outputs and outcomes that are likely? Explain.	
Describe to what extent the project has identified and operationalized win-win issues for the local communities and for the GEF (generating global environmental benefits in the context of the GEF focal areas)?*	
Are there any trade-offs between benefits to local people (development benefits) and global environmental benefits? Assess the extent to which these trade-offs are reasonable in terms of the GEF objectives.*	

\* Please see explanatory notes at the end

#### 5. Risks to the sustainability of project results

Risk to Project Results Rating (on a four point scale):
<b>Likely (L):</b> <i>There are severe risks that affect sustainability of project results.</i>
<b>Moderately Likely (ML):</b> <i>There are significant risks that affect sustainability of project results.</i>
<b>Moderately Unlikely (MU):</b> <i>There are moderate risks that affect sustainability of project results.</i>
<b>Unlikely (U):</b> <i>There are no or negligible risks affecting sustainability of project results.</i>

Risk to project results	Description of findings
Are there any financial risks that will jeopardize the sustenance of project results?	
Are there any socio-political risks that will jeopardize the sustenance of project results?	
Are there any institutional framework and/or governance related risks that will jeopardize the sustenance of project results?	
Are there any environmental risks that will jeopardize the sustenance of project results?	

## 6. Monitoring and evaluation

Parameters	Response and raw score
<b>Quality of M&amp;E arrangements at entry</b>	
1. Did the project include monitoring activities?	Yes [ ] No [ ] Other (explain)
2. Are / were there results indicators identified for the project / objectives of the project?	Yes mostly [ ] Yes, but only partially or else only some were relevant [ ] No [ ]
2a. Were the indicators 'SMART'?	
3. What indicators relevant to project objectives have been identified (include output, outcome, environmental indicators)? Do these track contributions to global environment benefits? Contributions to local environmental benefits or local livelihoods?	
4. Was a baseline established?	Yes [ ] No [ ]
<b>Quality of M&amp;E during implementation</b>	
5. Who is/was responsible for monitoring the project?	Community [ ] NGO [ ] CBO [ ] Other (Specify)
6. Was the project visited by the NC, and consultants or personnel deputed by the NC so far?	Yes [ ] No [ ]
7. How many times has the project been visited by NC or others deputed by NC so far?	
8. If the project is closed, is the Project Completion Report available?	Yes [ ] No [ ] Not applicable, project has not yet been closed [ ]
9. Does the Project Completion Report assess the extent to which all project objectives were attained?	Not applicable, project not closed [ ] Yes, mostly [ ] Yes, but only for some objectives [ ] No [ ]
<b>10. M&amp;E and Learning</b>	
Have the M&E system and activities (e.g. monitoring against indicators) been useful for the local community? Has this helped them build confidence in the progress they are making? Is there evidence of 'adaptive management' at the community level?	

## 7. Other comments

Are there any other notable features of this project, its design, implementation, M & E, or other aspects?

## ANNEX G. GRANT PROJECTS REVIEWED

Country	Project number (s)	Project name
Afghanistan	AFG/SGP/OP6/Y5/STAR/CC/2019/34	Zero-Carbon Food carts for underprivileged women
Afghanistan	AFG/SGP/OP6/Y4/CORE/LD/2018/12	Kunar River Bank Forestation for Water Conservation and Improved Livelihood
Afghanistan	AFG/SGP/OP6/Y4/STAR/BD/2019/33	Improving Women Livelihood by Promoting Cultivation of Medicinal Plant (Aloe Vera) In Kabul
Afghanistan	AFG/SGP/OP6/Y5/CORE/BD/2019/45	Establishment of Innovative Models for Snow Leopards Conservation in the forgotten proposed protected area of Nuristan province
Afghanistan	AFG/SGP/OP6/Y5/STAR/CD/2019/37	Establishment of Digital Library in Kabul University
Afghanistan	AFG/SGP/OP6/Y5/CORE/BD/2019/46	Protection of Livestock Against Leopard Attacks and Protection of Leopards Against Extinction
Afghanistan	AFG/SGP/OP6/Y5/STAR/BD/2019/39	Bandi Ameer National Park Conservation Project
Afghanistan	AFG/SGP/OP6/Y2/CORE/LD/17/06	Community Based Kole Hashmat Khan Wetland Conservation
Afghanistan	AFG/SGP/OP5/Y4/CORE/BD/2015/01	Rehabilitation and conservation of Kol -i- Hashmat Khan Wetland
Afghanistan	AFG/SGP/OP5/Y4/CORE/LD/2015/07	Irrigation of established Orchard and Community Training – Tagab District
Argentina	ARG/SGP/OP6/Y4/STAR/BD/2018/14	Valuation of the Wetland of the Island of the Port of Concepción del Uruguay, Entre Ríos
Argentina	ARG/SGP/OP6/Y3/STAR/BD/2017/01	Community agroecological production of open-pollinated corn cultivation
Argentina	ARG/SGP/OP6/Y2/CORE/2016/04	Access to safe water, renewable energy and food security
Argentina	ARG/SGP/OP5/Y4/STAR/2015/02	Access to safe water, strengthening peasant organizations in a semi-arid region. Southwest of Chaco. Argentina
Argentina	ARG/SGP/OP5/Y4/STAR/2015/03	PEACEM (Strategic Project for Accompaniment, Training, Evaluation and Monitoring)
Argentina	ARG/SGP/OP6/Y2/CORE/2016/03	Los Colores del Monte: Valorization of natural resources for the development of wichi artisans in chaguar
Argentina	ARG/SGP/OP6/Y2/CORE/2016/11	Gestión Ambiental Inclusiva
Argentina	ARG/SGP/OP6/Y3/STAR/LD/2017/03	Improvement of the drinking water supply in the Ra'aquic Campo Nuevo Community
Argentina	MOA ARG/SGP/OP6/Y4/STAR/LD/2018/16	Strategies for adaptation to climate change through agroecological production systems in a Qom community in NE Argentina
Argentina	ARG/SGP/OP6/Y4/STAR/BD/2018/07	Introduction to Rational breeding and valuation of native Meliponas bees (Tetragonisca fiebrigi- Rubita, Rubiecita, Yateí), by Family Farmers and Rural School institutions
Argentina	ARG/SGP/OP6/Y4/STAR/CC/2018/04	Systems for capturing and storing water for family consumption and sustainable production in a community way. Pampa del Zorro Rural Area. Southwest of Chaco.

Argentina	ARG/SGP/OP6/Y5/CORE/2019/03	Community and inter-institutional participation as a way to achieve coexistence between people and the jaguar in the Paranaense Forest and the Great Argentine Chaco
Brazil	BRA/OP5/14/24	Convívio na Paisagem: construção de novas relações com a natureza – Alto Jequitinhonha
Brazil	BRA/SGP/OP5/Y5/FSP/STAR/15/01	Box da Central do Cerrado no Mercado Municipal de Pinheiros, São Paulo, em Parceria com Instituto ATÁ
Brazil	BRA/SGP/OP5/Y5/FSP/STAR/15/02	Support for fairs circuit for marketing of sustainable products of local Cerrado family farmers
Brazil	BRA/SGP/OP5/Y5/FSP/STAR/15/14	Medicinal oils in the Cerrado
Brazil	BRA/SGP/OP5/Y5/FSP/STAR/15/26	Families United for Solidarity and Local Sustainability
Brazil	BRA/SGP/OP5/Y5/FSP/STAR/15/31	Women in the Caatinga
Brazil	BRA/SGP/OP5/Y5/FSP/STAR/15/33	Sustainable Caatinga
Brazil	BRA/SGP/OP5/Y7/FSP/STAR/BD/17/01	Bodega Ecológica: fortalecendo a Agroecologia e a Economia Solidária
Brazil	BRA/SGP/OP5/Y7/FSP/STAR/LD/17/02	Cerrado Vivo
Brazil	BRA/SGP/OP5/Y7/FSP/STAR/LD/17/06	Fortalecimento das Feiras Agroecológicas do Piemonte Qualificando os Produtos com Certificação Ecosocial
Burkina Faso	BFA/SGP/OP6/Y5/STAR/LD/19/15	Projet de lutte contre la dégradation des terres et valorisation des produits forestiers non ligneux
Burkina Faso	BFA/SGP/OP6/Y5/STAR/LD/19/10	Projet de récupération de 70 hectares de terres dégradées (association Wendwaoga)
Burkina Faso	BFA/SGP/OP6/Y4/STAR/BD/18/17	Projet d'aménagement de la réserve militaire de Pô pour un développement économique durable au profit des populations riveraines
Burkina Faso	BFA/SGP/OP6/Y4/CORE/CC/18/14	Projet d'appui à la Valorisation de l'énergie Solaire et des Ressources Naturelles dans le village
Burkina Faso	BFA/SGP/OP6/Y4/CORE/BD/18/11	Projet de restauration et de protection de la mise en défens de Yondé
Burkina Faso	BFA/SGP/OP6/Y4/CORE/ASGM/2019/05	Exploitation artisanale d'or sans l'utilisation de produit chimique tel que le mercure et le cyanure
Burkina Faso	BFA/SGP/OP6/Y4/CORE/ASGM/2019/01	Projet de sensibilisation sur l'utilisation des produits chimiques dans les sites miniers artisanaux dans les communes de Zabré et de Zoaga
Burkina Faso	BFA/SGP/OP6/Y3/CORE/LD/18/02	Projet de gestion durables des terres et valorisation des produits forestiers non ligneux
Burkina Faso	BFA/SGP/OP6/Y3/CORE/CD/18/09	Projet d'éducation environnementale de masse par la télévision et le livre
Burkina Faso	BFA/SGP/OP6/Y3/CORE/CC/18/07	projet d'appui à l'auto prise en charge des grands-mères solaires à travers la valorisation de leurs équipements solaires
Burkina Faso	BFA/SGP/OP6/Y3/CORE/BD/18/01	Projet de pisciculture en enclos et de réhabilitation de 20 hectares de l'habitat de la faune piscicole
Burkina Faso	BFA/SGP/OP6/Y3/CORE/BD/17/06	Projet d'aménagement et gestion d'un jardin polyvalent au profit des femmes du village de Songo 2 dans la commune de Pô
Burkina Faso	BFA/SGP/OP6/Y2/CORE/BD/16/01	Récupération des terres dégradées et sauvegarde de la diversité biologique des forêts villageoises de Guisma et Kachin dans la commune rural de Ipélcé

Burkina Faso	BFA/SGP/OP5/Y6/CORE/CD/16/02	Projet de consolidation de la gouvernance des territoires autochtones de conservation et les Aires du Patrimoine Autochtone et Communautaire (APAC) au Burkina Faso
Burkina Faso	BFA/SGP/OP5/Y4/STAR/LD/15/01	Projet de récupération de 150 hectares de terre dégradée et valorisation d'une forêt villageoise de 50 hectares à Boala
Egypt	EGY/SGP/OP5/STAR/BD/12/412	Environmental Awareness and Biodiversity Education (Fayoum)
Egypt	EGY/SGP/OP5/STAR/CC/12/421	Awareness Raising on the Importance of Using Bio Energy (Fayoum)
Egypt	EGY/SGP/OP5/STAR/Y2/BD/2012/06	Manufacturing of Furniture Counter Palm Fronds (Minia)
Egypt	EGY/SGP/OP5/STAR/Y2/CC/2012/09	Recycling of Agricultural Wastes (Kafr El Sheikh)
Egypt	EGY/SGP/OP5/STAR/Y2/IW/2013/32	Lining Irrigation canals in Gbalaw, Ashraf, Faqt Center villages in Qena Governorate
Egypt	EGY/SGP/OP5/STAR/Y3/BD/2013/19	Virtual Natural History Museum Project
Egypt	EGY/SGP/OP5/STAR/Y4/CC/2014/54	Biogas from Animal Wastes (Assuit)
Egypt	EGY/SGP/OP5/STAR/Y4/CC/2014/55	Renewable Energy through Biogas Units (Beheira)
Egypt	EGY/SGP/OP5/STAR/Y4/CC/2014/56	Biogas as an Environment Friendly & Renewable Energy (Beheira)
Egypt	EGY/SGP/OP6/ /Y1/BD/2018/01	Mainstreaming Biodiversity and Supporting the GEF Small Grants Programme and National Civil Society Organizations in the CBD COP14 and afterwards
Egypt	EGY/SGP/OP6/Y3/CC/2019/09 (and EGY/SGP/OP5/STAR/Y4/CC/2015/65 Promoting the use of bicycles to reduce emissions in Fayoum governorate)	Promote the use of bicycles to reduce emissions
Egypt	EGY/SGP/OP6/Y3/CC/2019/17	Enabling the community to use renewable energy in Qena Governorate
Egypt	EGY/SGP/OP6/Y3/LD/2019/14	Improving efficiency of irrigation canals and water rationalization (Qena)
Egypt	EGY/SGP/OP6/Y3/LD/2019/15	Improve the efficiency of irrigation canals in the villages of the Naqada (Qena)
Botswana	BOT/SGP/OP6/Y5/CORE/CPS/2019/01	Capacity Development, Monitoring and Mentorship Support for The GEF Small Grants Programme Funded Projects in the Operational Phase 6 Landscape of Makgadikgadi Wetland System, Botswana
Botswana	BOT/SGP/OP6/Y3/CORE/BD/17/02	Sustainable management of rangeland and natural resources
Botswana	BOT/SGP/OP6/Y3/CORE/BD/17/12	Preservation of natural resources through indigenous knowledge
Botswana	BOT/SGP/OP6/Y3/CORE/BD/17/10	Human Wildlife Conflict Mitigation Through Community Based Sustainable Livelihoods Methods Name of organization
Botswana	BOT/SGP/OP6/Y3/CORE/CD/17/09	Community mobilisation and trust registration; empowering communities in protection of biodiversity
Botswana	BOT/SGP/OP6/Y3/CORE/CD/17/07	Capacity Building through legalising the Proposed Lake Xau Management Trust
Botswana	BOT/SGP/OP6/Y1/CORE/LD/16/13	Planning grant to register Mmaubana Trust



Botswana	BOT/SGP/OP6/Y1/CORE/LD/16/07	Land degradation and sustainable forest management
Botswana	BOT/SGP/OP6/Y1/CORE/PP/16/10	INSTALLATION OF 2 x 10,000L USED OIL TANKS AT FRANCISTWON (2) AND KASANE (2)
Botswana	BOT/SGP/OP5/STAR/CC/15/02	Climate Variability and Change Risk Assessment and Management: Development of Decision Support Systems for Dry land Small Scale Farmers in Barolong and Kgalagadi South Sub-Districts.
Cook Islands	CI/SGP/OP5/Y5/CORE/KM/17/01	Lokal Magazine: Te 'Akaora'anga A publication promoting local solutions to global problems related to physical, emotional, spiritual, and environmental health
Cook Islands	CI/SGP/OP5/Y4/CORE/IW/15/01	Enviroloo Project in Aitutaki
Cook Islands	CI/SGP/OP5/Y6/CORE/BD/17/04	Conserving Biodiversity of Tongareva through training, revegetation, and waste management.
Niue	NIU/SGP/OP6/Y4/CORE/LG/2018/07	Fitikanai floricultural green house for women's economic empowerment
Niue	NIU/SGP/OP6/Y4/CORE/CH/2018/05	Niue says No! to Plastic Straws
Niue	NIU/SGP/OP5/Y6/CORE/BD/2017/01	Hakupu Water Catchment and Fruit Tree Project for Food Security
Samoa	WSM/SGP/OP5/Y5/CORE/POPS/2017/26	Keep Savaii Islands Clean Campaign
Samoa	WSM/SGP/OP5/Y6/CORE/LD/2017/32	Strengthening Community Resilience Through Integrated Sustainable Landscape Management
Samoa	WSM/SGP/OP5/Y5/CORE/BD/2017/15	Liua le Vai o Sina Ridge to Reef Conservation Project Phase II
Tokelau	TOK/MAP-CBA/OP5/Y4/2015/01	Bringing Keyhole Garden to Tokelau: A Youth Climate Change Adaptation
Tokelau	TOK/NZD/2018/POP/01	Waste Management Project (Incinerators)
Mexico	MEX/SGP/OP6/Y1/STAR/BD/2018/07	Rescate Agroecológico y Comercialización del Cultivo de Cacao en Comalcalco, Tabasco
Mexico	MEX/SGP/OP6/Y1/STAR/BD/2018/21	Turismo Alternativo en Humedales de Isla Aguada
Mexico	MEX/SGP/OP6/Y2/STAR/BD/2019/05	Acuacultura Sostenible; Conservación y Cultivo de Pejelagarto
Mexico	MEX/SGP/OP6/Y1/STAR/BD/2018/33	Cultivo de Mojarra Castarrica y Pejelagarto, en el ejido Puerto Rico, Carmen, Campeche
Mexico	MEX/SGP/OP6/Y2/STAR/BD/2019/16	Consolidación de la Red Peninsular de Organizaciones Apícolas
Mexico	MEX/SGP/OP6/Y2/STAR/BD/2019/22	Creación de una Red Peninsular de Turismo Comunitario
Mexico	MEX/SGP/OP6/Y2/STAR/CC/2019/01	Sustentabilidad y las siguientes Generaciones de Pescadores
Mexico	MEX/SGP/OP6/Y2/STAR/CC/2019/15	Fortalecimiento de la Capacidad industrial y conservación del paisaje forestal en las comunidades de la Alianza Selva Maya de Quintana Roo UE de RL
Mexico	MEX/SGP/OP6/Y1/STAR/CC/2018/01	Restauración de áreas degradadas en Calakmul, Campeche
Mexico	MEX/SGP/OP6/Y2/STAR/CC/2019/03	Transversalización de la Perspectiva Género en Proyectos del PPD
Mexico	MEX/SGP/OP6/Y2/STAR/LD/2019/01	Fortalecimiento de la Producción de Café con Prácticas Agroecológicas
Mexico	MEX/SGP/OP6/Y1/STAR/LD/2018/01	Prácticas Agrosilvoculturales: aprendizajes, saberes locales, biodiversidad y comunidad

## ANNEX H. EVALUATION MATRIX

2020 Evaluation question	Indicators/basic data/what to look for	Sources of information	Methods/tools
<b>1. Relevance</b>			
1.1 To what extent is the SGP guided by a <b>vision, policy and strategy</b> which ensures coherent and effective implementation of a program which remains relevant to national priorities, and GEF and UNDP priorities?	Evolving trends in the SGP to meet GEF and UNDP priorities	<ul style="list-style-type: none"> <li>• Policy documents</li> <li>• Guidelines, strategies</li> <li>• SGP SC meeting notes, Monitoring/annual reports</li> </ul>	Desk review
	Evolving trends in the SGP to meet national priorities	<ul style="list-style-type: none"> <li>• SGP Country Programme Strategy documents (sampling)</li> <li>• Upgraded countries FSP/MSP ProDocs (sampling)</li> </ul>	Database and portfolio analysis
	Evolving trends in the SGP to meet national priorities	Related documents on national priorities	
1.1.1. Subquestion: Relevance of SGP at the global level	Evolving trends in the SGP to meet emerging trends	<ul style="list-style-type: none"> <li>• Policy documents</li> <li>• Guidelines, strategies</li> <li>• SGP SC meeting notes</li> <li>• Monitoring/annual reports</li> <li>• Up-to-date literature community-led environmental action within the SGP thematic areas</li> </ul>	Desk review
1.2 To what extent is the <b>upgrading process</b> providing a strategic long-term mechanism to ensure the effective deliverable of <b>environmental benefits at community level</b> , both in UCPs and in the global program countries?	Trends in grant approvals and grant project completion	• SGP database	Portfolio analysis
		<ul style="list-style-type: none"> <li>• SGP Country Programme Strategy documents (sampling)</li> <li>• Upgraded countries FSP/MSP ProDocs (sampling)</li> </ul>	Database and portfolio analysis
		• Project/country reports	Country case studies
	Grant project aggregated results at the national level (outputs and outcomes)	<ul style="list-style-type: none"> <li>• Project/country reports</li> <li>• Related UNDP Independent Country Programme Evaluation, Outcome Assessment, ROARs</li> </ul>	Country case studies
	Factors affecting (positively or negatively) effectiveness through the upgrading process	<ul style="list-style-type: none"> <li>• Project/country reports</li> <li>• Related UNDP Independent Country Programme Evaluation, Outcome Assessment, ROARs</li> <li>• UNDP and GEF country level evaluations (MTR, TE) (sampling)</li> </ul>	Country case studies
		Meta-assessment	

2020 Evaluation question	Indicators/basic data/what to look for	Sources of information	Methods/tools
		<ul style="list-style-type: none"> <li>SGP National Coordinator (NC)</li> <li>UNDP Country Office (UNDP CO)</li> <li>GEF Operational Focal Points (OFP)</li> <li>SGP National Steering committee members (NSC)</li> <li>Local stakeholders</li> </ul>	Interviews Survey <sup>1</sup>
<b>2. Effectiveness</b>			
2.1 To what extent is the SGP contributing to the <b>delivery of global and local environmental, and socio-economic benefits?</b>	Intended outputs and outcomes	<ul style="list-style-type: none"> <li>SGP Country Programme Strategy documents (sampling)</li> <li>Upgraded countries FSP/MSP ProDocs (sampling)</li> <li>SGP Operational Guidelines</li> </ul>	Desk Review; Portfolio analysis Country case studies
	Grant project aggregated results at national level and global (outputs and outcomes)	<ul style="list-style-type: none"> <li>End of SGP Operational Phase Evaluations</li> <li>Project/country reports</li> <li>Related UNDP Independent Country Programme Evaluation, Outcome Assessment, ROARs</li> <li>UNDP and GEF country level evaluations (MTR, TE) (sampling)</li> </ul>	Country Case studies Meta-assessment
	Existing ratings for project outcomes (self-ratings and any independent ratings)	<ul style="list-style-type: none"> <li>SGP database</li> <li>Project/country reports</li> </ul>	Country Studies <sup>1</sup>
	Changes in national environment-related indicators and changes in national livelihoods-related indicators	National data systems, national reports	Literature review
		<ul style="list-style-type: none"> <li>End of SGP Operational Phase Evaluations</li> <li>Project/country reports</li> <li>Related UNDP Independent Country Programme Evaluation, Outcome Assessment, ROARs</li> <li>UNDP and GEF country level evaluations (MTR, TE) (sampling)</li> </ul>	Meta-assessment
	Stakeholder perceptions	<ul style="list-style-type: none"> <li>SGP staff</li> <li>Partner NGOs</li> <li>UNDP</li> <li>GEF OFP</li> </ul>	Interviews

<sup>1</sup> Updated the 2015 Survey Template for comparability.

2020 Evaluation question	Indicators/basic data/what to look for	Sources of information	Methods/tools
		<ul style="list-style-type: none"> <li>Local community members</li> </ul>	
	NGO staff and/or local community members perceptions	<ul style="list-style-type: none"> <li>NGO staff and/or local community members</li> </ul>	Country case study interviews
	Trends in SGP	<ul style="list-style-type: none"> <li>SGP database</li> <li>M&amp;E reports, Annual Reports</li> <li>UNDP Global Environmental Finance Unit Annual Performance Reports</li> </ul>	Updating the figures and tables from the 2015 SGP Evaluation
2.1.1 What are the key factors affecting the achievement of results?	National/local policy context Socio-cultural context Economic trends, pressures, market access	<ul style="list-style-type: none"> <li>SGP Country Programme Strategy documents or</li> <li>Upgraded countries FSPs ProDocs (for anticipated factors</li> <li>SGP Project/Country reports)</li> <li>UNDP Independent Country Evaluations</li> </ul>	Desk review <i>(using the CPS assessment tool without rating)</i>
		<ul style="list-style-type: none"> <li>SGP staff</li> <li>NSC members</li> <li>UNDP</li> <li>GEF OFP</li> <li>Government officials</li> <li>NGO-CSO grantees</li> <li>Communities</li> </ul>	Survey <sup>2</sup> to NCs/UNDP COs/GEF Operational Focal Points Interviews
	Local contextual factors	<ul style="list-style-type: none"> <li>Grantee communities</li> </ul>	Country case study interviews
	Types and functioning patterns of existing partnerships	<ul style="list-style-type: none"> <li>SGP Country Programme Strategy documents or</li> <li>Upgraded countries FSPs ProDocs (for opportunities for partnerships); Project/Country programme reports</li> </ul>	Desk review
		<ul style="list-style-type: none"> <li>SGP staff</li> <li>NSC members</li> <li>Government officials</li> <li>NGO-CSO grantees</li> <li>Communities</li> </ul>	Interviews with SGP staff, NSC members, Government officials, NGO-CSO grantees, community members
		<ul style="list-style-type: none"> <li>End of SGP Operational Phase Evaluations;</li> </ul>	Survey <sup>2</sup> to NCs/UNDP COs/GEF Operational Focal Points Meta-assessment

<sup>2</sup> Update the 2015 Survey Template for comparability - added IP inclusion.

2020 Evaluation question	Indicators/basic data/what to look for	Sources of information	Methods/tools
		<ul style="list-style-type: none"> <li>Project/country reports</li> <li>Related UNDP Independent Country Programme Evaluation, Outcome Assessment, ROARs</li> <li>UNDP and GEF country level evaluations (MTR, TE) (sampling)</li> </ul>	
2.2 To what extent is the SGP promoting <b>innovation</b> ?	Type, scale, use, effectiveness, up/out-scaling of innovation	<ul style="list-style-type: none"> <li>SGP Country Programme Strategy documents or</li> <li>Upgraded countries FSPs ProDocs;</li> <li>Project/Country programme reports</li> </ul>	Country case studies
		<ul style="list-style-type: none"> <li>SGP staff</li> <li>NSC members</li> <li>Government officials</li> <li>NGO-CSO grantees</li> <li>Communities</li> </ul>	Interviews Survey <sup>2</sup> to NCs/UNDP COs/GEF Operational Focal Points
2.3 How effective are the SGP <b>gender mainstreaming and inclusion of Indigenous People's</b> approaches in delivering the SGP objectives?	Alignment of CPS, FSP/MSP (for UCP) and approved projects with the GEF and UNDP gender and IP policy objectives?	<ul style="list-style-type: none"> <li>SGP Country Programme Strategy documents</li> <li>Upgraded countries FSP/MSP ProDocs</li> </ul>	Desk review
		<ul style="list-style-type: none"> <li>Project/country reports</li> </ul>	Country case studies <sup>1</sup>
	<ul style="list-style-type: none"> <li>SGP staff</li> <li>NSC members</li> <li>Government officials</li> <li>NGO-CSO grantees</li> <li>Communities</li> </ul>	Interviews Survey <sup>2</sup> to NCs/UNDP COs/GEF Operational Focal Points	
	Results related to gender	<ul style="list-style-type: none"> <li>End of SGP Operational Phase Evaluations</li> <li>Project/country reports</li> <li>Related UNDP Independent Country Programme Evaluation, Outcome Assessment, ROARs</li> <li>UNDP and GEF country level evaluations (MTR, TE) (sampling)</li> </ul>	Meta-assessment
<b>3. Efficiency</b>			
3.1. To what extent is the current <b>governance structure</b> ensuring the <b>oversight and delivery</b> of the SGP's mandate? What are the key areas for improvement, if any?	Business processes and timing	SGP database	Portfolio analysis
		SGP Programme-related documentation	Desk review
		CPMT and UNDP staff	Interviews
	Roles and responsibilities of CPMT and the UNDP cluster (and understanding thereof); duplications/gaps	SGP/UNDP documentation on management arrangements	Desk review
		Interviews CPMT and UNDP	Interviews
		NC, NSC, OFP	Interviews

2020 Evaluation question	Indicators/basic data/what to look for	Sources of information	Methods/tools
	Coordination between CPMT and related UNDP offices	<ul style="list-style-type: none"> <li>SGP/UNDP documentation on management arrangements</li> </ul>	Desk review
		<ul style="list-style-type: none"> <li>Interviews CPMT and UNDP CO (sample countries)</li> </ul>	Interviews
	Effective communication between national-central levels of SGP	<ul style="list-style-type: none"> <li>SGP/UNDP staff at the central level</li> </ul>	Interviews
		<ul style="list-style-type: none"> <li>NCs, UNDP, GEF OFPs, NSC members, local stakeholders</li> </ul>	Survey <sup>2</sup> to NCs/UNDP COs/GEF Operational Focal Points
		<ul style="list-style-type: none"> <li>SGP staff at national level</li> </ul>	Interviews
	Appropriateness of SGP programme-level M&E framework and guidance materials	<ul style="list-style-type: none"> <li>SGP M&amp;E Framework and related guidance materials</li> </ul>	Desk review
	Appropriateness of indicators (e.g. SMART) in country programme/grant project documents	<ul style="list-style-type: none"> <li>SGP Programme-related documentation</li> <li>Grant project documents</li> </ul>	Desk review
	Quality and adequacy of guidance and training provided to partners at country level	<ul style="list-style-type: none"> <li>Training materials</li> </ul>	Desk review
		<ul style="list-style-type: none"> <li>NCs</li> </ul>	Interviews
	Quality of monitoring inputs	<ul style="list-style-type: none"> <li>SGP database (country level)</li> </ul>	Desk review
		<ul style="list-style-type: none"> <li>NGO/grantees</li> </ul>	Country case study interviews <i>(using the grant M&amp;E assessment tool)</i>
	Roles and responsibilities for gathering/reporting/sharing monitoring information	<ul style="list-style-type: none"> <li>Grant project documents</li> </ul>	Desk review
		<ul style="list-style-type: none"> <li>NCs, UNDP, GEF OFPs, NSC members, local stakeholders</li> </ul>	Interviews Survey <sup>2</sup> to NCs/UNDP COs/GEF Operational Focal Points
<ul style="list-style-type: none"> <li>NGO/grantees</li> </ul>		Country case study interviews <i>(using the grant M&amp;E assessment tool)</i>	
Types of information used at the community level	<ul style="list-style-type: none"> <li>Grantees/community members</li> </ul>	Country case study interviews Data, forms, and reports verification inputted in the grant M&E assessment tool	
Acknowledgment of usefulness of systems at the community level	<ul style="list-style-type: none"> <li>Grantees/community members</li> </ul>	Country case study interviews	

2020 Evaluation question	Indicators/basic data/what to look for	Sources of information	Methods/tools
			<i>(using the grant M&amp;E assessment tool)</i>
	Evidence of adaptive management at the community level	<ul style="list-style-type: none"> <li>Grantees/community members</li> </ul>	Country case study interviews
3.2 To what extent is the <b>operational and organizational structure</b> providing an efficient and effective support mechanism to ensure the delivery of the SGP's objective? What are the key areas for improvement, if any?	Trends in administration costs and other non-grant technical costs	<ul style="list-style-type: none"> <li>SGP expenditure statements</li> </ul>	Analysis using methodology of previous evaluation, including comparisons by geographic region and category of country
	Business processes and timing Nature and quality of the services provided by UNOPS at the central and national levels	<ul style="list-style-type: none"> <li>SGP Programme-related documentation</li> </ul>	Desk review
		<ul style="list-style-type: none"> <li>SGP staff at central level</li> </ul>	Interviews
	Effective communication between national/central levels	<ul style="list-style-type: none"> <li>SGP, UNDP and UNOPS staff at central and regional level</li> </ul>	Interviews
3.2.1 Sub question: <i>Efficiency of UCP</i>	Process indicators (time required to formulate new programme & approval of new grants, as compared to previous SGP country programme)	<ul style="list-style-type: none"> <li>SGP database</li> </ul>	Portfolio analysis
		<ul style="list-style-type: none"> <li>SGP country programme-related documentation</li> </ul>	Country level portfolio review
	Challenges and opportunities in developing the FSP	<ul style="list-style-type: none"> <li>SGP NC, NSC members, GEF OFP</li> </ul>	Interviews
	Resource allocations: (before/after upgrading), in thematic areas	<ul style="list-style-type: none"> <li>SGP database</li> </ul>	Portfolio analysis
		<ul style="list-style-type: none"> <li>SGP country programme-related documentation</li> </ul>	Country-level portfolio review
	Number of grants awarded (before/after upgrading)	<ul style="list-style-type: none"> <li>SGP database</li> </ul>	Desk review/Portfolio analysis
3.2.2 Sub-question: <i>Coordination between UNDP Programmes and SGP</i>	SGP programme documentation includes assessments of opportunities for collaboration with other projects/programmes	<ul style="list-style-type: none"> <li>SGP Country Programme Strategies and upgraded countries FSPs ProDocs</li> </ul>	Country case study desk review <i>(using the CPS assessment tool without rating)</i>
	Other GEF project documents includes reference to SGP	<ul style="list-style-type: none"> <li>GEF project documents</li> </ul>	Country-level desk review
	Awareness of SGP and other GEF projects of each other	<ul style="list-style-type: none"> <li>SGP and GEF Agency/ project staff; government officials (OFP, UNDP NPDs); UNDP RRs</li> </ul>	Interviews
	Cross-referencing in SGP and GEF project reports of results of coordination	<ul style="list-style-type: none"> <li>SGP/GEF project reports</li> </ul>	Desk review country level
	Effective communication and technical support between agency/project teams	<ul style="list-style-type: none"> <li>SGP and other agency/project teams</li> </ul>	Interviews at country level
<b>4. Sustainability</b>			

2020 Evaluation question	Indicators/basic data/what to look for	Sources of information	Methods/tools
4.1 Are adequate processes in place to ensure <b>long-term sustainability</b> of SGP results, with a focus on <b>UCPs</b> ?	Financial, Political, Social sustainability at design and implementation	<ul style="list-style-type: none"> <li>SGP Country Programme Strategy documents</li> <li>Upgraded countries FSP/MSP ProDocs</li> </ul>	Desk review
		<ul style="list-style-type: none"> <li>End of SGP Operational Phase Evaluations</li> <li>Project/country reports</li> <li>Related UNDP Independent Country Programme Evaluation, Outcome Assessment, ROARs</li> <li>UNDP and GEF country level evaluations (MTR, TE) (sampling)</li> </ul>	Meta-assessment
	Grant project aggregated results at the national level (outputs and outcomes)	<ul style="list-style-type: none"> <li>Project/country reports</li> </ul>	Portfolio analysis
	Perspectives on sustainability	<ul style="list-style-type: none"> <li>SGP and GEF Agency/project staff; government officials (OFP, UNDP NPDs)</li> </ul>	Interviews
4.1.1 Sub question: Cofinancing	Levels, sources and types of cofinancing per country	<ul style="list-style-type: none"> <li>SGP database</li> </ul>	Portfolio analysis
		<ul style="list-style-type: none"> <li>SGP programme-related documentation</li> </ul>	Desk review
	Factors favoring/hindering mobilization of cofinancing	<ul style="list-style-type: none"> <li>End of SGP Operational Phase Evaluations</li> <li>Project/country reports</li> <li>Related UNDP Independent Country Programme Evaluation, Outcome Assessment, ROARs</li> <li>UNDP and GEF country level evaluations (MTR, TE) (sampling)</li> </ul>	Meta-assessment
		<ul style="list-style-type: none"> <li>CPMT staff</li> </ul>	Interviews at central level
		<ul style="list-style-type: none"> <li>NCs, UNDP, GEF OFPs, NSC members, local stakeholders</li> </ul>	Survey to NCs/UNDP COs/GEF Operational Focal Points
		<ul style="list-style-type: none"> <li>NC, UNDP, Government staff</li> </ul>	Interviews
		<ul style="list-style-type: none"> <li>NC, UNDP, Government staff</li> </ul>	Interviews at the national level
4.2 To what extent are <b>innovative practices</b> being <b>replicated and upscaled</b> and what are the factors favoring or hindering this?	Types, scale, use, effectiveness, up/out-scaling of innovation	<ul style="list-style-type: none"> <li>SGP Country Programme Strategy documents or</li> <li>Upgraded countries FSPs ProDocs (for opportunities for partnerships)</li> <li>Project/Country programme reports</li> <li>Related UNDP Independent Country</li> </ul>	Country case studies



2020 Evaluation question	Indicators/basic data/what to look for	Sources of information	Methods/tools
		Programme Evaluation, Outcome Assessment, ROARs <ul style="list-style-type: none"> <li>• UNDP and GEF country level evaluations (MTR, TE) (sampling)</li> </ul>	
		<ul style="list-style-type: none"> <li>• SGP staff</li> <li>• NSC members</li> <li>• Government officials</li> <li>• NGO-CSO grantees</li> <li>• Communities</li> </ul>	Interviews Survey <sup>2</sup> to NCs/UNDP COs/GEF Operational Focal Points
4.3 Sub question: Additionality	What has been the additionality, environmental and otherwise, of the SGP?	<ul style="list-style-type: none"> <li>• UNDP Country Evaluations, Annual Monitoring Reports,</li> </ul>	Desk review
		<ul style="list-style-type: none"> <li>• Relevant partners, NSC Members, Government Officials</li> </ul>	Interviews

# ANNEX I. INTERVIEWEES

## CPMT

Chen, Sulan, Programme Advisor on International Waters and Chemicals and Regional Focal point

Edoo, Rissa, Programme Officer, Community Based Adaptation and Knowledge Management

Hay-Edie, Terence, Programme Advisor on Biodiversity and Regional Focal Point

Jose, Annalisa, Knowledge Management/ Operations Associate Indigenous and Community Conservation Areas (ICCA)

Shamerina, Angelica, Programme Advisor on Climate Change and Regional Focal point

Singla, Radha, Results Management, Monitoring and Evaluation Specialist

Tshering, Doley, Deputy Global Manager

Watanabe, Yoko, Global Manager

Remple, Nick, SGP consultant, former SGP Deputy Global Management and UCP Global Coordinator

## UNDP

Gold, Stephen, Head, Climate Change

Kurukulasuriya, Pradeep, GEF Executive coordinator

Salvemini, Diana, Global Coordinator for the SGP Upgraded Country Programmes

## GEF

Barrera, Pillar, Senior Operations Officer

Blet, Cyril, Senior Specialist, Results-based Management

Bobb-Semple, Asha, Operations Analyst

Clottes, Françoise Director, Strategy and Operations

Ehlers, William, Senior Country Officer

Fonseca, Gustavo, Director of Program

Phan, Quynh, Senior Financial Officer

Ibrahima Sow, Senior Environmental Specialist

Wyatt, Sarah, Biodiversity Specialist

Zimsky, Mark, Senior Biodiversity Specialist

**Other stakeholders**

Ganafin, Delfin, former SGP Global Manager

Kheleli, Malintle, Regional Focal Point, Southern Africa, GEF CSO Network

Leonard, Sunday, Programme Officer, STAP Secretariat

Ogbonna, Nguavese Tracy, Regional Focal Point, West Africa, GEF CSO Network

Riffat, Edriss, Manager, Grant Management Services, UNOPS

Saleem, Ali, Panel Member on Climate Change Mitigation

Suzuki, Wataru, Head of Japan Biodiversity Fund at CBD Secretariat

Taktak Keskes, Sana, Regional Focal Point, North Africa, GEF CSO Network

Teran, Yolanda, and Georgiy, Indigenous Peoples Advisory Group members

**Country case studies**

**Afghanistan**

Ali, Inayat, Relevant Partner, Rupani Foundation

Bashari, Mujtaba, Relevant Partner, Wildlife Conservation Society - Afghanistan

Durani, Pushtana, NSC member, Learn Afghanistan

Haqbeen, Fazel Rabi, NSC member, The Tashabos Educational Organization

Hussain Hussaini, Ahmad, Grantee Partner, Band-e-Amir Community Council

Jon, Wali, Grantee Partner, Head of CDC, Ghozkhon Wakhan and Rupani Foundation

Khaurin, Aimal, SGP National Coordinator

Maiwandi, Schah Zaman, GEF Operational Focal Point, NSC member, Director General National Environmental Protection Agency

Noori, Sameera, NSC member, Coordination of Afghan Relief

Nooruallah, Eng., Grantee Partner, Tavana Capacity Building and Social Organization

Omarzai, Baryalai, NSC member, Afghan NGOs' Coordination Bureau

Rahman Tasal, Fazal, Grantee, Manager, Afghan Paramount Welfare and Development Organization

Sadiq, Ghulam, Grantee Partner, Director General, Organization for Coordination of Humanitarian Relief

Sahar, Qais, Relevant Partner, Wildlife Conservation Society – Afghanistan

Saleem, Mohammad, Programme Officer, UNDP

Seyer, Ahmad, Grantee Partner, Director, Rural Green Environment Organization

Stanikzai, Zakir, NSC member, Afghanistan Institute of Civil Society

Wajidi, Farhad, Grantee Partner, Ebtakar Inspiring Entrepreneurs of Afghanistan Organization

Yousafi, Waheedullah, Relevant Partner, Technical Coordinator-Afghanistan, International Centre for Integrated Mountain Development

## **Argentina**

Bonus, Cristina, Technical Referent, Asociación Educacionista La Fraternidad

Corra, Lilian, Responsable de la International Secretary de la International Society, Doctors for the Environment

de Haro, Augusto Mario, Representative, National Institute of Agricultural Technology

Faggi Gabriela, Technical Referent, Asociación Civil de Familias Campesinas Unidas; Agricultores Familiares Reunidos por un Sueño; Asociación Civil Familias Rurales Unidas del Oeste Chaqueño

Gomez, Florencia, GEF Operational Focal Point, Secretary of State of Environmental Policy in Natural Resources, Ministry of Environment and Sustainable Development

Gómez Cifuentes, Andrés, Technical Referent, Asociacion Civil Centro de Investigaciones del Bosque Atlántico

Ibarlucía, Facundo, Technical Referent, Fundación Red Comunidades Rurales

Junghanns, Ricardo, Technical Referent, Asociación Civil Taba Isírîrî - Pueblos del Arroyo

Lopez Sastre, Francisco, National Coordinator SGP, UNDP

Mascarini, Libertad, Technical Referent, Comunidad Qom Potae Napocna Navogoh

Menna, Fabiana, President, Fundación Gran Chaco

Novas, Natalia, Director, National Institute of Indigenous Peoples

Policarpo Tolay, Aníbal, Technical Referent, Consejo de Delegados de las Comunidades Aborígenes del Pueblo Ocloya

Quattrini, Isabel, Technical Referent, Instituto de Cultura Popular

Sotillo, Reina, Minister of Direction of Environmental Policy, Ministerio de Relaciones Exteriores, Comercio Internacional y Culto (Cancillería)

Titievsky, Tania, Technical Referent, Asociacion de Profesionales Para el Cambio

Tomasini, Daniel Horacio, Professor of Economy of the Natural and Environmental resources Faculty of Agronomy of the University of Buenos Aires

Valdés, René Mauricio, Resident Representative, UNDP

Valdiviezo, Gilda Patricia, Technical Referent, Scholarship

Velazquez, Ana María, Technical Referent, Asociación del Departamento Colón de Ayuda al Discapacitado

Villaba, Javier, Representative, Pueblo Mbya Guarani Misiones

## **Botswana**

Barrins, Jacinta, Resident Representative, UNDP

Bratnozic, Chimbizani, Programme Specialist, Environment and Climate Change, UNDP

Chimbombi, Ezekial, Grantee, Lecturer, Botswana College of Agriculture

Kaelo, Tshagofatso, Grantee, Vice Chairperson, Nata Conservation Trust

Kealotswe, Edward, Grantee, Chairperson, Bokamano Conservation Trust

Keitumetse, Goaletsa, Technical Advisory Committee Chairperson, District Officer Development, Boteti Sub-District

Kootsositse, Motshereganyi, Grantee, Executive Director, BirdLife Botswana

Lepetu, Joyce, Technical Reference Group Chairperson, Lecturer and Technical Advisory Group Chairperson, Botswana University of Agriculture and Natural Resources

Machacha, Douglas, Acting NSC Chairperson, Department of Agricultural Research

Mannathoko, Bame, Monitoring and Evaluation Analyst, UNDP

Maswikiti, Salome, Grantee, Vice Chairperson, Boteti Rural Development Trust

Matlapeng, Michael, Grantee, Chairperson, Tshole Trust

Modukanele, Boatametse, Deputy Permanent Secretary and CBNRM Coordinator, Ministry of Environment Natural Resources Conservation and Tourism

Mogende, Seikise, Grantee, Chairperson, Makomoto Woodlands Conservation Trust

Moithobogi, Chawada, Member of Technical Advisory Committee, Secretariat, Boteti Sub-District

Mojalemotho, Charles, CBD National Focal Point, Director, Department of Environmental Affairs

Mokara, Basimane, Member of Technical Advisory Committee, Secretariat, Tutume Sub-District Technical Advisory Committee

Mononi, Thato, Chairperson of Technical Advisory Committee, District Officer Development, Tutume Sub-District

Montsho, Action, Grantee, Chairperson, Moreomaoto Community Trust

Mothanke, Ndebedzano, Grantee, Secretary, Makalamabedi Village Development Committee

Motlogelwa, Grantee, Chairperson, Mokobaxane Village Development Committee

Motlogelwa, Mogomotsi, Grantee, Chairperson, Ngwao Pinagare Organisation

Motlopi, Kgomotsego, Grantee, Environmental Coordinator, Botswana Institute for Technology Research and Innovation

Motingwa, Eric, Member of Technical Advisory Committee, Secretariat, Boteti Sub-District

Othusitse, Botshabelo, GEF Operational Focal Point, Deputy-Director, Department of Environmental Affairs

Popego, Grantee, Secretary, Xere Conservation Trust

Senyatso, Kabelo, Former NSC Chairperson, Director and Outgoing National Steering Committee Chairperson, Department of Wildlife and National Parks

Shimane, Keleemetse, Grantee, Vice Chairperson Chadibe Village Development Committee

### **Burkina Faso**

Adouabou, Kadi, Grantee, Association Tiou-Tii-Wignan

Abipouakori, Hassane, Grantee, Association Espoir des Jeunes du Nahouri

Baro, Roger, NSC, Direction de la Prévention des Pollutions et des Risques Environnementaux

Béogo, Modest, Grantee, Union de Groupement de Gestion Forestière, Kogl Weogo de Yonde

Béré, Berte, Grantee, Groupement Neb Nooma /ADDI (éducation environnementale)

Coulibaly, Clarisse, NSC, UNDP

Dibloni, Théophile Ollou, NSC, Institut de l'Environnement et de Recherches Agricoles

Ilboudo, Daniel, Grantee, Association pour le Développement du Département de Ipelcé

Ilboudo, Henri, NSC, Secrétariat Permanent des ONG

Kaboré, Alexis, Grantee, Association Nature et Développement

Koudougou, Marcel, Grantee, Association Bangr Nooma

Ky, Simone, Grantee, Groupement Kowonma des agriculteurs

Nana, Somanegré, NSC, GEF Operational Focal Point, Coordinateur Technique, Secrétariat Permanent du Conseil National pour l'Environnement et le développement durable Ministère de l'Environnement de l'Economie Verte et du Changement Climatique

Nikiéma, Zoagla, Grantee, Association Nongtaaba de Kalenga

Nonaba, Dieudonné, Grantee, Association Wend Kouni de Paraouigué

Ouédraogo, Christian A., NSC, Sociétés minières

Ouédraogo, Hamidou, Grantee, Président, Groupement Mixte Tiiga La Viim des producteurs des Produits Forestiers Non Ligneux

Ouédraogo, Oumar Patinema, NSC, Réseau d'Initiatives des Journalistes

Savadogo, Maïmouma, Présidente, Grantee, Groupement féminin Wendwaoga

Somé, Cécilia, NSC, Amicale des Forestières du Burkina

Yabré, Hato, Grantee, Association Lebanka de Leere

Yaméogo, Collette, NSC, Ministère de l'Environnement de l'Economie Verte et du Changement Climatique

Youl Yéri, Saly, Grantee, Association grand mères solaires du Burkina Faso

Zoromé, Paul, Grantee, Groupement Delwende des Pecheurs de Loulouka

## **Brazil**

Agostinho, Dona Lúcia, Grantee, Cooperativa de Agricultores Familiares Agroextrativistas de Água Boa II, Families United for Solidarity and Local Sustainability

Breuss, Markus, Grantee, Associação Afro Brasileira Quilombo Erê, Fortalecimento das Feiras Agroecológicas do Piemonte Qualificando os Produtos com Certificação Ecosocial

Bustamante, Mercedes, Professor of the Department of Ecology - specialist on environmental sciences, University of Brasília

Carrazza, Luis, Grantee, Cooperativa Central do Cerrado Ltda., Box of the Central do Cerrado in the Municipal Market of Pinheiros, São Paulo, in partnership with Instituto ATÁ

de Lion, Pedro Bruzzi, Director of the Desertification Combat, Department Ministry of Environment

da Silva, Luiz Claudio L., Advisor of the National Chamber of Rural Sustainable Development representing Cáritas, Ministry of the Agrarian Development

da Silva Alves, Ana Laíse, NGO Alternativa Terrazul Association, Brazilian Forum of NGOs and Social Movements for the Environment

dos Santos, Irene Maria, Coordinator of the NGO Central Brazil Institute, Rede Cerrado

Elielma, Grantee, Associação dos Trabalhadores Rurais da região do Garrote do Emiliano Sustainable Caatinga

Eronilton, Grantee, Sindicato dos Trabalhadores Rurais Agricultores e Agricultoras Familiares de Quixadá – CE, Bodega Ecológica: fortalecendo a Agroecologia e a Economia Solidária

Evangelista, Jaqueline, Grantee, Articulação PACARI, Medicinal oils of Cerrado

Figueiredo, Isabel, Country Program Manager, Instituto Sociedade, População e Natureza

Graciete, Grantee, Casa da Mulher do Nordeste, Women in the Caatinga

Jardim, Tânia, Project assistant of the Multilateral Cooperation Program, Agência Brasileira de Cooperação

Lopes, Luana, Coordinator for the Unit of Environment and Development, UNDP

Oliveira, Ginercina, Grantee, Associação de Mulheres Empreendedoras Rurais e Artesanais de Barro Alto e Santa Rita do Novo Destino, Cerrado Vivo

Santos Oliveira, João Evangelista, ASA Regional Coordination for Maranhão State, Brazilian Semi-Arid Network

Silva da Cunha, Manoel, Coordinator, National Chamber for Wild Collectors Populations

Siqueira, Jaime Garcia, Professor of the Anthropology Department - social sciences specialist, Maranhão State University

Soares de Macedo, Valmir, Grantee, CAV, Convívio na Paisagem: construção de novas relações com a natureza – Alto Jequitinhonha

Zizo, Flávia Stela, Grantee, Cooperativa de Agricultores Familiares Ecológicos do Cerrado Support for fairs circuit for marketing of sustainable products of local Cerrado family farmers

## **Egypt**

Abdel-Kader, Ahmed, Grantee (NGO President), Future Generations Association in Al-Ma'ana

Adly, Emad, National Coordinator, SGP Egypt

Ahmadein, Ghada, National Assistant, SGP Egypt

Ali, Mohamed, Grantee (NGO CEO), Kafalt Al Yatiem Association in Dashlout

Badran, Amira, NSC member, UNHABITAT

Bayoumi, Mohamed, NSC member, UNDP

El-Din Kassas, Mohy, Grantee (NGO President), Islamic Charity Association in El Nakhla El Bahariya

El-Ghazaly, Adel, Grantee (Project Manager), South Egypt Development Association

El-Safoury, Hanaa, Grantee, Nature Conservation Egypt

El-Tony, Khaled (Project Manager) Grantee, Nature Conservation Egypt

Halaby, Ramadan, Grantee (NGO President), Charity Association in Ferhash

Hashem, Hala, Grantee (Project Manager), Community Development Association in Naga'e El-Qet

Ibrahim, Ihab, Grantee (NGO President), Social Organization for Environmental Protection in Fayoum

Ibrahim, Ihab, Grantee (NGO President), Promote the use of bicycles to reduce emissions

Merlen, Sylvain, Deputy Resident Representative, UNDP

Moawad, Mohamed, Grantee (NGO CEO), Community Development and Youth Training Association in Fayoum

Mostafa, Ahmed, Grantee (Head of water association), Community Development Association in Naga'e El-Qet



Omar, Hoda, NSC member, GEF Unit Director, UNDP

Saleh, Samah, NSC member, Ministry of Environment

Sharawy, Noha Grantee (NGO President), Youth Assembly for Developing Human Resources

Yasser, Mahmoud, Grantee (Board Member), Environmental and Community Development Association in Dandara

Zakaria, Mahmoud, Grantee (Project Technical Advisor), Egyptian Society for Endogenous Development of Local Communities

Zalat, Samy, Grantee (NGO President), Nature and Science Foundation

## **Mexico**

Armijo, Natalia, Member of the NSC, Professor, Universidad de Quintana Roo

Arreola, María Eugenia, Member of the NSC, Fondo Mexicano para la Conservación de la Naturaleza

Cantón Figueroa, Patricio, Member of the NSC, Retiree

Castañeda Camey, Itzá, Member of the NSC, IUCN

Esquivel Bazán, Elsa, Member of the NSC, AMBIO, A.C.

Flores-Martínez, Arturo, Member of the NSC, Professor of Plant Ecology, Instituto Politécnico Nacional

García Frapolli, Eduardo, Member of the NSC, Researcher, Instituto de Investigaciones en Ecosistemas y Sustentabilidad, UNAM

González, Edgar, Member of the NSC, Programme Officer, UNDP-Mexico

Proust, Sébastien, National Coordinator, SGP-Mexico

Rosado May, Francisco, Member of the NSC, Professor, Universidad Intercultural de Quintana Roo

Ryan, Jonathan, President of the NSC, Independent consultant

## **Samoa multi-country office**

### **Samoa**

Chu Shing, Easter, Former NSC Member, SPREP

Gidlow, Nive, Savaii Samoa Tourism Association, Grantee, Keep Savaii Islands Clean Campaign

Iosefa, Filifilia, SGP National Coordinator, UNDP/SGP

Kerslake, Yvette, UNDP Assistant Resident Representative

Leremia, Ofusina, SGP Administration Officer, UNDP

Rasmussen, Anne, NSC Member, MNRE

Sass, Nynette, NSC Member, Private Sector

Sorensen, Jorn, UNDP Resident Representative

Vaafusuaga, Olsen, Alii ma Faipule Faleseela Grantee, Liua le Vai o Sina Ridge to Reef Conservation Project Phase II

Voigt, Raymond, NSC Member, SUNGO

Ulusele, Taloolevavau (Pulenuu), Alii ma Faipule Faleseela Grantee, Liua le Vai o Sina Ridge to Reef Conservation Project Phase II

Members of Uafato Village Council: Seumalo Afele Faiilagi Faiilagi, MNRE, Strengthening Community Resilience Through Integrated Sustainable Landscape Management

### **Cook Islands**

Karika, Louisa, NSC member, National Environment Service

King, Wayne, NSC member, Director Climate Change Cook Islands - Office of the Prime Minister

Mate, Mani, NSC member, Development Coordination Division - MFEM

Tu'itupou-Arnold, Fine (FA), NSC member, Academy/Research Institutes

Vainerere, Patience, Red Cross National Coordinator

### **Niue**

Aue, New, Hakupu Village Council in association with the whole village, Grantee, Hakupu Water Catchment and Fruit Tree Project for Food Security

Kalauni, Victoria, Grantee, Niue says No! to Plastic Straws

Kulatea, Sue M, Grantee, Fitikanai Floricultural Greenhouse for Women's Economic Empowerment

Niue Fitikanai Association, Grantee, Fitikanai Floricultural Greenhouse for Women's Economic Empowerment

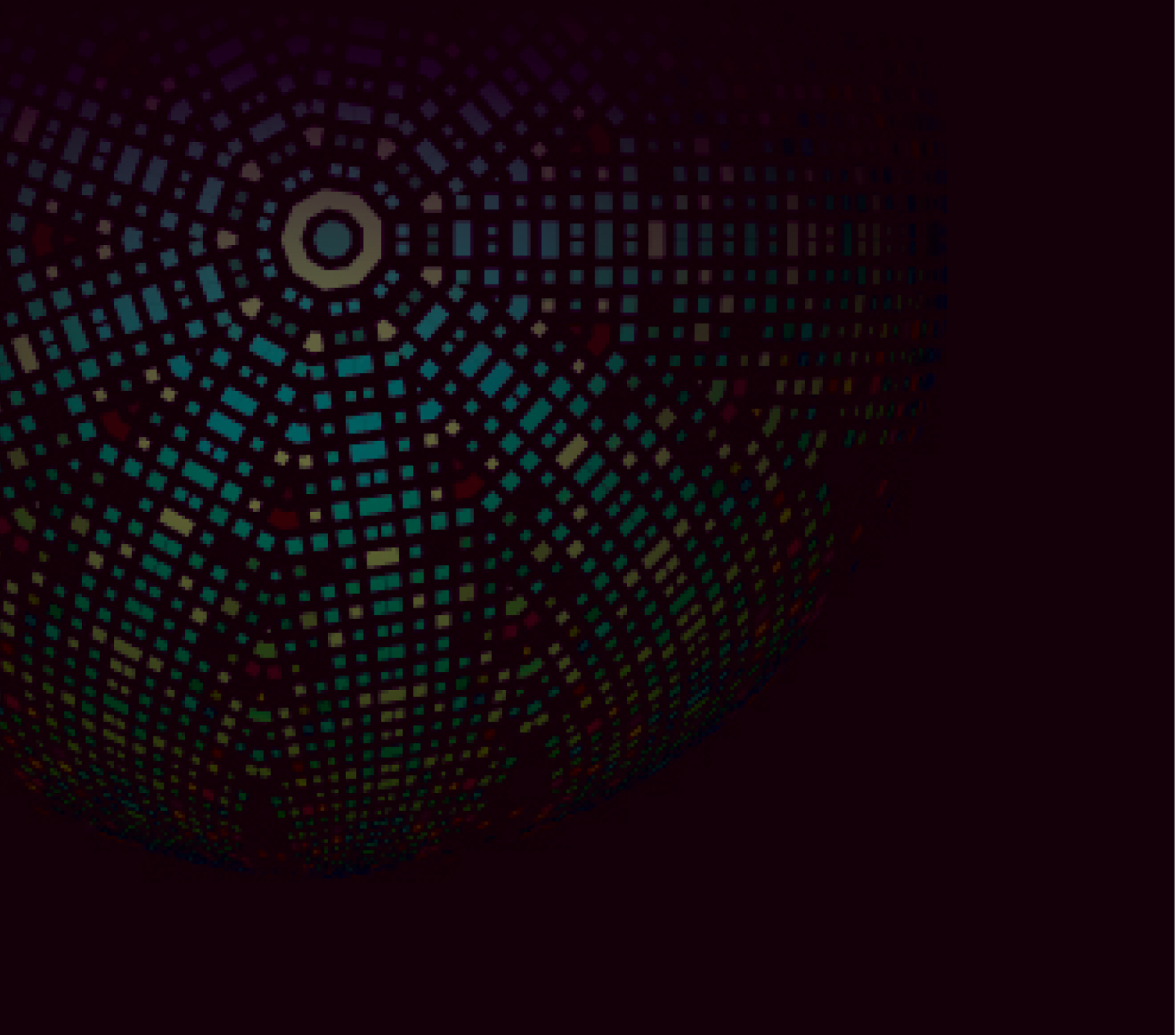
Pihigia, Felicia, Director PMCU

Talagi, Haden, GEF Operational Focal Point, Director, Department of Environment, Department of Environment

### **Tokelau**

Maiava, Mika, KHG specialist, Tokelau Youth Group

Wesche, Hans, Focal Point for Waste Management, Economic Development, Natural Resources & Environment



### Third Joint GEF-UNDP Evaluation of the Small Grants Programme Annexes

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