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## **GEF PROJECT CYCLE**

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## I. INTRODUCTION

1. The GEF Council reviewed and approved the GEF Project Cycle at its meeting in May 1995. In its approval, Council stressed the need to apply project review procedures flexibly, recognizing the differences that may exist among specific projects, focal areas, and regions. The Council agreed to keep the Project Cycle under review, particularly in light of the information and analysis that will be generated through monitoring and evaluation activities. The Council requested the Secretariat to update the Project Cycle as needed to reflect any additional policies approved by Council.

2. Since then, Council has approved a number of other policies and procedures that have modified the Project Cycle. The main changes have been: (i) the adoption of the Operational Strategy in October 1995; (ii) the modified role for the GEF Operations Committee; (iii) the adoption of expedited procedures for medium-sized projects (MSPs) and the enhancement of CEO approval authority up to US\$ 1 million for medium-sized projects; (iv) the approval of the policy for Targeted Research; (v) the selective delegation to the Secretariat of the project endorsement review; (vi) the expansion of opportunities for selected executing agencies; (vii) the strengthened country involvement in estimating incremental costs; and (viii) the advance publication of the GEF pipeline to facilitate reviews in member countries.

3. Early this year, the CEO initiated “Driving for Results” as a means to streamline GEF Operations towards improving operational efficiency and balancing the focus between project preparation and project implementation to ensure quality implementation of, and achievement of results from, GEF actions. The concept of “Driving for Results” was discussed at the GEF Heads of Agencies Meeting held on March 9 in New York where it received full support from the Heads of Agencies, who called on their staff to work closely with the Secretariat towards timely completion and implementation of the system. Following the agreement at the Heads of Agencies Meeting, the CEO chaired a retreat in Washington during June 8-9, 2000, consisting of management and selected staff from the Secretariat and the three Implementing Agencies, to brainstorm and identify opportunities to further streamline GEF operations and balance quality at entry with quality of implementation in order to focus on results on the ground. For details refer to GEF/C.16/ 5, *Driving for Results in the GEF: Streamlining and Balancing Project Cycle Management*.

4. This document is an information paper that describes the GEF Project Cycle and project review procedures, taking into account all the decisions of the Council. It also reflects those streamlining actions that are being implemented by the Secretariat and the Implementing Agencies following the June retreat. It does not set out proposals for any change in GEF policies or procedures for Council consideration. Any such proposals (e.g., for further streamlining) are set out in GEF/C.16/5, submitted for Council consideration.

5. This document will be revised in future, taking into account any decisions taken by the Council, and further streamlining actions, modification of criteria and

establishment of service norms undertaken by the Secretariat and the Implementing Agencies.

6. During the revision of the Project Cycle document, the Secretariat also attempted to distinguish more clearly the roles of the various institutions in the GEF structure. This particular document emphasizes the decision points and criteria of the GEF itself for ensuring consistency with GEF policies and procedures. The Agencies<sup>1</sup> will have additional steps consistent with their own processing cycles and procedures for ensuring that the proposals they submit to the GEF meet these GEF criteria and for ensuring that the projects for which they are accountable to the GEF will be of high quality and implemented diligently.

### **GEF Operational Principles**

7. The GEF Operational Strategy, approved by the Council in October 1995, set out ten Operational Principles for the development and implementation of the GEF's Work Program.<sup>2</sup> These ten principles concern the relationship of GEF activities to the relevant international conventions; the financing of agreed incremental costs of measures for achieving agreed global environmental benefits; cost-effectiveness; country ownership; flexibility; full disclosure of non-confidential information; public involvement; eligibility; GEF's catalytic role and the need for financial leverage; and regular monitoring and evaluation.

### **GEF Program Types**

8. The GEF Operational Strategy sets out three types of GEF activity:
- (a) Operational Programs: There are 12 Operational Programs covering the focal areas of climate change, biodiversity, and international waters (and land degradation as it applies to the three focal areas) that provide the logical framework for each program.
  - (b) Short-term measures: These are activities under each of the focal areas of climate change and biodiversity that provide immediate global environment benefits and do not necessarily have the strategic influence or perspective of activities supported under the Operational Programs.
  - (c) Enabling Activities: Enabling activities "include [GHG] inventories, compilation of information, policy analysis, and strategies and action plans. They either are a means of fulfilling essential communication requirements

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<sup>1</sup> "Agencies" in this document refers to the three Implementing Agencies – United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), the World Bank, and the six agencies that have been approved by the Council under the policy of *Expanded Opportunities for Executing Agencies* – the Asian Development Bank (ADB), the African Development Bank (AfDB), the European Bank for Reconstruction and Development (EBRD), the Inter-American Development Bank (IDB), the United Nations Industrial Development Organisation (UNIDO), and Food and Agriculture Organisation of the United Nations (FAO).

<sup>2</sup> See Box 1.1, *GEF Operational Strategy*.

to the Convention, provide a basic and essential level of information to enable policy and strategic decisions to be made, or assist planning that identifies priority activities within a country.”

Each Operational Program, both types of short term response measure (those in biodiversity and climate change), and enabling activities have their own substantive requirements and criteria.<sup>3</sup>

### **GEF Project Types**

9. Project processing steps and documentation are determined by the type of project, which is basically a function of size. All projects must show conformity with one of the program types:

- (a) Regular projects, which may satisfy either the requirements of an Operational Program or of short term response measures, go through each step of the GEF Project Cycle and are approved by the Council.
- (b) Medium-sized projects, which must require not more than US\$ 1 million in GEF funds, go through an expedited processing, where approval has been delegated by the Council to the CEO.
- (c) Enabling activities which require less than US\$ 450,000 in GEF funds are designed following the *Operational Guidelines for Enabling Activities*, and go through an expedited processing where approval has been delegated by the Council to the CEO and, while those requiring more than US\$ 450,000 are treated like regular projects and follow regular project processing procedures.

### **Project Review Criteria**

10. The ten operational principles underlie the criteria that the Secretariat uses for project review (see Annex A1 for project review criteria for regular projects and A2 for advanced draft criteria for medium-sized projects).<sup>4</sup> These criteria are used to determine conformity with the GEF policies. Enabling activities in climate change and biodiversity requiring less than US\$ 450,000 and following expedited procedures are reviewed following their respective Operational Criteria.

## **II. IMPLEMENTATION PHASES AND GEF DECISION POINTS**

11. The GEF Project Cycle comprises four major phases of activity that are managed by the Agencies: (i) Project concept development; (ii) Project preparation; (iii) Project appraisal; and (iv) Project approval and implementation supervision. Progression from

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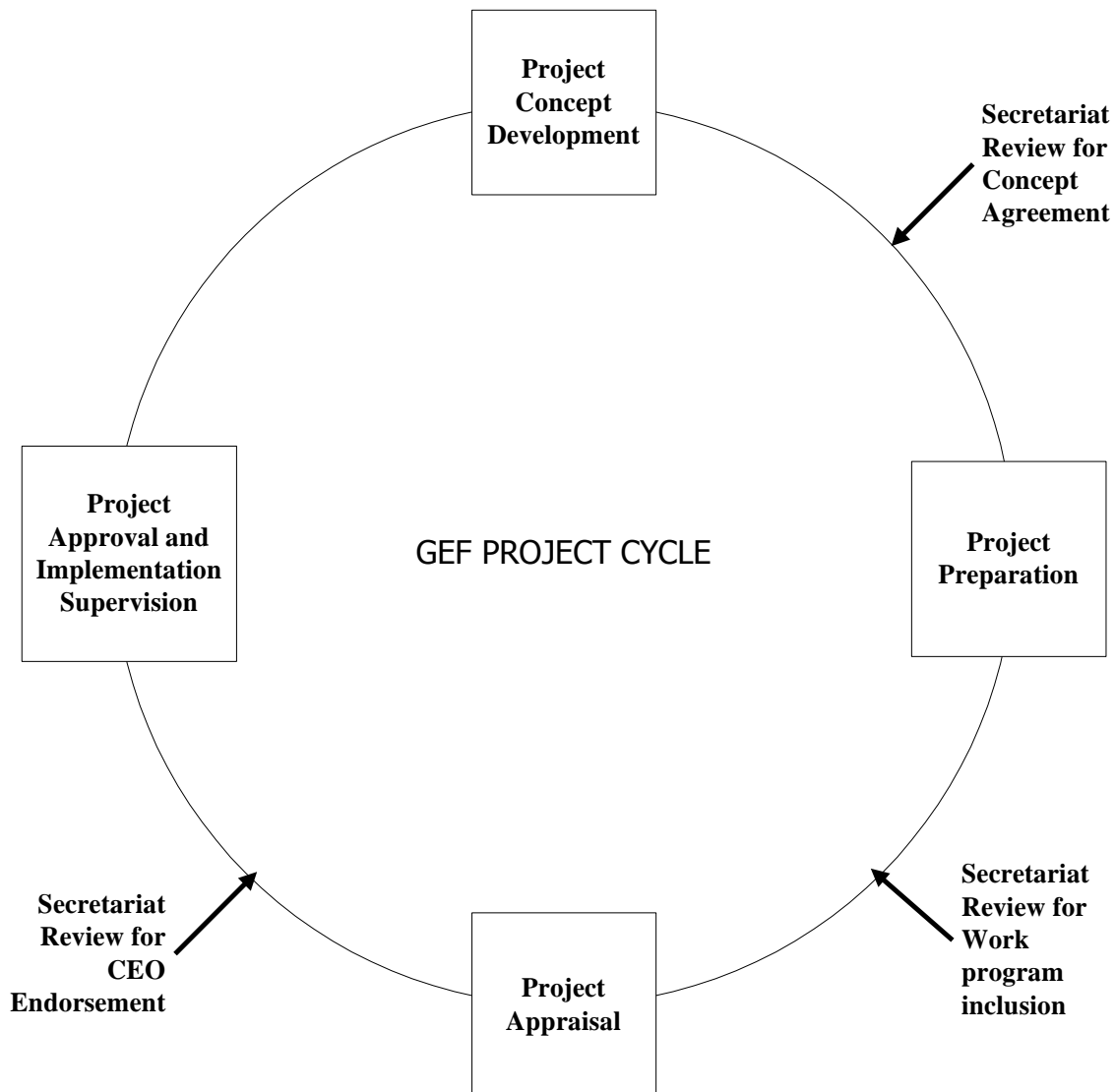
<sup>3</sup> Operational Strategy sets out these requirements in broad terms; Operational Programs sets out the logical framework for each program, and GEF Operational Criteria for Biodiversity Enabling Activities and GEF Operational Guidelines for Expedited Financing of Initial Communications from Non-Annex I Parties provide greater detail.

<sup>4</sup> They were also reflected in the project review criteria set out in the earlier Project Cycle paper.

one phase to another in the project cycle is through three discrete GEF decision or review points involving the Secretariat: (i) Concept agreement review; (ii) Work program inclusion review; and (iii) CEO endorsement review. At the review points, documented proposals are considered on the basis of the GEF project review criteria by the Secretariat, CEO, or Council

12. The project cycle phases and decision points are shown in **Figure 1**. Responsibility for the Project Cycle is assigned as broadly set out in Annex B.

**Fig 1. GEF Project Cycle**



## Phase I: Project Concept Development

13. In each case, a project proponent approaches an Agency which provides advice on the GEF eligibility of the proposal and information about the Agency's own processing requirements.

14. **PDF-A.** Selectively, the Agency can also provide Project Preparation and Development Facility<sup>5</sup> financing not exceeding \$25,000 (PDF-A) for concept development work at the national level.<sup>6</sup> PDF-A requests must be endorsed by the GEF national operational focal point. The Secretariat reviews proposals *ex-post* for conformity with the purposes of the PDF and may also provide comments to the Agency in advance. Agencies operating under the policy of *Expanded Opportunities for Executing Agencies* do not have access to the PDF-A at this stage of the project cycle. While PDF-A funding is available for preparing medium-sized projects, no PDF funding is available for enabling activity projects under expedited procedures requesting no more than US\$ 450,000.

### Box 1. Items Eligible for PDF-A

Funding would cover: (i) local consultations, national hearings, and/or workshops to discuss specific project and/or program ideas, including translation into local languages where appropriate and the preparation of background papers that could facilitate discussion; (ii) travel costs for local experts to visit neighboring countries for consultations and discussions on potential transboundary projects; (iii) consultancies to develop program and/or project options, including the preparation of terms of reference for feasibility studies, strategy papers and, where possible, the preparation of such papers; (iv) scientific, technical and environmental reviews of proposed projects to ensure that they warrant further consideration; and (v) costs of external expertise, as appropriate.

## First GEF Decision: Secretariat Review for Concept Agreement

15. The first GEF decision point is Concept Agreement prior to the project entering the GEF pipeline. The purpose of Concept Agreement is to provide the opportunity for upstream comments and general agreement on the concept put forward by a proposal, i.e., before the Agency has expended major resources or made significant country commitments. At the May 1999 Council Meeting, an understanding was reached that the pipeline information would be made available at least one Council Meeting prior to the one at which the project was presented for Council approval for inclusion in the work program. Pipeline entry, therefore, is a requirement for all projects that require approval by the Council—regular projects, and enabling activities requesting more than US\$ 450,000.

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<sup>5</sup> For details on PDFs, refer to GEF/C.3/6, *The Project Development and Preparation Facility (PDF)*.

<sup>6</sup> While PDF-As are normally employed for concept development prior to entry into the GEF pipeline, there is no restriction towards employing PDF-As for further concept development or preparation after a project has entered the pipeline.

16. Concept entry review by the Secretariat and formal listing in the GEF pipeline is not a requirement for medium-sized projects, where concepts<sup>7</sup> are usually reviewed by the Implementing Agency; a project proponent however has the opportunity to submit a medium-sized project concept document to the Secretariat for eligibility review. Agencies operating under the policy of *Expanded Opportunities for Executing Agencies* cannot review and clear medium-sized project concepts; they have to send the concepts to one of the Implementing Agencies or the Secretariat for review.

17. **Concept Document.** An Agency seeks Concept Agreement by submitting a Concept Document to the Secretariat.<sup>8</sup> Given the number of Agencies (currently nine) that can submit such a document and recognizing the need to streamline as much as possible, the Secretariat does not prescribe any particular format for this document. It must, however, provide sufficient coverage of items set out in the Project Review Criteria. The Concept Document is also submitted to the other Implementing Agencies, the relevant Agencies operating under the policy of *Expanded Opportunities for Executing Agencies*,<sup>9</sup> the relevant convention secretariat, and the STAP Chairman for comment, and these comments are taken into consideration by the GEF Secretariat in its decision on pipeline entry. There is a 10 day circulation period, followed by a project review meeting involving the relevant Agency.

18. The Secretariat reviews the proposal against the project review criteria that are relevant for that type of project, and applies the criteria for **conceptual conformity** only, reflecting the fact that little, if any, preparation has taken place on the ground. The Secretariat rules only on the eligibility criteria, and the Agencies are responsible for the technical content of the concept. Secretariat ruling on eligibility will also take into consideration the strategic issues associated with development of the GEF portfolio. The Secretariat can make one of the three following decisions: (i) not eligible; (ii) eligible subject to certain requirements; (iii) eligible. For (ii) and (iii), the Secretariat also reaches an understanding with the Agency regarding the level of project preparation that is required for work program inclusion and CEO endorsement respectively, consistent with the project review criteria for those steps. The Secretariat employs a Concept Agreement Review Template (refer to Annex C) for reviewing the Concept Document against the project review criteria and to document agreements reached with the Agency. The resulting GEF pipeline is published quarterly.

### **Targeted Research Proposals**

19. Targeted Research Proposals or project proposals with sizeable targeted research components must be submitted to the Secretariat for concept agreement review. Proposals deemed eligible by the Secretariat will be distributed to the GEF Research

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<sup>7</sup> An application for PDF-A could also double as a Concept Document for medium-sized projects provided it contains documentation required for Concept review as described in the Project Review Criteria for Medium-sized Projects.

<sup>8</sup> Endorsement by the country operational focal point is not required for review of project concepts prior to entry into the GEF pipeline.

<sup>9</sup> Depending upon the type of project and/or geographical location of the project.



Committee<sup>10</sup> for identification of appropriate experts. If necessary, this may include members of STAP, the Roster of Experts, or other acknowledged authorities in the relevant field.

## **Phase II: Project Preparation**

20. During this phase, the Agency manages the preparation of a project (including medium-sized projects or enabling activity projects requesting no more than US\$ 450,000 under expedited procedures) in the GEF pipeline. Preparation of a project in the pipeline may be financed by PDF-B resources if these have been provided or in any other way. Preparation of a medium-sized project may be financed by a PDF-A grant only. No project development resources are made available for enabling activity projects following expedited procedures.

21. **PDF-B:** In some cases, an Agency may also seek a grant of up to US\$ 350,000 for project preparation. This option is only available for regular projects, including enabling activity projects requesting more than US\$ 450,000. Such a request must be endorsed by the national operational focal point of the recipient country, and approval is given by the CEO.<sup>11</sup> Where feasible, PDF resources should normally complement other sources of finance for preparation of a project proposal: UNDP and regional development bank technical assistance grants, World Bank-managed funds for project preparation, bilateral finance, and private funds, etc. GEF project preparation resources should be allocated on an incremental cost basis, taking into account the likely level of financing by the GEF in relation to the other co-financiers. To streamline the review process, any requests for PDF-B may be submitted at the time entry is sought to the pipeline,<sup>12</sup> as the PDF document is also sent to the other Implementing Agencies, relevant Agencies under the policy of *Expanded Opportunities for Executing Agencies*, the relevant convention secretariat, and the STAP Chairman.

### **Box 2. Items Eligible for PDF-B**

PDF-B funds would normally be used; (i) to provide information necessary for the preparation of GEF project proposals including pre-feasibility, feasibility, basic costing, technical and scientific design parameters, and the development of a financing plan, including an assessment of incremental costs; (ii) for in-country preparation of the project proposal, including project workshops, consultation with interested parties and stakeholders, and local participation, where warranted in project design; (iii) for national and/or sectoral preparatory work required for the design of the proposed GEF activity. This could include assistance in preparing sectoral plans and programs (such as energy, industry, or agriculture) which have a direct bearing on project design; national policy analysis; and inventories and data analysis in support of the proposed project; and (iv) for small community-based activities to prepare for project implementation

<sup>10</sup> Chaired by the STAP Chair and comprised of a representative from each of the Implementing Agencies, the Chair of SBSTTA and an external technical expert.

<sup>11</sup> PDF-B's for those projects that have entered the GEF pipeline will be circulated for review and for CEO approval within five working days on a rolling basis.

<sup>12</sup> An application for PDF-B could also double as a Concept Document provided it contains information required for Concept Agreement Review as described in the Project Review Criteria.

22. **Country Endorsement.** For all projects submitted for inclusion in the work program, including those projects approved by the CEO—medium-sized projects and enabling activities requesting no more than US\$ 450,000 under expedited procedures, the Agency must obtain the endorsement of the GEF operational focal point in the recipient country. Countries may choose to follow the streamlined country endorsement process outlined in **Box 3**. The Project Tracking and Management Information System will include country endorsement tracking in the Project Tracking System.<sup>13</sup>

### **Box 3. Streamlined Country Endorsement**

Endorsement by the country operational focal point is a requirement for (i) any approval of funds from the Project Development Facility (PDF); and (ii) a project to enter the work program. Endorsement from the national operational focal point is not a requirement to submit a Project Concept Document for review prior to entry into the GEF pipeline. Nevertheless, a number of country operational focal points have objected to the inclusion in the GEF pipeline of concepts for projects to be carried out in their respective countries that have not been endorsed by the focal point, and they have insisted on endorsement prior to concept submission.

To reduce multiple country endorsements and streamline project processing, countries may choose, on a case-by-case basis, to have an endorsement by the national operational focal point provided at the time of PDF-B request suffice as an endorsement for the project proposal subsequently submitted for inclusion in the work program. If a country were to choose this option, the letter of endorsement from the country for the PDF-B request should clearly state that the operational focal point does not want to endorse the project again prior to inclusion in the work program (with the exception of medium-sized projects, country endorsement submitted with a PDF-A request will not suffice as an endorsement for subsequent project processing; an additional country endorsement is required for a PDF-C, usually requested for further project preparation after a project has been approved by the Council or recommended for work program inclusion by the CEO). However, if the Secretariat were to determine that the project design had fundamentally changed between approval of the PDF-B and the project proposed for work program inclusion or that there were specific country commitments in the project proposal that required clarification, then the Implementing Agency would be requested to solicit a new endorsement from the national focal point prior to inclusion of the proposal in the work program.

National focal points who wish to endorse concepts prior to their entry into the GEF Pipeline may continue to do so. The agency developing the concept for pipeline entry will be responsible for (i) informing the focal point about concepts submitted for review prior to entry into the GEF pipeline; and (ii) advising them on GEF requirements regarding formal country endorsements in the GEF project cycle. In all cases, the GEF Secretariat will inform the relevant focal point of concepts that have entered in the GEF pipeline. For medium-sized projects, countries may choose to have an endorsement of the PDF-A suffice as an endorsement for the project brief subsequently submitted for CEO approval by stating this clearly in the letter of endorsement for the PDF (a request for a PDF-A could also double as a medium-sized project concept document).

23. **STAP Roster Review.** For each project in the GEF pipeline, the Agency must seek a scientific and technical review from an expert selected from the STAP Roster. In

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<sup>13</sup> During the May 2000 meeting, the Council approved US\$ 250,000 as part of the FY01 Budget for Special Initiatives to support the design, development, and implementation of an integrated GEF Project Tracking and Management Information System.

exceptional circumstances, due to the nature of the project, the Agency may use another reviewer if the Chairman of STAP agrees. The Agency must append the review to the project proposal and explain how it has responded to the comments. STAP roster reviews are not required for projects that do not require Council approval<sup>14</sup> (and are therefore not in the GEF pipeline).

## **Second GEF Decision: Secretariat Review for Work Program Inclusion**

24. **Project Brief.** The three Implementing Agencies will undertake primary responsibility for project review at work program inclusion (Agencies working under the policy of *Expanded Opportunities for Executing Agencies* must identify an Implementing Agency to work with, prior to submission of request for PDF-B or submission of project brief for work program inclusion, whichever occurs first). After project preparation, the Implementing Agency submits a Project Brief,<sup>15</sup> with a Project Cover Note that documents or cross-references conformity with GEF policies and programs according to the project review criteria for work program inclusion. Project review and associated upstream consultations for work program inclusion will be based on Agency undertakings in the Project Cover Note. Formal project review meetings will be exception to resolve disagreements about the application of project review criteria.

25. The Secretariat reviews the proposal on the basis of the Cover Note and the Project Review Criteria applicable for work program inclusion. At this stage the proposal is expected to be at an advanced stage of preparation, because it will be the basis of approval by the Council (the majority of the work financed under a PDF-B grant is expected to be complete). The Project Brief (and the Cover Note) is also submitted to the other Implementing Agencies, relevant Agencies operating under the policy of *Expanded Opportunities for Executing Agencies*, the relevant convention secretariat, and the STAP Chairman for their comments.

26. **PDF-C.** The Agency may also submit a request for a grant of up to \$1 million (PDF-C) to provide additional financing—where required for large projects—to complete technical design and feasibility work. As in the case of PDF-B, PDF-C resources should normally complement other sources of finance for preparation of a project proposal: UNDP and regional development bank technical assistance grants, World Bank-managed

### **Box 4. Items Eligible for PDF-C**

Access to PDF-C funds would normally be limited for those projects which: (i) have been approved by the Council, but require more technical work; (ii) are large scale, normally infrastructure, projects which require considerable technical design and engineering feasibility work; and (iii) where all pre-conditions of project preparation have been met, including national consultations, technical and engineering pre-feasibility work, and country commitment.

<sup>14</sup> Medium-sized projects and enabling activities requesting no more than US\$ 450,000 under expedited procedures.

<sup>15</sup> Agencies may submit Project Briefs in their own formats.

project preparation funds, bilateral finance, and private funds, etc. GEF project preparation resources should be allocated on an incremental cost basis, taking into account the likely level of financing by the GEF in relation to the other co-financiers. The CEO approves PDF-Cs as follows: PDF-C grants up to \$ 1 million for projects that have been approved by the Council, PDF-C grants up to \$750,000 for projects not yet approved by Council, and, in consultation with Council, PDF-C grants between \$ 750,000 and \$ 1 million for projects not yet approved by Council. Country endorsements are a requirement for PDF-Cs.

#### **Box 5. Items Ineligible for PDF Funding.**

Normally, the following items would not be eligible for PDF funding: (i) in order to distinguish project preparation costs from the administrative costs of the Agencies, costs associated with the work of specialized Agency staff or consultants retained by the Agency needed for a particular task (over and above those covered by administrative budgets) unless, on an exceptional basis, a country requests a particular staff member or Agency consultant by name. In these latter circumstances, travel and subsistence costs could be covered; (ii) non-project preparation costs including: project start-up costs, demonstration and pilot projects; the implementation of large scale enabling activities including detailed country-wide inventories and country studies; training activities other than where they are directly related to project preparation; and major research; (iii) capital goods other than those directly required for project preparation, such as computers and engineering equipment; and (iv) goods and services that can be procured through funding channels other than the GEF.

27. **Approvals for projects under expedited procedures.** The Council has delegated the authority to CEO to approve the following projects under expedited procedures: (i) medium-sized projects; and (ii) enabling activity projects up to US\$ 450,000.

28. The CEO's approval is final and the Agency is free to commit the funds to the country after following its own internal documentation and approval procedures. The CEO will also approve the fee payable to the Agency for managing the medium-sized project or enabling activity project requiring no more than US\$ 450,000, in accordance with the decision on fees. This fee covers all phases of the Agency's work, including earlier administration of any preparation work and all subsequent supervision, monitoring, reporting, and evaluation.

29. **Work Program submission to Council.** The CEO is also responsible for incorporating projects into the Work Program submitted for Council approval, provided such projects had been in the GEF Pipeline at the time of any previous Council Meeting. Up to four Work Programs are submitted each year: one is always submitted at each of the two Council Meetings and one may also be submitted inter-sessionally between successive meetings.

30. **Council approvals.** At a Council Meeting, the Council may approve the Work Program in whole.<sup>16</sup> This approval is subject to comments made at the meeting or by Council Members in writing within three weeks of the meeting. Projects submitted to

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<sup>16</sup> The Council does not approve individual projects.

Council inter-sessionally are considered approved on a no objection basis. If any Council Member requests it on GEF policy grounds, approval of any project submitted inter-sessionally would be withheld until it had been approved, as part of a Work Program, at a Council meeting. The CEO will therefore not submit a project inter-sessionally if, in the CEO's judgment, it requires a discussion on policy grounds.

31. In approving a project, the Council will also approve the fee payable to the Agency for managing it. This fee covers all phases of the Agency's work, including earlier administration of any preparation work and all subsequent supervision, monitoring, reporting, and evaluation. Where an Agency shares implementation responsibilities with an executing agency, the fee will also include any amounts to be paid by the Agency to the executing agency

32. Projects that have been approved by the Council for work program inclusion are now ready for further preparation and appraisal by the Agency.

### **Phase III: Project Appraisal**

33. In this phase, the Agency appraises the project. This phase only applies to those projects that received Council approval for work program inclusion, such as regular projects and enabling activity projects requesting more than US\$ 450,000. Projects submitted for CEO approval under expedited procedures are considered fully appraised.<sup>17</sup> During appraisal, the Agency would finalize agreement with the government, including on incremental cost.

### **Third GEF Decision: Secretariat Review for CEO Endorsement**

34. **Project Document.** An Agency seeks the CEO's endorsement of a project approved for inclusion in the work program by the Council on the basis of the final Project Document for the overall project (including the non-GEF financed components) that it would submit for its own internal final approval. Council has delegated the endorsement review to the Secretariat except for those projects it specifically reserves, at the time of approval for work program inclusion, for its own review.

35. The Secretariat reviews the document for **consistency** with the project brief approved by Council. For the minority of projects that Council reserved for its own review, a three-week period comment period is allowed.

### **Phase IV: Project Approval and Implementation Supervision**

36. In this phase, the Agency would submit the project for the approval to its Board or equivalent authorizing body as the case may be. (Approval procedures differ between organizations and between project types.) No final approval should be sought for part of the project through the organization's regular approval process (such as their executive board) nor any commitment made before the CEO has endorsed the project document.

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<sup>17</sup> Expedited procedures for medium-sized projects and enabling activity projects requiring less than US\$ 450,000 merge the project brief review/work program inclusion and CEO endorsement steps.

37. During project implementation, the Agency will supervise the implementation of the project, and submit to the Secretariat annual Project Implementation Reviews reports, or evaluations conducted, for the annual Project Implementation Review carried out by the Monitoring and Evaluation team. The project may be subject to the Implementation Quality Reviews (IQRs) of the Secretariat.<sup>18</sup>

### **Project Completion and Evaluation**

38. All projects upon completion should have terminal evaluation reports which should be made public.<sup>19</sup> Terminal evaluation reports should also be submitted to the Secretariat.

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<sup>18</sup> The Secretariat and the Agencies agreed on selective Secretariat-managed project Implementation Quality Reviews, based on the GEF Project Review Criteria. Such reviews will be undertaken in coordination with supervision and review processes at the Implementing Agencies. The Terms of Reference for the Implementation Quality Reviews are being developed by the Secretariat in consultation with the Implementing Agencies.

<sup>19</sup> Decision on Agenda item 15, Joint Summary of the Chairs, GEF Council Meeting, May 5-7, 1999.

# ANNEX A1. CRITERIA FOR REVIEW OF GEF PROJECTS

	Pipeline Entry	Work Program Inclusion	CEO Endorsement	Implementation/Completion
<b>1. Country Ownership</b>				
<ul style="list-style-type: none"> <li>Country Eligibility</li> </ul>	<ul style="list-style-type: none"> <li>Country be a party (ratified) to the Convention appropriate to the project focal area (UNFCCC or CBD) <b>and</b> <ol style="list-style-type: none"> <li><u>For grants within the financial mechanism</u>, country be in conformity with eligibility criteria decided by the COPs; or</li> <li><u>For grants outside the framework of the financial mechanisms of the Conventions</u>, country be eligible for country assistance from the UNDP or the World Bank. <i>(For international waters projects, only 2 applies)</i></li> </ol> </li> <li>For ODS projects, country should be eligible for country assistance from the UNDP or the World Bank and ineligible for funding under the multilateral fund of Montreal Protocol.</li> </ul>		<ul style="list-style-type: none"> <li>Ratification of the London Amendment to the Montreal Protocol.</li> </ul>	

	Pipeline Entry	Work Program Inclusion	CEO Endorsement	Implementation/Completion
<ul style="list-style-type: none"> <li>Country Drivenness</li> </ul>	Concept <u>consistent with priorities</u> of the country as identified in: <ul style="list-style-type: none"> <li>National reports/communications to Conventions</li> <li>National or sector development plans such as NBSAPs, energy sector plans, etc.</li> <li>Recommendations of appropriate regional intergovernmental meetings or agreements.</li> </ul>	Clear description of project's fit within: <ul style="list-style-type: none"> <li>National reports/communications to Conventions</li> <li>National or sector development plans</li> <li>Recommendations of appropriate regional intergovernmental meetings or agreements.</li> </ul>		
<ul style="list-style-type: none"> <li>Endorsement</li> </ul>	<sup>20</sup>	<ul style="list-style-type: none"> <li>Endorsement by national operational focal point.</li> </ul>		
<b>2. Program &amp; Policy Conformity</b>				
<ul style="list-style-type: none"> <li>Program Designation &amp; Conformity</li> </ul>	Identify: <ul style="list-style-type: none"> <li>primary Operational Program; or</li> <li>Short-term measures; or</li> <li>Enabling Activities</li> </ul>	Describe how project objectives are consistent with Operational Program objectives or operational criteria.		
<ul style="list-style-type: none"> <li>Project Design</li> </ul>	<ul style="list-style-type: none"> <li>Outline the incremental reasoning of the concept, including:               <ul style="list-style-type: none"> <li>Problem statement</li> <li>What would happen without GEF (programs &amp; global environmental</li> </ul> </li> </ul>	Describe: <ul style="list-style-type: none"> <li>sector issues, root causes, threats, barriers, etc, affecting global environment.</li> <li>Project logical framework, including a consistent strategy, goals, objectives,</li> </ul>	<ul style="list-style-type: none"> <li>Finalize project description, including               <ul style="list-style-type: none"> <li>the project logical framework and</li> <li>details of project activities, inputs, and related risk and assumptions and</li> </ul> </li> </ul>	

<sup>20</sup> No endorsement from national operational focal point is required at pipeline entry if no project preparation funds are requested.



	Pipeline Entry	Work Program Inclusion	CEO Endorsement	Implementation/Completion
	<p>consequences) – baseline scenario.</p> <ul style="list-style-type: none"> <li>What would happen with GEF (programs &amp; global environmental consequences) – alternate scenario.</li> </ul>	<p>outputs, inputs/activities, measurable performance indicators, risks and assumptions.</p> <ul style="list-style-type: none"> <li>Detailed description of goals, objectives, outputs, and related assumptions, risks and performance indicators.</li> <li>Brief description of proposed project activities, including an explanation how the activities would result in project outputs (in no more than 2 pages). <sup>21</sup></li> <li>Global environmental benefits of project.</li> <li>Incremental Cost Estimation based on the project logical framework. <ul style="list-style-type: none"> <li>Describe project outputs (and related activities and costs) that result in <i>global</i> environmental benefits</li> <li>Describe project outputs (and related</li> </ul> </li> </ul>	<p>performance indicators for activities and inputs.</p> <ul style="list-style-type: none"> <li>Finalize incremental cost.</li> </ul>	

<sup>21</sup> A project/program could undertake detailed design (specification of project outputs) during the first phase of implementation, with clear benchmarks for approval of the subsequent phase. A project could also be an adaptable program loan with several phases, where achievement of the clear benchmarks at the end of each phase is a necessary condition for approval of the next phase. In such projects, describe in detail the project output for the first phase and describe briefly the project activities for that phase.

	Pipeline Entry	Work Program Inclusion	CEO Endorsement	Implementation/Completion
		<p>activities and costs) that result in joint <i>global and national</i> environmental benefits.</p> <ul style="list-style-type: none"> <li>• Describe project outputs (and related activities and costs) that result in <i>national</i> environmental benefits.</li> <li>• Describe the process used to jointly estimate incremental cost with in-country project partner.</li> <li>• Present the incremental cost estimate. If presented as a range, then a brief explanation of challenges and constraints and how these would be addressed by the time of CEO endorsement.</li> </ul>		
<ul style="list-style-type: none"> <li>• Sustainability (including financial sustainability)</li> </ul>	Indicate factors that influence continuation of project benefits after completion of project implementation.	Describe proposed approach, within and/or outside the project, to address factors that influence continuation of project benefits after completion of project implementation.	Finalize specific actions to be undertaken, within and/or outside the project, to address factors that influence continuation of project benefits after completion of project implementation.	

	Pipeline Entry	Work Program Inclusion	CEO Endorsement	Implementation/Completion
<ul style="list-style-type: none"> <li>Replicability</li> </ul>	Outline the potential for repeating the project lessons and transferring experience elsewhere.	Describe the proposed approach to knowledge transfer, if any (for e.g., dissemination of lessons, training workshops, information exchange, national and regional forum, etc) (could be within project description).	Finalize specific actions, with work plan and budget for knowledge transfer, if any (could be within project description).	
<ul style="list-style-type: none"> <li>Stakeholder Involvement</li> </ul>	Identify major stakeholders, relevant to project objectives: <ul style="list-style-type: none"> <li>Private sector</li> <li>NGOs</li> <li>Communities</li> <li>public agencies</li> <li>others</li> </ul>	<ul style="list-style-type: none"> <li>Describe how stakeholders have been involved in project development.</li> <li>Describe the approach for stakeholder involvement in further project development and implementation.</li> </ul>	Finalize the roles and responsibilities of relevant stakeholders in project implementation, including a public participation strategy.	
<ul style="list-style-type: none"> <li>Monitoring &amp; Evaluation</li> </ul>		<ul style="list-style-type: none"> <li>Describe how the project design has incorporated lessons from similar projects in the past.</li> <li>Describe approach for project M&amp;E system, based on the project logical framework, including the following elements:               <ul style="list-style-type: none"> <li>Specification of indicators for objectives and outputs, including</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Finalize M&amp;E Plan , including               <ul style="list-style-type: none"> <li>Detailed budget</li> <li>Final organizational arrangements for implementing M&amp;E</li> <li>Specification of indicators for project activities, including intermediate benchmarks, and means of measurement.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>On an annual basis, during project implementation, submit project implementation report to GEF M&amp;E as input into the PIR.</li> <li>Prepare project completion report and submit it to GEF M&amp;E.</li> </ul>

	Pipeline Entry	Work Program Inclusion	CEO Endorsement	Implementation/Completion
		<p>intermediate benchmarks, and means of measurement.</p> <ul style="list-style-type: none"> <li>• Outline organizational arrangement for implementing M&amp;E.</li> <li>• Indicative total cost of M&amp;E (maybe reflected in total project cost).</li> </ul>		
<b>3. Financing</b>				
<ul style="list-style-type: none"> <li>• Financing Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Indicate potential sources of co-financing, if known.</li> <li>• Indicate financing instrument, if known</li> </ul>	<ul style="list-style-type: none"> <li>• Estimate total project cost</li> <li>• Estimate contribution by financing partners.</li> <li>• Propose type of financing instrument</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize project cost, including: <ul style="list-style-type: none"> <li>• Detailed costing by activity and sub-activity</li> <li>• Financial plan with timing of disbursements.</li> </ul> </li> <li>• Finalize financing plan, including confirmation of commitments by co-financiers – provide supporting documentation.</li> <li>• Finalize financing instrument</li> </ul>	
<ul style="list-style-type: none"> <li>• Cost-effectiveness</li> </ul>		<ul style="list-style-type: none"> <li>• Estimate cost effectiveness, if feasible.</li> <li>• Describe alternate project approaches considered and discarded.</li> </ul>		

	Pipeline Entry	Work Program Inclusion	CEO Endorsement	Implementation/Completion
<b>4. Institutional Coordination &amp; Support</b>				
<ul style="list-style-type: none"> <li>Core commitments &amp; Linkages</li> </ul>	Identify linkages to IA's: <ul style="list-style-type: none"> <li>Country/regional/sub-regional/global/sector programs.</li> <li>GEF activities with potential influence on the proposed project (design and implementation).</li> </ul>	Describe how the proposed project is located within the IA's: <ul style="list-style-type: none"> <li>Country/regional/global/sector programs.</li> <li>GEF activities with potential influence on the proposed project (design and implementation).</li> </ul>		
<ul style="list-style-type: none"> <li>Consultation, Coordination and Collaboration between IAs, and IAs and EAs, if appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Identify relevant activities of other IAs (and EAs) in the country/region.</li> <li>Outline coordination, collaboration between IAs (and IAs and EAs) in project design, if any.</li> </ul>	<ul style="list-style-type: none"> <li>Describe how the proposed project relates to activities of other IAs (and relevant EAs) in the country/region.</li> <li>Describe planned/agreed coordination, collaboration between IAs in project implementation.</li> </ul>		
<b>5. Response to Reviews</b>				
Council		Respond to Council Comments at pipeline entry.	Respond to Council comments at work program inclusion.	
Convention Secretariat	Respond to comments from Convention Secretariat.	Respond to comments from Convention Secretariats .		
GEF Secretariat	Respond to comments from GEFSEC on draft project concept document.	Respond to comments from GEFSEC on draft project brief.	Respond to comments from GEFSEC at work program inclusion	
Other IAs and relevant EAs	Respond to comments from other IAs, EAs on draft project concept document	Respond to comments from other IAs, relevant EAs on draft project brief.		

	<b>Pipeline Entry</b>	<b>Work Program Inclusion</b>	<b>CEO Endorsement</b>	<b>Implementation/Completion</b>
STAP	Respond to comments from STAP on draft project concept document.	Respond to comments by STAP at work program inclusion		
Review by expert from STAP Roster		Respond to review by expert from STAP roster. <sup>22</sup>	Respond to review by expert from STAP roster at workprogram inclusion	

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<sup>22</sup> STAP Roster Review, and IA response, is a required annex of the project brief.

## ANNEX A2: CRITERIA FOR REVIEW OF GEF MEDIUM-SIZED PROJECTS

	Project Concept Review	Project Brief Review/CEO Endorsement	Implementation/Completion
<b>1. Country Ownership</b>			
<ul style="list-style-type: none"> <li>Country Eligibility</li> </ul>	<ul style="list-style-type: none"> <li>Country be a party (ratified) to the Convention appropriate to the project focal area (UNFCCC or CBD) <b>and</b></li> <li>1. <u>For grants within the financial mechanism</u>, country be in conformity with eligibility criteria decided by the COPs; or</li> <li>2. <u>For grants outside the framework of the financial mechanisms of the Conventions</u>, country be eligible for country assistance from the UNDP or the World Bank. <i>(For international waters projects, only 2 applies)</i></li> <li>For ODS projects, country should be eligible for country assistance from the UNDP or the World Bank and ineligible for funding under the multilateral fund of Montreal Protocol.</li> </ul>	<ul style="list-style-type: none"> <li>Ratification of the London Amendment to the Montreal Protocol.</li> </ul>	
<ul style="list-style-type: none"> <li>Country Drivenness</li> </ul>	<p>Concept consistent with <u>priorities</u> of the country as identified in:</p> <ul style="list-style-type: none"> <li>National reports/communications to</li> </ul>	<p>Clear description of project's fit within:</p> <ul style="list-style-type: none"> <li>National reports/communications to</li> </ul>	

	<b>Project Concept Review</b>	<b>Project Brief Review/CEO Endorsement</b>	<b>Implementation/Completion</b>
	Conventions <ul style="list-style-type: none"> <li>• National or sector development plans such as NBSAPs, energy sector plans, etc.</li> <li>• Recommendations of appropriate regional intergovernmental meetings or agreements.</li> </ul>	Conventions <ul style="list-style-type: none"> <li>• National or sector development plans</li> <li>• Recommendations of appropriate regional intergovernmental meetings or agreements.</li> </ul>	
<ul style="list-style-type: none"> <li>• Endorsement<sup>23</sup></li> </ul>		<ul style="list-style-type: none"> <li>• Endorsement by national operational focal point.</li> </ul>	
<b>2. Program &amp; Policy Conformity</b>			
<ul style="list-style-type: none"> <li>• Program Designation &amp; Conformity</li> </ul>	Identify: <ul style="list-style-type: none"> <li>• primary Operational Program; or</li> <li>• Short-term measures; or</li> <li>• Enabling Activities</li> </ul>	Describe briefly how project objectives are consistent with Operational Program objectives or operational criteria.	
<ul style="list-style-type: none"> <li>• Project Design</li> </ul>	<ul style="list-style-type: none"> <li>• Outline the incremental reasoning of the concept, including:               <ul style="list-style-type: none"> <li>• Problem statement</li> <li>• What would happen without GEF (programs &amp; global environmental consequences) – baseline scenario.</li> <li>• What would happen with GEF (programs &amp; global environmental consequences) – alternate</li> </ul> </li> </ul>	Describe briefly: <ul style="list-style-type: none"> <li>• sector issues, root causes, threats, barriers, etc, affecting global environment.</li> <li>• Project logical framework, including a consistent strategy, and details of goals, objectives, outputs, inputs/activities, measurable performance indicators, risks and assumptions.</li> <li>• Global environmental benefits of project.</li> </ul>	

<sup>23</sup> Country endorsement is mandatory before a MSP Brief is submitted for review. No endorsement is required for a submission of a MSP Concept. However, country operational focal points may choose to endorse the Project Concept and state in the endorsement letter that they do not want to endorse the MSP brief. Endorsement is required for the submission of a PDF-A request for MSP project preparation. A PDF-A request could also double as a Concept submission.



	Project Concept Review	Project Brief Review/CEO Endorsement	Implementation/Completion
	scenario.	<ul style="list-style-type: none"> <li>Project cost to be financed by the GEF.<sup>24</sup></li> </ul>	
<ul style="list-style-type: none"> <li>Sustainability (including financial sustainability)</li> </ul>	Indicate factors that influence continuation of project benefits after completion of project implementation.	Describe briefly specific actions to be undertaken, within and/or outside the project, to address factors that influence continuation of project benefits after completion of project implementation.	
<ul style="list-style-type: none"> <li>Replicability<sup>25</sup></li> </ul>	Outline the potential for repeating the project lessons and transferring experience elsewhere.	Describe briefly specific actions, with work plan and budget, if any, to foster knowledge transfer (for e.g., dissemination of lessons, training workshops, information exchange, national and regional forum, etc) (could be within project description).	
<ul style="list-style-type: none"> <li>Stakeholder Involvement</li> </ul>	Identify major stakeholders, relevant to project objectives: <ul style="list-style-type: none"> <li>Private sector</li> <li>NGOs</li> <li>Communities</li> <li>public agencies</li> <li>others</li> </ul>	<ul style="list-style-type: none"> <li>Describe briefly how stakeholders have been involved in project development.</li> <li>Describe briefly the roles and responsibilities of relevant stakeholders in project implementation.</li> </ul>	
<ul style="list-style-type: none"> <li>Monitoring &amp; Evaluation</li> </ul>		<ul style="list-style-type: none"> <li>Describe briefly M&amp;E Plan , based on the project logical framework, including the following elements:</li> </ul>	<ul style="list-style-type: none"> <li>On an annual basis, during project implementation, submit project implementation report to GEF M&amp;E as input into the PIR.</li> </ul>

<sup>24</sup> The share of the project cost to be borne by the GEF should be related to the incremental reasoning of the project. The project brief should identify partners who will co-finance the project.

<sup>25</sup> Replication refers to repeatability of the project under quite similar contexts based on lessons and experience gained. Actions to foster replication include dissemination of results, seminars, training workshops, field visits to project sites, etc.

	Project Concept Review	Project Brief Review/CEO Endorsement	Implementation/Completion
		<ul style="list-style-type: none"> <li>Budget.</li> <li>Organizational arrangements for implementing M&amp;E</li> <li>Specification of indicators for project objectives, outputs and activities, including intermediate benchmarks, and means of measurement.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare project completion report and submit it to GEF M&amp;E.</li> </ul>
<b>3. Financing</b>			
<ul style="list-style-type: none"> <li>Financing Plan</li> </ul>	<ul style="list-style-type: none"> <li>Indicate potential sources of co-financing, if known.</li> <li>Indicate financing instrument, if known.</li> </ul>	<ul style="list-style-type: none"> <li>Project cost, including: <ul style="list-style-type: none"> <li>Costing by activity and sub-activity</li> <li>Project Implementation Plan.</li> </ul> </li> <li>Financing plan, including commitments by co-financiers.</li> </ul>	
<ul style="list-style-type: none"> <li>Cost-effectiveness</li> </ul>		<ul style="list-style-type: none"> <li>Estimate cost effectiveness, if feasible.</li> </ul>	
<b>4. Institutional Coordination &amp; Support</b>			
<ul style="list-style-type: none"> <li>Core commitments &amp; Linkages</li> </ul>		Describe how the proposed project is located within the IA's: <ul style="list-style-type: none"> <li>Country/regional/global/sector programs.</li> <li>GEF activities with potential influence on the proposed project (design and implementation).</li> </ul>	
<ul style="list-style-type: none"> <li>Consultation, Coordination and</li> </ul>		<ul style="list-style-type: none"> <li>Describe how the proposed</li> </ul>	

	<b>Project Concept Review</b>	<b>Project Brief Review/CEO Endorsement</b>	<b>Implementation/Completion</b>
Collaboration between IAs, and IAs and EAs, if appropriate.	<ul style="list-style-type: none"> <li>Ensure that project does not duplicate/overlap with activities of other IAs and EAs.</li> </ul>	<p>project relates to activities of other IAs (and relevant EAs) in the country/region.</p> <ul style="list-style-type: none"> <li>Describe planned/agreed coordination, collaboration between IAs/EAs in project implementation.</li> </ul>	
<b>5. Response to Reviews</b>			
GEF Secretariat		Respond to upstream comments from GEFSEC, if applicable.	
Convention Secretariat		Respond to upstream comments from Convention Secretariat, if applicable.	
Other IAs and relevant EAs.		Respond to upstream comments by other IAs and relevant EAs, if applicable.	
Review by expert from STAP Roster (Optional)		Respond to review by expert from STAP roster.	

## ANNEX B: ACTORS AND ROLES

### **The recipient countries**

Appoint their Operational Focal Points; identify concepts that meet national priorities; endorse requests for projects and project preparation grants; participate in the estimation of incremental cost; and organize the process of country dialogue.

### **The Implementing Agencies**

Assist countries with concept identification; actively seek to expand the opportunities for Regional Development Banks and executing agencies in the work of the GEF; manage project preparation; approve project documents in accordance with their internal procedures; report progress quarterly and supervise, monitor, and report on project implementation, including for the Project Implementation Review. There are three Implementing Agencies: UNDP, UNEP, and the World Bank Group.

### **Regional Development Banks**

Assist countries identify concepts and manage the preparation of some projects and share implementation responsibilities with Implementing Agencies for selected projects. Four Regional Development Banks—the African Development Bank, the Asian Development Bank, the European bank for Reconstruction and Development, and the Inter-American Development Bank—participate in this way.

### **The Secretariat**

Organizes Bilateral Review Meetings with the Implementing Agencies and Regional Development Banks; advises on decisions concerning the GEF policy aspects of proposals at the time of Pipeline Entry, Work Program inclusion or CEO approval, endorsement, and completion; chairs the GEF Operations Committee; maintains a project tracking system; organizes the annual Program Performance Review; engages in dialogue with recipient countries; and facilitates partnership among agencies.

### **The Scientific and Technical Advisory Panel**

Maintains a roster of experts who can provide expert reviews of the scientific and technical aspects of project proposals; selectively reviews projects from a scientific and technical point of view; and (through its Chairman) participates in project review.

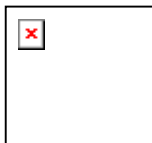
### **Council**

Approves GEF policies and procedures and the Work Programs.

### **CEO**

Approves PDF-B grants and certain Medium Sized Projects, Enabling Activities, and PDF-C grants under expedited procedures; determines the content of the Work Programs submitted to Council for approval; and endorses projects for final approval.

ANNEX C: SECRETARIAT TEMPLATE FOR CONCEPT AGREEMENT REVIEW



GEF Secretariat Concept Agreement Review

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**Country/Region** [List Name of Country(ies)]:

**Project Title:** [Project Title]

**GEFSEC Tracking Number:** \_\_\_\_\_

**Operational Program:**

**Implementing Agency(ies):**        /        /

**Anticipated project financing (\$ million):**    PDF \$\_\_\_\_;    GEF project allocation \$\_\_\_\_;    Total project cost \$\_\_\_\_

**Target Work Program date:** \_\_\_\_\_ (mm/dd/yyyy)    **Program Manager:**

**IA Contact Person** (to warrant conformity with Project Review Criteria at the time of Work Program inclusion):

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SUMMARY

## PIPELINE ENTRY

### Expected project outputs (not PDF outputs)

#### 1. COUNTRY OWNERSHIP

##### Country Eligibility:

##### Country Drivenness:

<i>At pipeline entry:</i>	<i>Expected at Work Program inclusion:</i>	<i>Expected at CEO endorsement:</i>
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##### Endorsement:

	<i>Expected at Work Program inclusion:</i>	
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#### 2. PROGRAM AND POLICY CONFORMITY

##### Program Designation and Conformity

<i>At pipeline entry:</i>	Expected at Work Program inclusion (concerning the description to be made then):	<i>Expected at CEO endorsement:</i>

##### Project Design:

At pipeline entry (incremental reasoning):	Expected at Work Program inclusion (concerning the description to be made then):	Expected at CEO endorsement:

**Sustainability (including financial sustainability)**

At Pipeline entry (indicate factors):	Expected at Work Program inclusion (concerning the approach to be described then):	Expected at CEO endorsement:

**Replicability:**

At pipeline entry (outline):	Expected at Work Program inclusion (concerning the approach to be described then):	<i>Expected at CEO endorsement:</i>

**Stakeholder Involvement:**

At pipeline entry (identification):	<i>Expected at Work Program inclusion</i> <i>(concerning involvement and approach to be described then):</i>	Expected at CEO endorsement:

**Monitoring and Evaluation:**

	Expected at Work Program inclusion:	Expected at CEO endorsement:

### 3. FINANCING

#### Financing Plan:

<i>At pipeline entry (potential sources and instrument):</i>	Expected at Work Program inclusion (concerning the cost, contributions, and instruments to be estimated then and the type of cost-effectiveness analysis that would be feasible then):	<i>Expected at CEO endorsement:</i>

#### Implementing Agency Fees:

	Expected at Work Program inclusion (e.g., special factors to be considered then):	

### 4. INSTITUTIONAL COORDINATION AND SUPPORT

#### Core Commitments and Linkages

At pipeline entry (identify linkages):	Expected at Work Program inclusion:	Expected at CEO endorsement:

#### Consultation, Coordination, Collaboration between IAs, and IAs and EAs, if appropriate

<i>At pipeline entry (identify activities, outline approach):</i>	Expected at Work Program inclusion:	Expected at CEO endorsement:



## 5. RESPONSE TO REVIEWS

### Council

	Expected at Work Program inclusion:	Expected at CEO endorsement:

### Convention Secretariat

<i>At pipeline entry (responses):</i>	Expected at Work Program inclusion:	Expected at CEO endorsement:

### GEF Secretariat

<i>At pipeline entry (responses):</i>	Expected at Work Program inclusion:	Expected at CEO endorsement:

### Other IAs and 4 RDBs

<i>At pipeline entry (responses):</i>	Expected at Work Program inclusion:	

### STAP

<i>At pipeline entry (responses):</i>	Expected at Work Program inclusion:	

### Review by expert from STAP Roster

<i>At pipeline entry (responses):</i>	Expected at Work Program inclusion:	Expected at CEO endorsement:

PDF B

6. TERMS OF REFERENCE (RELATE TO TRANSLATING THE PIPELINE ENTRY CRITERION (MET) TO THE WP INCLUSION CRITERION):

7. BUDGET LINE ITEMS RELATED TO THE TOR (INCLUDING SCHEDULE):

GENERAL COMMENTS

*(for records purposes only, not pre-conditions)*