

## **Annex IV:**

### **The GEF Project Development Workshops: Status, Review and Assessment**

#### **I. Introduction**

The GEF Project, “Supporting Country-Driven, GEF-Eligible Projects through the ‘GEF Project Development Workshop’” is a cooperative effort of the three GEF Implementing Agencies and the GEF Secretariat. The project represents a response to a continuing series of requests from GEF participating countries and stakeholders, including governments, NGOs, IA staff, consultants, scientific and technical specialists and the private sector, for useful information and tools to facilitate successful GEF project development. The project was designed to build and enhance capacity among a wide range of stakeholders in GEF participating countries to design, develop and review high-quality, GEF-eligible projects. In addition, the workshops sought to build greater understanding and awareness at the country and regional levels of global environmental issues and concerns, with special emphasis on the four focal areas of the GEF. The target audiences included country operational focal points; implementing agency country personnel; mid-level government representatives; local, national and regional NGOs; the private sector; and academic institutions.

The project is rooted in key mandates and challenges as set forth in the *Instrument for the Establishment of the Restructured Global Environment Facility*, the *Independent Evaluation of the Pilot Phase*, and the recently adopted *GEF Operational Strategy*. In accordance with a central objective identified in the *Instrument*, the project was designed to be cost-effective, country-driven, flexible and based on national priorities to support sustainable development. In addition, the Workshop focuses particular attention on the linkages between the capacity provided by the GEF and the fulfillment of countries’ obligations under the relevant international environmental conventions. The proposal was approved by GEFOP and the GEF CEO in May 1996 as a ‘PDF-C’ proposal.

#### **II. The Workshops**

##### **A. PDF-C Summary**

The core of the PDF-C project is the *GEF Project Development Workshop* which was created jointly by the Implementing Agencies during 1994-1995 and demonstrated to GEF Council members during the October 1995 Council meeting. The first ‘test’ workshop was held in May, 1994 and the project development workshops were formally launched in Barbados in April, 1995. The workshop product is a 2-3 day, highly participatory curriculum for groups of 20-50 participants. The Workshop materials include a Workshop Leaders Manual, Participants Manual, and associated slides and supporting exhibits and annexes (the Instrument, Operational Strategy, proposal formats, Project Cycle, Glossary, etc.). The objective of the PDF-C project was to fund a series of about 6-8 country workshops, 3-5 regional or sub-regional workshops, an intensive training program for Workshop Leaders, and an ongoing program of updates and enhancements to the materials to ensure the accuracy and effectiveness of the workshops. In addition the project sought to use cost-effective electronic communication technologies (e.g. World Wide Web) to share

and disseminate GEF project development materials and resources via the Internet (e.g. ‘Tools and Resources Initiative’).

According to the PDF-C, the principal workshop objectives included:

- Provide participants with an understanding of the GEF---what it is and is not, what it will and will not fund, how it operates, role of IA’s;
- Enable participants to articulate and apply the distinctive mandates, functions, operating principles, structures and processes of the GEF;
- Allow participants to apply GEF eligibility criteria to distinguish potentially GEF-eligible projects or activities from those that are not;
- Enable participants to interact appropriately with the GEF project development, approval and funding cycle;
- Provide participants with access to an initial network of resources, expertise and information for successful GEF project design, development, funding and implementation.

In most cases, Workshops are facilitated by two Leaders representing different IA’s, as well as more specialized resource persons as required (e.g. focal area experts).

Selection and scheduling of Workshop presentations has been coordinated by an interagency committee in consultation with the GEF Secretariat (the Project Development Workshop Coordinating Committee). Criteria for workshop selection include:

- Demand from country stakeholders for assistance in building GEF project development capacity;
- Stakeholder equity in access to the GEF ‘product’;
- Maximizing global environmental benefits by responding to strategically identified and agreed needs and opportunities;
- Filling gaps in the GEF portfolio (i.e. ensuring regional and focal area balance).

In response to a perceived need for clarification of the Workshop organization process, in April 1997 the Project Development Workshop Coordinating Committee, in consultation with the IA’s and GEFSEC, prepared a straightforward set of guidelines stating process and responsibilities in the workshop proposal and approval process (Exhibit I: *Organizing a Project Development Workshop: Procedures for Implementing Agencies*).

## **B. PDF-C Budget**

The total budget of the PDF-C was \$560,000. This was broken down into the following sub-components:

1. \$200,000 Revisions, Leader Training, Translation, etc. (executed by UN OPS)
2. \$300,000 Nationally-executed 'sub-projects' to cover 'in-country' costs of workshops and UNDP Workshop leader travel
3. \$25,000 UNEP participation costs
4. \$35,000 World Bank participation costs

Exhibit II summarizes PDF-C expenses to date and funds remaining in budget components 1 and 2.

While there are substantial funds remaining in the OPS-executed portion (\$167,820 of original \$200,000), the bulk (\$243,803) of the nationally executed portion of \$300,000 has been spent, leaving only \$56,197 in the budget at the present time for the nationally executed activities (e.g. participants travel, DSA, etc.). With regard to the current budget situation, the most imminent workshops currently planned are: Regional, Anglophone W. Africa (Sept-97) and National, Colombia (Sept. '97).. The remainder of workshops planned are scheduled to take place in November '97 and beyond.

It has been agreed among the IA's and GEFSEC that the majority of revisions and translations presently required have been completed; it has been recommended that a modest sum be reserved for additional translation(s) (Spanish and/or Russian) and conversion of the Workshop materials to World Wide Web formats (e.g. html). As such, a budget revision has been proposed transferring the bulk of the unused \$200,000 budget to the nationally executed line item to ensure coverage of the workshops planned for the near future (see **Recommendation 1A**). However, as Exhibit II indicates, even with a budget revision as just described, the workshop program would still need a fairly substantial replenishment (\$300,000-\$350,000) to ensure delivery of *all* of the currently requested and agreed suite of additional workshops for 1997-98 (See **Recommendation 2A**).

### **C. Workshop Leader Training**

Prior to the execution of the PDF-C, the Workshops had been led by senior IA personnel who have participated in a Workshop Leader Training Program. A key objective of the PDF-C is to broaden the base of people who are qualified to lead the Workshop, both within the IA's and among stakeholder organizations. A Workshop Leader Training Program was planned for Phase 1, with the goal of establishing a cohesive body of twenty trained IA GEF staff capable of leading a three day workshop. Phase 2 plans included efforts to train IA country office staff, and, on a trial basis, government and NGO representatives outside the IA's, to allow for greater outreach of the program. Phase 1 has in effect been accomplished; Phase 2 needs to be reassessed (e.g. potential role of operational focal points) so that sufficient resources may be allocated towards this objective either within the existing PDF-C or in anticipated replenishment.

### **D. Workshop Updates and Enhancements**

In response to some of the important policy and operational changes that occurred in the GEF during 1995-1996 (e.g. Operational Strategy, Operational Programmes, etc.), the Workshop materials underwent a major revision in early 1997. This revision has been completed and full sets of revised workshop materials are now available at each IA and the Secretariat. Key improvements in the revisions included:

- Enhanced discussions of new GEF Operational Programmes (1-10);
- Improved description of GEF Enabling Activities in CC and BD;
- Enlarged copies of slides included as appendix (copies in Workshop text were too small to be legible);
- Improved examples of incremental cost calculations;
- Descriptive materials of sample GEF1 projects in each focal area.

In response to a request in early 1997 from IA workshop proponents planning regional workshops in West and Central Africa, the workshop materials (Participants Materials and Slides) were translated into French and used successfully in workshops in Cameroon (8 countries) and Mali (11 countries) in April and May, 1997, respectively.

#### **E. GEF Tools and Resources Initiative**

This initiative focuses on the dissemination of the project development workshop and related materials via the Internet using the 'World Wide Web' browser software. It is hoped that this new access modality would serve to further enhance transparency, broaden accountability, and ensure an accelerated and more cost-effective method for development of initial project concepts. While the 'Tools and Resources Initiative' has yet to be initiated, the latest (1997) revisions provide a 'user friendly' computer format for rapid, cost-effective conversion of the workshop materials to Internet/WWW accessible (e.g. html) formats once the IA's and GEF Secretariat come to agreement on how to move forward on this step. The PDF-C suggests the formation of a Secretariat-led task force to assure conformity of the workshop materials with agreed upon GEF policies and standards (see **Recommendation 3A**).

### **III. Summary data on workshops held to date and planned for 1997**

- A. Exhibit II: Workshops by region, date held, cost, PDF-C financial status
- B. Exhibit III: Workshops planned for 1997, by region
- C. Exhibit IV: Workshops held/planned by region (pie chart)
- D. Exhibit V: Workshops--Country representation

### **IV. Workshop Participants Assessment**

#### **A. Analytical Methodology**

Given the tight time frame, it was not possible to conduct a complete analysis of all of the Participant Evaluations (7 pp. each) received to date. Of the five workshops with evaluations on file, a sample suite of evaluations from four were analyzed. A total of 41 returns were analyzed, including Eritrea/Ethiopia (7), South Africa (9), Regional-Southern Africa (17) and Regional-Arab States, Damascus (8). While not exhaustive, this assessment is still valuable in identifying key

elements of the Workshop Participants experience; likewise, the quantitative portions are likely to be statistically 'significant' as over 50% of the evaluations on file were in fact analyzed.

### **B. Summary of Evaluation Results:**

- The Workshops succeeded in their goal of significantly enhancing participants understanding of the GEF;
- The key areas of interest to workshop participants included GEF eligibility criteria, submission procedures, and GEF activities and operations;
- The questions and concerns participants had with the GEF were adequately addressed via the Workshop format;
- Workshop presentations were occasionally less clear than was desired leading to participant confusion on selected issues;
- Participants viewed the quantity of workshop materials as being appropriate.
- The most common 'skills/knowledge acquired' cited by participants was on incremental costs. The most frequent 'activity that worked best for you' was the break-out work groups.
- Many participants mentioned concerns with project fund availability under the 'expectations' question.
- Many participants felt that a two-day workshop was too short.
- Comments on the workshop leaders were generally quite laudatory.
- With regard to the audiovisuals used in workshop presentations, the slides were overwhelmingly favored as the best A/V materials. Several participants suggested that copies of presentation slides be included in the material handed out to them (note: this problem has been alleviated as a result of the most recent Workshop revisions).
- Nearly half the respondents indicated they were likely to use/refer to the Workshop materials in their work after the session. 39% cited 'organization of a national workshop' as an action that should be taken in their country to build on the workshop experience. Other specific actions participants planned to take included briefing national counterparts, setting up awareness meetings and workshops, and project development.

### **C. Frequently Asked Questions/Concerns at workshops:**

Can "reforestation" or "land restoration" projects qualify for GEF financing?

Some concern that the GEF doesn't 'listen' to African concerns, particularly with regard to land degradation issues.

Confusion on incremental costs; philosophy/rationale behind them.

**D. Exhibit VI: Data from Participants Evaluations of Workshops (bar graphs)**

1. Participants Expectations of Workshops
2. Participants Questions Prior to Workshops
3. Post Workshop Knowledge of GEF
4. Participants Expectations post Workshop
5. GEF Questions/Concerns Adequately Addressed
6. Participants Confused by Presentations at times
7. Quantity of Workshop Materials Provided

**E. Exhibit VII: Participants Workshop Completion & Evaluation Form****V. Workshop Leaders Assessment****A. General Comments from the Implementing Agencies**

In general, the IA's have been very positive about their experiences with the Workshops. The PDWs helped IA staff better understand the concerns and needs of potential project proponents. IA's felt that the GEF needs to make a greater effort to broaden and deepen the understanding of the GEF's mission and operations in recipient countries, and that this is best done through in-country/regional mechanisms -- consisting of a strategic mix of the PDWs, GEF Operational Focal Points, IA offices, and/or existing national/regional environmental information resource programmes.

IA's expressed some concern that 2-day workshops involving voluminous documents might tend to overwhelm some participants. Therefore, documents must be sent out well in advance. IA's also underscored the need to find ways of ensuring that the leader's and participants' materials are regularly updated. Since PDWs are an on-going process and there is always something new in the GEF, IA staff often have had to improvise and national participants have not benefited from full documentation.

The importance for workshop leaders of 'speaking' the material in one's own words vs. reading from the Workshop Manuals was also noted.

**B. Participant representation (governments, focal points, NGO's, etc.)**

Workshop participants have generally included GEF government focal points, ministry representatives (environment, planning, et al.), NGOs (including community based organizations), academia and the private sector. In Africa, for example, the program has focused on delivering a first round of sub-regional workshops all over the continent, with the result that representation from most individual countries has been modest (3-6 people). UNDP Regional Bureau for Africa worked closely with its Country Offices to identify a very consistent suite of participants for the workshops, including GEF Operational Focal Points, experienced government specialists in each focal area, and NGO's. As a result, governments have been relatively well represented (both numbers and levels), NGOs selectively represented and other groups - scientists, academics, private sector - less so.

IA's identified a need for a stronger inter-agency effort to develop a more systematic, rigorous and inclusive approach to developing comprehensive and balanced participants' lists. IA's have noted instances where staff have visited the countries covered by the PDWs and have learned to their surprise that the level of awareness and understanding remains less than desirable. IA's noted the importance of briefing the local staff who help compile the delegate lists on the objectives of the workshop so they can help to identify top priority invitees. In addition, the PDWs could benefit from the inclusion of UNEP national focal points, as well as government focal points for various regional and global environmental agreements and programmes, and regional scientific networks. UNEP also suggested that workshop organizers/proponents invite STAP members from the countries in which the workshops are held

Another issue relates to the *level* of participation. The participants are often at the policy-making level (e.g., Directors-General) rather than at the operational/technical level. This has often resulted in a lot of discussions about the political and institutional aspects of the GEF, rather than operational policies and procedures. This also has some bearing on the "training the trainers" issue, since it might be unrealistic to expect Permanent Secretaries to train others.

IA's also noted the need to address the matter of NGO representation at the PDWs. Typically, country delegations have had just one person from the NGO community. This is clearly not enough to reach out to civil society, academia, private sector, etc.

#### **C. Workshop outputs: enhanced knowledge/understanding of GEF, issues, etc.**

All of the IA's agreed, and Participants evaluations support the conclusion, that the workshops have substantially enhanced the knowledge and understanding of GEF activities and operations and global environmental issues among country governments, IA national and regional offices, NGO's and other stakeholders. IA's reported that it was clear that the PDW created an enthusiasm for the GEF among country participants -- often helping to remove misconceptions.

For example, the Damascus workshop for Arab States GEF focal points managed to get everyone on the same footing with respect to their knowledge of the GEF; workshop proponents recommended conducting a similar exercise on a regular basis. Execution of more specialized workshops in the future, including GEF regional project formulation, coordinating Enabling Activity projects, and Incremental Cost methodology, was also recommended.

In Africa, the participant identification process tended to focus on participants who already had moderate to significant expertise in one or more of the four focal areas, suggesting that the workshops didn't provide as much of an opportunity to enhance government understanding of these issues. However, other participants (NGO's, IA country staff) clearly benefited from the material covered in the workshops.

#### **D. Workshop outputs: GEF projects (missions, concepts, briefs, etc.)**

In addition to broadening understanding and knowledge of the GEF and global environmental issues among various local, national and regional stakeholders, the workshops have catalyzed the identification and development of a number of specific GEF projects.

For example, the following pipeline of climate change projects have been attributed to Workshop activities held during the Sept-96 Regional Workshop (Morocco, Algeria, Tunisia):

- Tunisia: Housing
- Morocco: Khemisset
- Tunisia: Energy Efficiency-Appliances
- Morocco: Wind energy
- Algeria: several preliminary ideas

Similarly, workshops in Africa have provided important grounding for strengthening project concepts, and stimulating constructive thinking. The following GEF projects and/or concepts in Africa were identified as having been assisted by the Workshop process:

- Gulf of Guinea SAP
- Limpopo River
- Biodiversity Strategic Action Programs
- Zimbabwe Traditional Medicine

In Latin America, each workshop has led to the identification and development of project ideas, follow-up mission, and project briefs; for example:

- Brazil Hydrogen Fuel Cells
- Caribbean Tourism (PDF-B)
- Dominica Medium Sized Project
- Helped define priority Climate Change project

In addition, the PDWs have facilitated a number of Enabling Activities, and some possible targeted research project ideas.

### **E. Government views of workshops**

Project Development Workshops in the Latin America/Caribbean region have always occurred or are planned on the basis of specific requests from either the Government GEF Operational Focal Point, or the Ministry of Environment with concurrence from the government GEF focal point.

IA's indicate that the country offices and governments in Africa were extremely satisfied and pleased with the outputs and progress of the workshops to date.

### **F. Interagency and GEFSEC cooperation**

All workshop ideas are discussed and agreed upon by each of the three IA's prior to beginning any organizational activities. In addition, the Project Development Workshop Coordinating Committee periodically reviews the workshop schedule in the context of GEF strategic needs and resource allocations. Cooperation among the IA's in workshop development, organization and implementation has been quite good, with each IA making significant contributions in the form of resource persons and expertise.

The IA's welcome the participation of GEFSEC staff in PDWs, but feels it may be necessary to determine their precise role. Operational issues related to project development and processing are more appropriately covered by the IAs. GEFSEC staff could make major contributions providing practical information and assistance on incremental cost -- which remains one of the biggest outreach challenges of the GEF. GEFSEC representatives could also be valuable resource



persons on questions related to interpretation of the Operational Strategy and Programmes, particularly on new and emerging issues

### **G. Implementing Agency Country Office Involvement and Contribution(s):**

UNDP Regional Bureau for Latin America/Caribbean reported that, in terms of Country Office support, while no "cash" contributions are made, these Ministries rely entirely on UNDP Offices for the provision of logistical and substantive support, i.e. sending invitations, liaising with HQs for the agenda, and the identification of resource people, etc. Thus a great deal of UNDP staff time is involved which also includes the ResRep's, representing a substantial in-kind contribution. When these project development workshops (for example, in Venezuela) have been directed at Focal Points in the region, the Offices have cost-shared by paying travel expenses of participants.

UNDP Regional Bureau for Africa worked very closely and successfully with its Country Offices to identify a very consistent suite of qualified participants for the workshops.

### **H. Workshop Materials Assessment**

IA's felt that the Owner's and Participants' Guides were pretty good initially and are very good now following most recent revisions. In general IA's felt that the materials were and maybe still are too voluminous, and contained some less useful and/or inaccessible material. The text of the Participants Manual was found to be very technically accessible, especially for laypersons in the Workshop audience; however, the introductory 'filler' material was viewed as largely superficial and unnecessary. The slides were found to be excellent and contributed substantially to the overall value of the presentations and were easy to 'talk from' for the presenters. Clearly the key is to supply only information participants need to develop projects and understand processing basics. Finally, it was recommended that the Workshop evaluation form be revised to make it both more quantitative (to facilitate workshop assessment) and easier for participants to complete.

### **I. New Approaches and Strategies:**

Some IA staff expressed the view that the current 'edition' of the workshops has largely served its useful purpose of informing the countries about what the GEF is and how it works. The IA's each suggested consideration of the possibility of a new approach(es) to the PDWs in the next phase.

One suggestion was to move towards a more detailed, modular approach to the workshops that will permit the effective transfer of project development skills/capacities to the necessary target audiences. Other ideas include making the PDWs part of the national/regional process, rather than a GEF/IA event. The GEF Operational Focal Points could be asked to manage the PDWs, with support from the IAs. Another suggestion was that the next phase of PDWs might more usefully focus on the operational programmes and their implications for project development (with concrete in-country examples of how the OPs can be translated into projects), and less on the political and institutional side.

The need to have a well-planned "run up" period for each PDW (strategic participants' selection, advance document distribution, project ideas/concepts identification, etc.) and a follow-up phase (ensuring some form of a "multiplier" effect, including support to efforts related to information resources, follow-up training events by participants for their constituents, etc.), was also noted.

## **VI. Summary Recommendations**

### **A. Immediate Needs:**

- 1. Financial:** UNDP execute budget revision with UNOPS transferring bulk of unused revision/translation/etc. funds to nationally executed line item to provide coverage for nearest term workshops (Sept-97).
- 2. Financial:** By August 31, 1997, draft and circulate PDF-B proposal (~\$350,000) for replenishment necessary to fund additional workshops planned for late 1997-early 1998.
- 3. Tools and Resources Initiative:** Organize committee of IA's and GEFSEC (could be same as PDWCC with additions as needed) to consider suitability of most recently revised workshop materials for placement and dissemination via the World Wide Web. Once modalities agreed upon, use in or out of house technical staff to execute html conversions, posting on Web server(s), and dissemination via IA and GEFSEC Web page 'links' and announcements in appropriate GEF print and on-line materials.

### **B. Longer Term Issues:**

This brief review suggests a range of IA and other stakeholder views regarding the focus and utility of the current workshop format towards its stated goal of facilitating the development of GEF projects. While the IA's clearly agree upon the need for the remaining suite of workshops proposed for 1997 to fill selected gaps in country knowledge and capacity, the specific focus and modality of future programs is clearly a topic worthy of significant discussion among the IA's, countries, GEF Council and GEF Secretariat.

Key issues which have arisen in this review include: 1) moving the workshops from political/informational to more operational function and approach; 2) the role of GEF operational focal points; 3) strengthening the treatment and transfer of incremental cost concepts and methods; 4) the breadth and depth of participant representation at workshops; and 5) the need to leave follow-up capacities in the countries participating in workshops. We would recommend setting up a meeting of the Project Development Workshop Coordinating Committee to carefully review the status and achievements of the present workshop program in the context of ongoing and emerging GEF needs and objectives. The Committee would then prepare a set of recommendations for review and discussion at senior levels in the GEF so that a specific plan of action could be defined and implemented for the next phase of the workshop program.

## Exhibit I

### Organizing a GEF Project Development Workshop

#### Procedures for Implementing Agencies\*

April 9, 1997

1. Locations for national and/or regional workshops may be proposed/recommended by:
  - GEF Core Units (UNEP, WB, UNDP)
  - UNDP GEF Regional Coordinators/Bureaux
  - UNEP Regional Offices
  - UNDP and WB Country Offices
  - Country governments
  
2. Workshop proposals should be developed according to criteria established in the PDF-C project document, "Supporting Country-Driven, GEF-Eligible Projects Through the 'GEF Project Development Workshop'".
  
3. The workshop proponent should first consult with designated parties in each of the three implementing agencies (WB, UNDP, UNEP). IA's should come to agreement on the location and timing of workshop(s) as well as countries to be involved. To expedite development of annual work programs, the 3 IA's may wish to propose and agree upon a complete workshop program for a given 12-month period.
  
4. Each IA should officially confirm its support and intended (or not) participation in a given workshop *in writing* via a short letter, fax or e-mail to the workshop proponent.
  
5. In consultation with the other IA's, lead IA should then draw up a detailed budget for the workshop(s), a preliminary list of invitees, and a workshop agenda. An endorsement for the workshop from GEF Operational Focal Point from the *host country* should also be acquired at this time.
  
6. The workshop concept with supporting documentation (5) is then brought to the PDWCC for its review and approval; the latter may be accomplished via regular or teleconference meeting or via fax/e-mail correspondence. The Committee may make additional recommendations regarding the budget, agenda or participant's list. Committee sign-off is then transmitted back to UNDP as the implementing agency for the project so that funds may be appropriated and disbursed.

\*Prepared by the GEF Project Development Workshop Coordinating Committee (PDWCC)

#### Project Development Workshop Coordinating Committee Members:

Andrew Hudson, UNDP (Chair)

Rohit Khanna, UNEP

Marie Morgan-Wells, GEFSEC

Alexandra

Bezeredi,

GEFSEC

Robin Broadfield, World Bank

**Exhibit II****GEF Project Development Workshops****PDF-C INT/96/G41/A/1G/31 Status as of:****5-Nov 97**

<b>Region</b>	<b>Country(ies)</b>	<b>evals on file?</b>	<b>Dates</b>	<b>Budget (IA admin)</b>	<b>Budget (vs. PDF-C)</b>	<b>Budget* (est'd.)</b>
						(never held)
Africa	Regional: Ethiopia, Eritrea	x	Jun-96	\$ 19,320		
Africa	Regional: West Africa		Jul-96	\$ 15,000		
Africa	Regional: Southern Africa	x	Apr-96	\$ 91,800		
Africa	South Africa	x	Sep-96		\$ 8,700	
Africa	Regional: East Africa		Oct-96		\$ 37,000	
Africa	Committee Perm. Reps.to UNEP (Nairobi)		Oct-96		?	
Africa	Regional: Central Africa		Apr-97		\$ 65,809	
Africa	Regional: West Africa		May-97		\$ 91,694	
Africa	Linked to Land Degradation Workshop, Senegal		Sep-96		?	
Africa	Regional: Anglophone West Africa (in Ghana)		fall-97		\$ 58,000	
Africa	Regional: Indian Ocean (Madag., Mauriti., Seych., Comor.)		TBD			\$ 58,000
Africa	Mozambique		TBD			\$ 21,894
Arab States	Regional: Algeria, Tunisia, Morocco (in Morocco)		Sep-96		\$ 40,600	
Arab States	Regional: all RBAS countries (Damascus)	x	Oct-96		?	
Arab States	Egypt		Apr-98		\$ 30,000	
Asia/Pacific	South Pacific SIDS		Aug-95	\$ 72,700		
Asia/Pacific	India		Apr-96	\$ 36,000		
Asia/Pacific	Pakistan		Jun-96	\$ 35,100		
Asia/Pacific	Malaysia		Oct-96	\$ 26,000		
Asia/Pacific	Iran		Nov-96	\$ 27,610		
Asia/Pacific	Philippines	x	Sep-96	\$ 28,450		
Asia/Pacific	Iran		Sep-97		\$ 10,894	
Asia/Pacific	Regional: Cambodia, Laos, Vietnam, Thailand, Myanmar		TBD			\$ 52,282
Asia/Pacific	Indonesia		Oct-97		\$ 67,000	
Asia/Pacific	Bangladesh		1998			\$ 21,894
Asia/Pacific	Sri Lanka		1998			\$ 21,894
Europe/CIS	Lithuania		Sep-94	\$ 7,700		
Europe/CIS	Armenia Biodiversity		May-96	\$ 10,000		
Europe/CIS	Turkey		Jun-96	\$ 8,300		
Europe/CIS	Regional: Kazakhstan, Uzbekistan, Kyrgystan, Turkmen.		TBD			\$ 52,282
Latin America	Regional: Envir. Focal Points (Mexico)		Mar-95	\$ 50,000		
Latin America	Regional: Workshop Pilot (Barbados)		Apr-95	\$ 38,900		
Latin America	Argentina		Jun-95	\$ 13,870		
Latin America	Brazil		Jul-96	\$ 35,000		

Latin America	Venezuela	Nov-96	\$ 26,000	
Latin America	Caribbean	TBD		\$ 52,282
Latin America	Mexico	TBD		\$ 21,894
Latin America	Regional: MSP's for NGO's (4 countries)	TBD	\$ 32,000	
Latin America	Colombia	Sep-97	\$ 23,000	
		Totals	\$ 541,750	\$464,697
		Grand		
		Total	\$1,006,447	
		Cost of proposed		
		workshops (est.)		\$ 302,422

\* = average for regional or national workshops unless estimate has been provided by lead IA

**Exhibit III****1997-1998 Project Development Workshop Schedule**Africa:

Regional, West Africa: held May 12-13 in Mali  
Regional, Central Africa: held April 15-16 in Cameroon  
Regional, Anglophone W. Africa: held Oct. 9-10 in Ghana  
Regional, Indian Ocean (Madagascar, Mauritius, Seychelles, Comoros): dates TBD  
Mozambique: dates TBD

Latin America/Caribbean:

Mexico: dates TBD  
Colombia: held Sept. 29 - Oct. 1 in Bogota  
Caribbean - '98 in Trinidad and Tobago

Eastern Europe/CIS

Regional - Kazakhstan, Uzbekistan, Kyrgystan, Turkmenistan: March '98 (tentative)

Arab States:

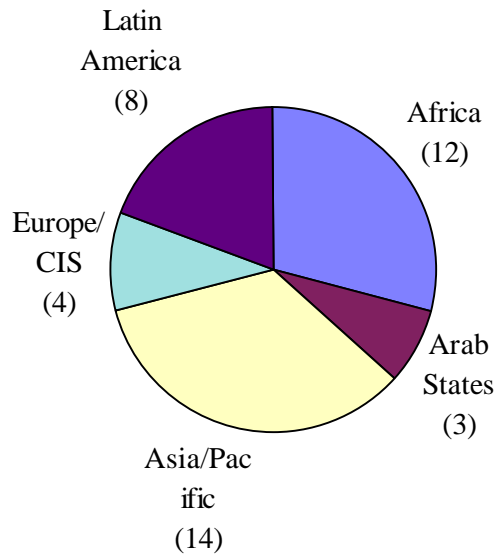
Egypt: held Nov.22-27, 1997

Asia/Pacific:

Regional, Indo-China (Cambodia, Laos, Vietnam, Thailand, Myanmar) - dates TBD '98  
Indonesia/PNG – held Oct. 20-22 in Indonesia  
Bangladesh - early '98  
Sri Lanka - early '98  
Iran - held Sept. 8-10, 1997 in Teheran

**Exhibit IV:**

**Number of workshops by region  
(held plus planned)**



### Exhibit V

#### GEF Project Development Workshops: Country Representation

(\* = planned workshops; all others have been held)

<b>Africa</b>		Regional West Africa	Regional Southern Africa	Regional East Africa	Regional Central Africa	Regional West Africa	Regional Anglophone W. Africa	Regional* Indian Ocean	Regional Linked Land Degradation Senegal	Global Committee Perm. Reps. to UNEP Oct-96
National	Regional Jun-96	Jul-96	Apr-96	Oct-96	Apr-97	May-97	Sep-97	fall-97	Sep-96	Oct-96
S. Africa: Sept-96	Ethiopia	Nigeria	Angola	Kenya	Cameroon	Mauritania	Gambia	Madagascar	N/A	Global
Mozambique*:	Eritrea	Niger	Botswana	Uganda	C.A.R.	Senegal	Sierra Leone	Mauritius		
		Benin	Lesotho	Djibouti	Gabon	Cape Verde	Nigeria	Seychelles		
		Togo	Malawi	Ethiopia	Chad	Gambia	Ghana	Comoros		
		Ghana	Mozambique	Madagascar	Rep.Congo	Guinea	Liberia			
		Cote d'Ivoire	Namibia	Mauritius	Zaire	Guinea-Bissau				
		Burkina Faso	S. Africa	Sudan	E.Guinea	Mali				
			Swaziland	Comoros	Sao Tome	Niger				
			Tanzania	Seychelles		Burkina Faso				
			Zambia			Togo				
			Zimbabwe			Benin				

<b>Arab States</b>		
	Regional North Africa	Regional all RBAS countries
National	Sep-96	Oct-96
Egypt: Apr. '98	Algeria Tunisia Morocco	Syria Lebanon Sudan  Palest.Auth.

<b>Asia/Pacific</b>		
	Regional South Pacific SIDS	Regional Mekong River
National	Aug-95	fall-97
India: April '96	Cook Islands	Cambodia
Pakistan: June '96	Fiji	Laos
Philippines: Sept '96	Fed. St.Micronesia	Vietnam
Malaysia: Oct '96	Rep. of Kiribati	Thailand

<b>Latin America</b>			
	Regional Caribbean*	Regional Envir. focal Points (Mex.) Mar-95	Regional Caribbean Apr-95
National			
Argentina: June '95		Argentina	All Caribbean island nations
Brazil: July '96		Belize	
Venezuela: Dec '96		Bolivia	
Mexico*: fall '97		Brazil	
Colombia: Sept. '97		Colombia	



Jordan  
Morocco

Tunisia  
Algeria

Libya  
Yemen  
Bahrain  
Egypt  
Kuwait  
Qatar  
S. Arabia  
U.A.E.

Iran: fall '97	Maldives	Myanmar
Sri Lanka*: Nov '97	Rep. of Nauru	
Indonesia: fall '97	Niue	
Bangladesh*: Nov '97	Papua New Guinea	
PNG*: Sept '97	Solomon Islands	
	Tonga	
	Tuvalu	
	Vanuatu	
	W. Samoa	
	New Caledonia	

#### Europe/CIS

	Regional
	C. Asia*
National	fall-97

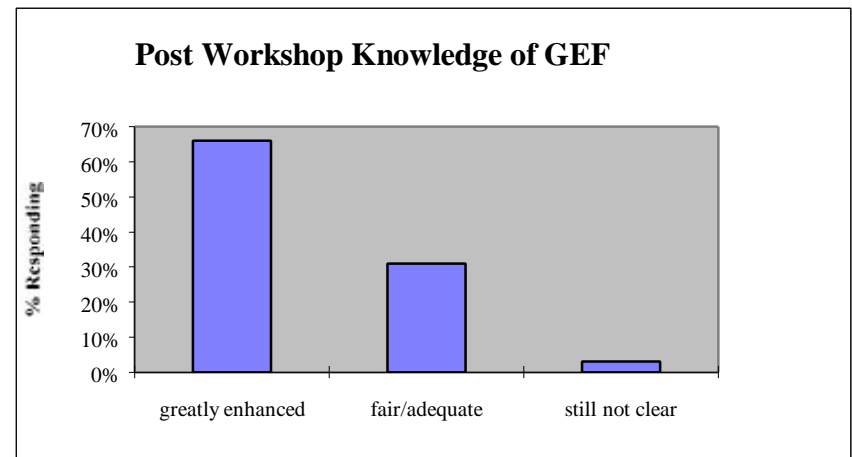
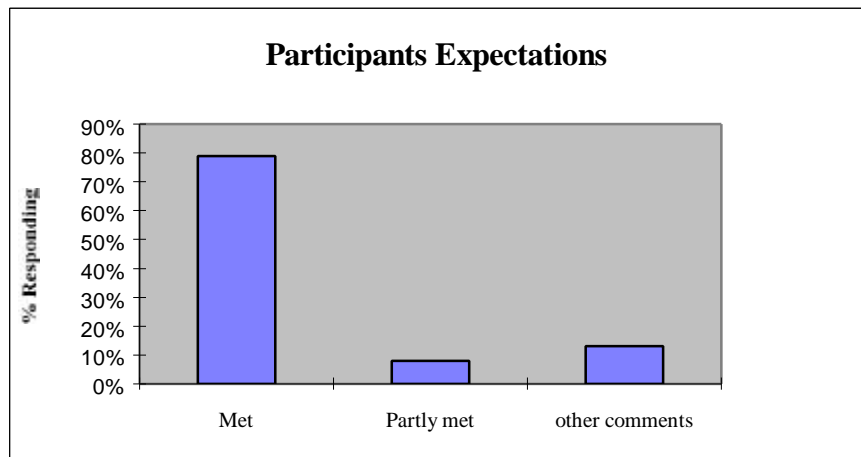
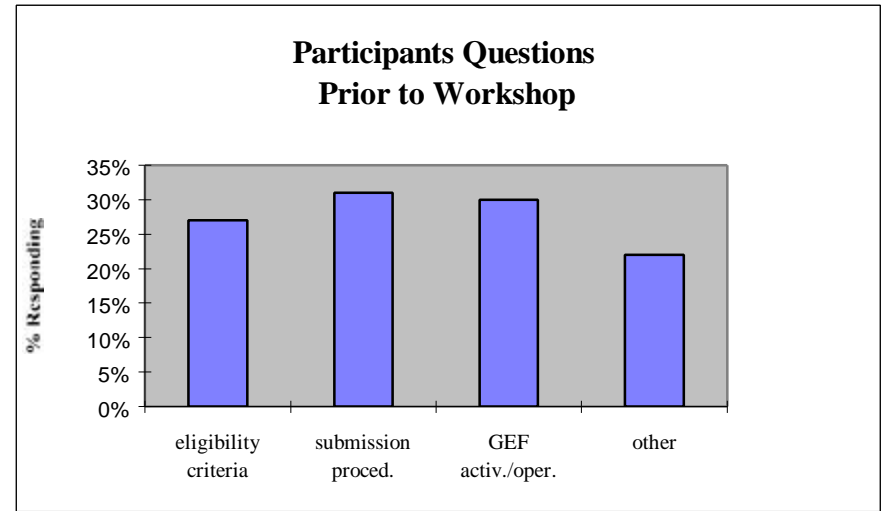
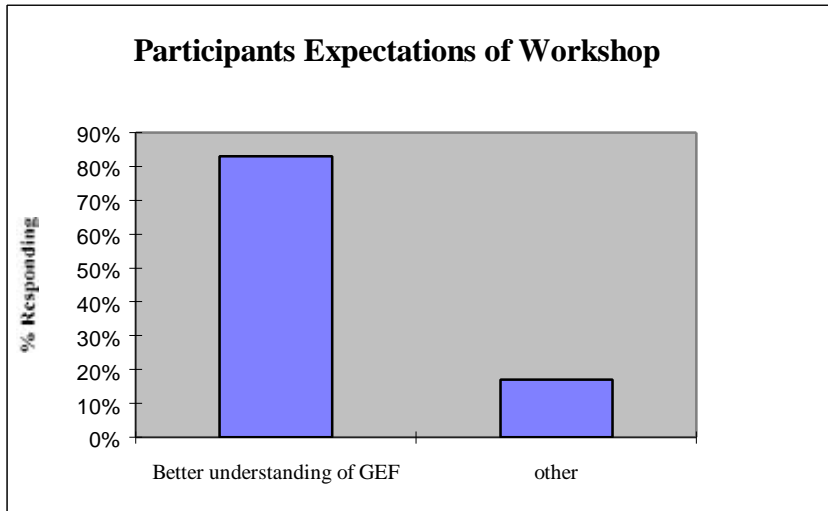
Lithuania: Sept '94	Kazakhstan
Armenia: May '96	Turkmenistan
Turkey: June '96	Kyrgystan
	Uzbekistan

Costa Rica  
Cuba

Dominica  
Domin. Rep.

El Salvador  
Grenada  
Guatemala  
Guyana  
Haiti  
Honduras  
Jamaica  
Mexico  
Nicaragua  
Panama  
Paraguay  
Peru  
Suriname  
Uruguay  
Venezuela

## Exhibit VI: Participants Evaluations of Workshops



## Exhibit VI (cont'd.): Participants Evaluations of Workshops

