

PROJECT BRIEF

1. Identifiers

Project Name:	GEF Country Workshops
Duration:	3 years
Implementing Agencies:	UNDP, UNEP, World Bank
Executing Agencies:	Nationally Executed / UN Office of Project Services
Requesting Countries:	Global
Eligibility:	Countries eligible under the GEF Instrument
GEF Focal Areas:	Biodiversity, Climate Change, International Waters, Ozone Depletion
GEF Programming Framework: Programs	Cutting across all 10 Operational Programs

2. Summary

This proposed workshop program seeks to build country capacity and promote awareness-building by means of direct (and indirect) communication through targeted, participatory workshops. The proposed GEF Country Workshops will educate a broad-based national audience about the GEF– its mission, strategy, policies and procedures; promote country level coordination and sharing of information; promote practical information on how to access GEF resources and how to propose, prepare and implement GEF-financed activities; and disseminate information on best practices and lessons learned. Workshops will be organized and delivered jointly by the GEF Operational Focal Points and the Implementing Agencies, once agreed by the inter-agency Workshop Steering Committee, over a three year period.

3. Costs and Financing (Million US\$)

GEF:	-Project	USD\$ 3.51 m
	[of which Administrative Costs	USD\$ 0.085m]
	-PDF	USD\$ 0
Co-financing:	Implementing Agencies	USD\$ 0.090 m(in-kind)
	Other International	USD\$ 0.325 m
	Government	USD\$ 0.44 m
	Private	USD\$ 0.25 m
Total Project Cost:		USD\$ 4.615 m

4. Associated Financing (Million US\$): N/A

5. Operational Focal Point Endorsement: To be obtained for each workshop.

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Background and Context

1. As a relatively new and innovative mechanism for international collaboration on key global environment issues, the GEF faces the challenge that its mandate, structure, operational strategy and procedures are not yet widely known or well understood by key stakeholders in its client countries. For the GEF to become a cost-effective global environment financing mechanism and a catalyst for countries to effectively address global environment issues, this information and awareness barrier must be overcome. This proposed project, which is for a three year program of GEF capacity-building and awareness workshops for recipient countries, is one major component of a new GEF outreach and communications strategy which is designed to address this challenge.

2. The project is based on the experience of and the lessons learned from the project development workshop program that the GEF Implementing Agencies (IAs), in consultation with the Secretariat, collaborated in designing and delivering over the past three years (Annex 4). This program delivered thirty 2-3 day GEF project development workshops, roughly half of which were sub-regional and half national, which were attended by a total of some 1,200 representatives of GEF-eligible countries. The goal of the program was to help these countries identify, prepare and implement a strong pipeline of GEF projects that were consistent with their national priorities and with the GEF's operational strategy and operational programs.

3. The workshops helped key national stakeholders gain a basic understanding of global environmental issues, the GEF's mandate, organizational structure, operating principles and project eligibility criteria. They consisted of: (a) modular presentations on the major features of the GEF, delivered by Implementing Agency staff in an informal, participatory style, supported by the GEF Operational Program and Project Cycle documents and background papers on the focal areas and incremental costs; and (b) a series of moderated, small-group project eligibility exercises on each of the GEF's focal areas. A list of the completed workshops is included in Annex 4. The workshop manual and materials were also enhanced and updated; translated into and delivered in French; and preparations made for their conversion to World Wide Web formats in readiness for posting on the Web. The program was funded by a \$560,000 PDF Block C grant. This was fully disbursed in early 1998, at which time the program closed down.

4. Analysis of participant evaluations of the first workshop program revealed that it had: (a) engaged participants effectively and provided them with information on the GEF that met their expectations and enhanced their capacity to identify GEF projects; and (b) in its standard two-day format, was considered too brief to provide in-depth treatment of key technical topics, such as the Operational Programs and incremental cost. A survey of the IA workshop leaders showed that they also viewed the program as broadly successful. UNDP leaders attributed the identification of at least 10 new GEF projects to the program and all the Agencies agreed that it had significantly deepened participants' understanding of the GEF. However, the Agencies were concerned that: (a) although the program reached over 80 countries, it did so largely through sub-regional workshops that were attended by only 5-10 individuals from each country, a very low level of stakeholder penetration; (b) 80% of attendees were from government -

and as a result a relatively small number of NGO or private sector representatives were empowered; and (c) the workshops generally failed to establish national mechanisms to sustain and apply the GEF operational capacity that they created.

5. While the Study of the GEF's Overall Performance did not explicitly evaluate the workshop program, it implicitly recognized both its past contribution and potential by recommending that it be continued and broadened to serve not only to develop project development capacity, but also as a more potent GEF awareness tool and as a means to strengthen the Operational Focal Point system.

6. The proposed project also seeks to follow up on the results of the First GEF Assembly in New Delhi. The Assembly, through its New Delhi Statement, agreed that the "GEF should develop and implement a strategy for greater outreach and communication which targets GEF's multiple constituencies, with a view of enhancing global awareness of the global environment and the GEF, and should increase consultations with non-governmental organizations (NGOs) and local communities concerning GEF activities." The Statement also called upon the GEF to "develop and implement an action plan to strengthen country-level coordination and to promote genuine country ownership of GEF-financed activities, including the active involvement of local and regional experts and community groups in project design and implementation."

Rationale and Objectives

7. A new phase of the workshop program is proposed because:

(a) Due to the modest scale of the first GEF workshop program and complementary GEF outreach activities, an insufficient number of client country stakeholders understand the GEF's objectives, structure, eligibility criteria and operational procedures. This lack of understanding prevents the vast majority of national stakeholders from participating actively and effectively in the identification of GEF project opportunities and in the preparation, implementation and replication of GEF projects. Consequently, there is a need to strengthen the quantity and quality of the GEF project pipeline, as well as the levels of country commitment to and ownership of the existing portfolio.

(b) As the Overall Performance Study showed, the GEF Operational Focal Points, which are intended to be a key element of the GEF project identification, preparation and implementation process and the GEF awareness effort, need to be enabled to be more effective advocates for GEF issues in their countries. Such a capacity would enhance the quantity and quality of national input to the GEF's project and outreach activities.

(c) Relatively few communicators and opinion-makers in GEF client countries are aware of the GEF's objectives and activities, or of its potential to help countries address the local and national development aspects of the GEF's global environment concerns. Hence in most GEF client countries, there are no calls for action on global environment-related issues and little or no pressure to proactively seek GEF project assistance.

Without such advocacy, the GEF's impact on environmental attitudes and behavior in its client countries is and will continue to be very modest.

8. The workshop program is one of GEF's response's to these three major challenges at the national level. The rationale for the workshop approach is that the experience of the Implementing Agencies in country capacity and awareness-building has proven that direct communication of key information to national stakeholders through targeted, participatory training courses and workshops is the most cost-effective way of building genuine understanding of emerging issues and opportunities, such as the major global environment challenges and the GEF. Such an approach will also promote mainstreaming of global environmental issues in national development planning and policy-making.

9. The proposed GEF Country Workshops will have the following objectives:

- (a) To educate a broad-based national audience about the GEF– its mission, strategy, policies and procedures;
- (b) To promote country level coordination and sharing of information;
- (c) To provide practical information on how to access GEF resources and how to propose, prepare and implement GEF-financed activities;
- (d) To disseminate information on best practices and lessons learned.

10. In order to effectively fulfill these objectives, it is proposed that the GEF Country Workshops will be based on the following principles:

- (a) The Workshops will be delivered at the national level, unless a regional approach is more cost-effective.
- (b) The organization of a GEF Country Workshop will be country-driven and will need an endorsement from the GEF country focal point.
- (c) The Workshops will ensure participation of key government constituencies including country GEF focal point, GEF Council Member for the relevant constituency, and Convention focal points; national coordinator of Small Grants Program (where applicable); GEF partners located in the country (UNDP and World Bank Resident Representatives and UNEP Regional Offices); local STAP member (where applicable); NGOs; scientific experts (STAP Roster experts where appropriate); media; academic institutions; private sector; and in-country staff of bilaterals and other multilateral agencies.
- (d) Where possible, Workshops will include presentations by project managers from on-going projects in country or region in order to incorporate best practices and lessons learned. Project site visits could also be included where cost-effective and time permitting.

- (e) Where possible, Workshops should include a presentation and discussion on strategies, action plans and reports developed in the country/region through GEF enabling activities with a view to identifying those country priorities that can be addressed with the assistance and leverage of the GEF.
- (f) Convention Secretariats will be provided the opportunity to present modules on their conventions, the objectives and provisions of the conventions, and the convention processes and decisions.
- (g) The Workshops will seek to establish relationships and networks with national scientists and scientific institutions in recipient countries, through a module presented by STAP. The purpose would be to identify opportunities to use more effectively national scientific and technical experts in GEF projects; priorities for improving the scientific and technical infrastructure; and, means to strengthen scientific input to the work of the GEF focal points.

Project Activities

11. The Workshops will consist of a ceremonial opening session, three core modules, with additional modules tailored for individual countries and audiences as requested or deemed appropriate by the Workshop Coordination Committee. Workshops will be organized and delivered jointly by the Operational Focal Points and the Implementing Agencies, once agreed by the Workshop Coordination Committee, over a three year period.

Ceremonial Opening Session

12. It is proposed that there be an opening ceremonial session to open the Workshop, and which will have representation at the appropriate ministerial level. It will include a showing of the GEF Video.

Modules

13. A **GEF Awareness Briefing Module**, which will familiarize participants with the GEF, institutional structures, policies, and strategies, as well as the GEF's overall and country portfolio. This module will address the broadest target audience: the general public (through opinion makers and leaders, including the media), policy-makers, and operational partners. The module will meet the need for a minimum and common understanding of the GEF's mandate, an awareness of the relationship between global environmental objectives and national priorities, and information on the GEF's activities in the country or region. It is anticipated that this segment will take 3-4 hours. GEF information packages, consisting of the Instrument, GEF brochure, facts sheets, the Operational Strategy and summaries of any national GEF projects will be distributed to all participants.

14. A **Project Development Training Module** for potential GEF project designers/managers, which will cover the project cycle; Operational Programs by focal area; incremental cost; Medium-Sized Projects procedures; targeted research; land degradation as it relates to GEF focal areas. The target audience of this module will be the GEF's operational partners (including government, NGO, and private sector), with the objective of building their capacity to participate more actively in GEF project development, implementation and replication. It is anticipated that such a training module will promote country ownership of, and country-driven, GEF projects. The module will use the logical framework methodology to answer key GEF project planning questions, such as system boundary, stakeholders, baseline, alternatives, increment, sustainability and performance management. The training will cover all the steps of GEF project development, including scoping, stakeholder analysis, problem and objective tree development, objectives analysis, alternatives and risk assessment, planning of activities and deliverables, cost specification, and definition of indicators.

15. Approved projects in the work programme will be used to explain how key project design problems, including incremental cost calculations, can be resolved with Logframe tools. Project managers of GEF projects in the country or region may be invited to provide case material of best practices

16. This module will also seek to assist local partners in the development of specific GEF project concepts/proposal that participants could bring to the workshop. Participants will break into working groups to identify potential national projects that could meet the GEF's eligibility criteria. Each working group will present its project proposals to all the participants, who will be helped by the IA representatives to apply their newly-acquired skills to assess the project's national and global benefits, strategic fit, GEF eligibility, and sustainability.

17. The participants will receive copies of the Operational Programs, Project Cycle Document, Medium-Sized Projects booklet, Information Kit on Incremental Cost, sample material on Logframe, project development guidelines for each focal area, and background papers on the focal areas.

18. This component will be allocated approximately 20-22 hours, depending on the number of modules presented.

19. **Country-level Coordination Module.** This module will be organized and chaired by the country focal point. The target audience will be national policy-makers and other principal actors in decision-making related to the GEF, such as government officials responsible for conventions and mainstreaming of global environmental objectives. The module responds to the need to enable country focal points to be more effective advocates for GEF issues in their countries, by better defining the role of the focal point and identifying coordination constraints. It would include (a) a review of the functions of the OFP and good practice examples of how some countries have organized their GEF coordination activities; (b) discussion on how the national OFP will perform its functions; and (c) identify what assistance can be provided from the GEF and suggest how it might be provided.

20. Reports on ongoing or completed national Biodiversity Strategies and Actions Plans and Climate Change Action Plans, as well as Modules presented by the convention secretariats will be incorporated in this module.

21. ***Additional Modules:***

- (a) **Private Sector Module**
 - strategies for involving the private sector in GEF projects.
 - demonstrate how private sector can tailor initiatives to generate global benefits.
 - Participation of IFC.
- (b) **STAP Module**
 - how to improve use of national scientific and technical experts in the development and implementation of projects, including identification of opportunities, challenges; mechanisms and best practice.
 - how to target GEF assistance to improve scientific and technical infrastructure of recipient countries, including tertiary education.
 - how to strengthen scientific input into the work of the GEF Focal Point.
 - Criteria and priorities for GEF funding of targeted research
- (c) **GEF Small Grants Programme Module, where applicable**
 - presentations by project managers on GEF Small Grants Coordination of ongoing or completed projects
 - guidance on eligibility criteria and procedures for applying for a small grant
 - steps to launch a small grants program in a non-NGO recipient country.
- (d) **Field Visit Module**
 - to familiarize senior decision-makers and the media with the GEF's work in the country, as well as provide the opportunity to relate workshop training to practical experiences in the field. It is anticipated that these would be allocated 1-2 days and would be optional for participants.
 - where appropriate and cost effective, field visits to ongoing or completed projects benefiting from GEF financing.

22. The maximum duration of each workshop will be 4 days, excluding the project site visit. The proposed project will deliver about 50 national (and some regional) GEF workshops for up to 50 participants that will: (a) improve knowledge and a common understanding of the GEF in recipient countries, particularly by reaching out to senior decision-makers and the national media in each country through a media-oriented GEF

outreach and awareness activity in connection with each workshop; (b) equip a diverse suite of 2,500 national stakeholders with a thorough understanding of the GEF's operating principles, project eligibility criteria and project processing arrangements; and, (c) strengthen the functional capacity and operations of the national Operational Focal Points in these countries through a targeted OFP empowerment component.

23. It is proposed that the workshops will be offered in English, French and Spanish, and participants would receive a full set of all reference materials in those languages. Translations into other local languages will be considered on a case by case basis and largely contingent on available local financing.

Stakeholder Participation and Implementation Arrangements

24. In order to ensure an effective workshop with sustainable results, it is essential that each workshop has the participation of multiple constituencies, including NGOs and local communities. It is proposed that the NGO community– through the GEF/NGO focal points– be consulted on the design of the workshop modules, particularly on those areas of special interest to them, such as Medium-Sized Projects. The project will also consider the possibility of workshops organized as public-private partnerships, with NGOs assuming significant responsibilities. In accordance with the recommendation of the Overall Performance Study, the GEF focal points will be involved in the planning and execution of all workshops. The workshops will also ensure that a full cross-section of government agencies participates.

25. The project is a joint proposal of the three Implementing Agencies, prepared in close consultation with the GEF Secretariat. UNDP has been designated as the lead Implementing Agency, in view of the role its Country Offices will play in the organization of the workshops (World Bank Resident Missions and UNEP Regional Offices would also provide support). A Workshop Steering Committee, consisting of the GEF Secretariat and Implementing Agencies and chaired by the lead Implementing Agency (UNDP), will be responsible for providing guidance on the development of resource materials; prioritizing country requests for workshops, approving individual workshop budgets, agendas, resource persons and invitees; and, periodically reviewing performance and progress reports from the Workshop Coordination Unit.

26. Country requests for a country workshop made through their GEF Operational Focal Points, to the GEF Secretariat or any of the Implementing Agencies would be channeled to and considered by the Workshop Steering Committee. Requests will then be prioritized by the Committee according to objective criteria. Proposed criteria for prioritizing and approving requests for workshops are as follows:

- (a) eligibility, i.e. ratification of relevant conventions
- (b) recipient countries that have not previously hosted a national or sub-regional workshop;
- (c) demonstration of a high level of commitment by the focal point to assist with workshop planning and organization;
- (d) cost-effectiveness (e.g. utilizing opportunities provided by other events, clustering of neighboring countries schedule, regional coverage).

- (e) lack of strong pipeline of GEF projects;
- (f) portfolio/program gaps;
- (g) significance of concerns in one or more focal areas;
- (h) demonstration effect;
- (i) submission of BSAP or National Communication in Climate Change.

27. A Workshop Coordination Unit (WCU) will be housed at UNDP headquarters, with the responsibility for: overall planning and coordination of workshops in close consultation with other implementing agencies; back-stopping Country Offices and country focal points in organizing workshops; day-to-day project management, supervision and coordination; monitoring feedback and follow-up. In addition, the Workshop Coordination Unit will be responsible for assembly and distribution of information packages and coordinating distance learning arrangements for countries not benefiting from a GEF Workshop or those having to wait for clustering arrangements. In-country logistics will be managed by the country focal point jointly with the UNDP Country Office, and other IA offices as appropriate. Headquarters staff and/or consultants will act as the primary resource persons for the workshops. However, it is anticipated that country office staff and local and regional experts could contribute, as expertise and experience is developed. The Workshop Coordination Unit will be held accountable for quality control of workshops and operate under the overall guidance of the inter-agency Workshop Steering Committee.

Learning Tools and Materials

28. Learning tools and materials will have to be drafted, compiled and disseminated as part of the GEF Workshop Project. Materials will be used as supporting documents for workshops and be part of informational packages and distance learning arrangements for country requests which cannot be met in a timely fashion by the project (in accordance with priority setting). While existing GEF documentation is useful, the GEFSEC and IAs have agreed that additional tools such as project development guidelines for each focal area are needed. A practical manual will be developed on how to use logframe in GEF project design and management covering all the Operational Programs and including OP-specific case studies. Such a manual will provide the framework for the focal area project development guidelines.

29. Development of additional materials may be identified over the course of project development and implementation in keeping with the tailored nature of the workshop modules. Also, existing GEF documents such as: facts sheets, summaries of national GEF projects will require regular updating. It will be the responsibility of the WCU to coordinate the creation, updating and dissemination of materials particular to GEF Workshop needs. The WCU will also explore distance learning and dissemination options via the GEFSEC and IA web sites and other electronic communication avenues, such as on-line project design learning tools.

Project Financing Budget

30. **GEF Costs:** Apart from the costs of travel of resource staff, the budget will also be needed to cover the Workshop Administrative Coordinator based at UNDP. In

addition, budgetary resources are required for resource persons to augment existing headquarters capacity. The proposed project would cover the cost of workshops material development and dissemination, travel of resource people, translations into French and Spanish; equipment. For Least Developed Countries, the GEF will cover the cost of participants travel although co-financing from bilaterals will also be explored. In other countries, the GEF may cover the cost of a limited number of participants, including government, NGO and local community representatives, at local rates.

Cost-sharing: Host governments will be requested to provide the venue and other local arrangements, cover costs of some participants travel, and costs associated with translation of documents into non-GEF languages, if needed.

Co-financing: it may be possible to raise co-financing for individual workshops or clusters of workshops from bilaterals or other multilaterals particularly for LDC workshops.

Monitoring, Evaluation and Follow-up

31. The Workshop Coordination Unit (WCU) in coordination with GEF national focal point and Country Offices will be responsible for monitoring the quality and outputs resulting from workshops. A standard evaluation questionnaire, to be designed by WCU in consultation with IAs will be administered at the conclusion of each workshop and another possibly 6 months following. Evaluations will consider such elements as representativeness in participation, adequacy of topics covered, quality of presentations, engagement of participants, outcomes (including agreed country level coordination), and a summary of follow up actions. The WCU will provide compilations and evaluation summaries of workshops held every 6 months with a view towards producing a final evaluation at the end of the 3-year period.

32. The Monitoring and Evaluation Plan will be further developed prior to CEO endorsement.

Budget and Financing Plan

33. For the purposes of time and cost effectiveness, timing of workshops will be clustered by region as much as possible. For 50 workshops over three years, one assumes 15-17 workshops per year in clusters of 2-3, or roughly 6-8 clusters of workshops and 2-3 stand-alone workshops per year.

Estimated Breakdown of Costs by Budgetary Component (US\$000)

Components	GEF	Host Country	Others*	Grand Total
1. Workshop Coordination Unit (UNDP)	375			375
<ul style="list-style-type: none"> • Workshop Admin. Coordinator (3 years) • Researcher/program assistant (3 years) 	225 150			
2. Local Workshop Costs (50 wksh., 4 days)	1,635	440	375	2,450
<ul style="list-style-type: none"> • local coordination • venue/equipment • participants' subsistence/some travel <ul style="list-style-type: none"> - government participants (15-20) - Private sector (5) - NGOs/local comm. (10-15) • translation/documents • site visits for 15 workshops (additional days) 	1,000 600 35	100 100 200 15 25	250 100 25	
3. Workshop Organization and Delivery Costs	990		240	1,230
<ul style="list-style-type: none"> • GEF IA/Regional office coordination • Resource persons at 50 workshops (GEF staff travel/subsistence and additional presenters time/travel/subsistence) 	990		90 150	
4. Learning Tools and Materials	425		50	475
<ul style="list-style-type: none"> • drafting/updating • translation • production • dissemination (including shipping) 	175 125 75 50		25 25	
Project Support Costs	85			85
UNOPS @8% of Component 4.	35			
National/Regional Offices @3% of Component 2.	50			
GRAND TOTAL	3,510	440	665	4,615

* Includes implementing agencies' GEF staff time, convention secretariats, bilaterals and multilaterals.

Annexes:

I. Incremental Costs and Global Environmental Benefits

II. Project Design Summary

III. STAP Roster Technical Review

IV. The GEF Project Development Workshops: Status, Review and Assessment

ANNEX I

GEF COUNTRY WORKSHOPS

INCREMENTAL COSTS AND GLOBAL ENVIRONMENTAL BENEFITS

Context and Broad Development Goals

1. The project is based on the experience of and the lessons learned from the project development workshop program delivered over the past three years (see Annex 4). This program delivered thirty 2-3 day GEF project development workshops, roughly half of which were sub-regional and half national, which were attended by a total of some 1,200 representatives of GEF-eligible countries. The workshops helped key national stakeholders gain a basic understanding of the GEF's mandate, organizational structure, operating principles and project eligibility criteria. Analysis of participant evaluations of the first workshop program revealed that it had: (a) engaged participants effectively and provided them with information on the GEF that met their expectations and enhanced their capacity to identify GEF projects; and (b) in its standard two-day format, was considered too brief to provide in-depth treatment of key technical topics, such the Operational Programs and incremental cost. A survey of the IA workshop leaders showed that they also viewed the program as broadly successful. All the Agencies agreed that it had significantly deepened participants' understanding of the GEF and had generated eligible project concepts.
2. The GEF's Overall Performance recommended that the workshop program be continued and broadened to serve not only to develop project development capacity, but also as a more potent GEF awareness tool and as a means to strengthen the Operational Focal Point system. The First GEF Assembly, through its New Delhi Statement, agreed that the "GEF should develop and implement a strategy for greater outreach and communication which targets GEF's multiple constituencies, with a view of enhancing global awareness of the global environment and the GEF, and should increase consultations with non-governmental organizations (NGOs) and local communities concerning GEF activities." The Statement also called upon the GEF to "develop and implement an action plan to strengthen country-level coordination and to promote genuine country ownership of GEF-financed activities, including the active involvement of local and regional experts and community groups in project design and implementation."
3. The proposed GEF Country Workshops Project would have the following objectives:
 - (a) To educate a broad-based national audience about the GEF— its mission, strategy, policies and procedures;
 - (b) To promote country level coordination and sharing of information;
 - (c) To promote practical information on how to access GEF resources and how to propose, prepare and implement GEF-financed activities;
 - (d) To disseminate information on best practices and lessons learned.

4. The broad development goals of the proposed project are to:
- (a) Build public awareness of global environmental issues and GEF objectives;
 - (b) Generate a diversified, regionally distributed pipeline of GEF projects with global benefits.

Baseline Scenario

5. **Scope.** While the GEF Project Development Workshop program has reached over 80 countries, it has done so largely through sub-regional workshops that were attended by only 5-10 individuals from each country, a very low level of penetration. Approximately 80% of attendees at these workshops were from government– and as a result a relatively small number of NGO or private sector representatives were empowered. The workshops generally failed to establish national mechanisms to sustain and apply the GEF operational capacity that they created resulting in small or non-existent GEF portfolios. And, as noted, a number of potential GEF recipient countries have not yet benefited from a GEF workshop.

6. **Costs.** The eligible GEF Recipient countries (i.e. countries that have signed the relevant Conventions) have limited financial resources for capacity building and strengthening of public awareness. Limited funds are generally directed towards core national priorities with little capacity to launch and coordinate workshops viewed as relating to global environmental priorities. GEF national focal points are limited in both their capacity and their resources to build awareness, particularly outside of government. Expansion of GEF stakeholders base would result in missed opportunities for identification and development of GEF projects in priority areas.

7. **Benefits.** Implementation of the Baseline Scenario would result in extremely limited dissemination of GEF objectives, strategy, policies and procedures; a smaller portfolio of GEF-eligible projects; and limited opportunities for sharing of information and country level coordination.

Global Environmental Objective

8. The global environmental objective of the GEF Workshop Project is to build public awareness of global environmental issues and GEF objectives; build national capacities; and, generate a diversified, regionally distributed pipeline of GEF projects.

GEF Alternative

9. **Scope.** The GEF Alternative would build on the Baseline Scenario by providing implementing agency expertise, tools and resources to eligible GEF stakeholders to effectively participate in the identification and formulation of GEF projects. The workshop project will also strengthen capacity at the country level to coordinate, in a participatory manner, consideration and national prioritization of GEF eligible concepts. Dissemination of information to an audience that includes NGOs, media and the private sector will increase the replication potential of this outreach initiative. Optional modules will further strengthen the capacity of the private sector, national scientific and

technical experts, and NGOs to participate in the GEF process. Field visits will provide additional opportunities to assess on the ground lessons learned and best practice.

10. **Costs.** The total cost of the GEF Alternative is \$4,615,000 detailed as follows: (a) Workshop Coordination Unit (\$375,000), (b) local workshop costs (\$2,450,000), workshop organization and delivery costs (\$1,230,000), learning tools and material costs (\$475,000), and project support costs (\$85,000).

11. **Benefits.** GEF workshops will teach eligible GEF stakeholders and grant recipients how to participate in the GEF instrument by recognizing issues and opportunities of global importance and link development objectives with global benefits, how to access GEF resources, and how to propose, prepare and implement GEF-financed activities. Workshops will also provide a forum for dissemination of information on best practices and lessons learned, and an opportunity to consultatively develop country-level coordination mechanisms.

12. **Incremental Costs.** The difference between the Baseline Scenario (essentially zero) and the cost of the GEF Alternative is (\$4.615 million). This represents the incremental cost for promoting and supporting participation in GEF and building a balanced portfolio of GEF projects. Co-financing from recipient country host governments, private sector, NGOs, bilaterals and multilateral agencies (including implementing agencies) is estimated at \$1.105 million. **Consequently a GEF grant of \$3.510 million is requested at this time.**

ANNEX II

PROJECT DESIGN SUMMARY

Narrative Summary	Key Performance Indicators	Monitoring & Evaluation	Critical Assumption
Project Development Objectives			
(a) To educate a broad-based national audience about the GEF—its mission, strategy, policies and procedures	<ul style="list-style-type: none"> • number and variety of participants attending workshop 	<ul style="list-style-type: none"> • participants list • evaluation questionnaires 	<p>Workshop requests from priority countries received.</p> <p>Diverse groups of stakeholders invited to and participate in workshops.</p> <p>Local/national media show an interest in global environmental issues.</p>
(b) To promote country level coordination and sharing of information	<ul style="list-style-type: none"> • number and variety of participants attending workshop • coverage in local media 	<ul style="list-style-type: none"> • participants list • evaluation questionnaires • country office monitoring of media • WCU/IA reporting 	<p>Presentations and supporting print resources provide critical linkage between knowledge and project preparation process. Stakeholder interest in GEF can be generated</p>
(c) To promote practical information on how to access GEF resources and how to propose, prepare and implement GEF-financed activities	<ul style="list-style-type: none"> • number of eligible proposals submitted for consideration 	<ul style="list-style-type: none"> • WCU/IA reporting 	<p>Existence of minimum country level institutional capacity to absorb and disseminate</p>
(d) To disseminate information on best practices and lessons learned.	<ul style="list-style-type: none"> • number of proposals accepted into GEF work program 	<ul style="list-style-type: none"> • WCU/IA reporting 	<p>Existence of capacity to absorb and disseminate</p>
Global Objectives			
(a) Build public awareness of global environmental issues and GEF objectives	<ul style="list-style-type: none"> • number of persons aware of global environmental issues and GEF objectives 	<ul style="list-style-type: none"> • 6-month follow-up evaluation questionnaire 	<p>Existence of capacity to absorb and disseminate</p> <p>Participants disseminate their increased knowledge of global environmental issues through their respective</p>

(b) Generate a diversified, regionally distributed pipeline of GEF projects with global benefits	<ul style="list-style-type: none"> • number of proposals per OP submitted/ accepted into GEF work program 	<ul style="list-style-type: none"> • WCU/IA reporting 	<p>constituencies. Existence of GEF-eligible opportunities.</p> <p>IAs able to effectively respond to anticipated increase in requests and pipeline volume.</p>
Outputs			
(a) Increased media coverage of global environmental issues	<ul style="list-style-type: none"> • coverage in local media 	<ul style="list-style-type: none"> • country office monitoring 	Existence of media network
(b) Pipeline of viable GEF project proposals from NGOs, private sector, local communities and government agencies	<ul style="list-style-type: none"> • number of proposals per OP submitted/ accepted into GEF work program 	<ul style="list-style-type: none"> • WCU/IA reporting 	Existence of GEF-eligible opportunities

ANNEX III

STAP TECHNICAL REVIEW

1. Assessment of the Scientific and Technical Soundness of the Project.

Although the proposal is not going to finance any particular field projects its indirect impact on scientific and technical activities in developing countries is evident. This assessment is extracted from the proposal objectives which aim to train representatives from different scientific and technical organizations, from both the public and private sectors, on how to have access to the GEF financial mechanism.

The program of activities to achieve the project's objectives, is well articulated and gives the project a good chance for a successful result.

The experience gained from a previous similar training project plus the combined effort of UNDP, UNEP, and the World Bank allows the assumption that a specialized and skilled team will be in charge of carrying out the project.

2. Identification of the Global Environmental Benefits resulting from the Project.

The most obvious and immediate benefits of this proposal, are that through this project local organizations will now have the capacity to apply to the funds which could eventually be provided by the GEF to them for the improvement of the environmental facilities already established in these developing countries.

3. Evaluation of the Project's Compliance with GEF Objectives, Operational Strategy and Guidance in the Biological Diversity Focal Areas.

The Project proposed is within the scope of all 10 Global Environment Facility's Operational Program.

4. Assessment of the Project's Significance, and Potential Benefits.

For many years there has been a certain confusion particularly within the private non-profit organizations over how to have access to the funds available through the GEF. Despite the fact that a lot of information has been distributed in different languages on this subject to developing countries there is still confusion on how to proceed.

This project aims not only to correct this deficiency but also to create a series of workshops around the world in three different languages in order to secure the fact that all developing countries will know how to apply to the funds available at the GEF.

5. Estimation of the Project's Sustainability in Institutional, Financial and Technical terms.

The combined efforts of UNEP, UNDP and the World Bank to deal with the training of developing countries regarding the GEF and its operational programs is not new. These organizations have worked together before to achieve similar goals in developing countries obtaining positive results.

The budget presented is consistent with the results intended to be achieved through this project. It covers all the necessities to be used for the fulfillment of the proposal's objectives. It seems that the planning of the proposal was made easier this time due to the fact that there was a previous project by the same organizations with similar objectives but in a much smaller scale than this one that had positive results.

This is a good proposal, because the best and fastest way to achieve the objectives wanted by the UNEP, UNDP and the World Bank is to train the local stakeholders in order for them to know how to use the resources available at the GEF.

6. Extent to which the Project will Contribute to the Improved Definition and Implementation of the GEF's Strategies and Policies.

From the moment that local organizations in developing countries are trained on how to deal with the GEF's financial mechanisms, the GEF will be strongly benefited because these better skilled stakeholders will have a more dynamic participation in all 10 operational programs of the GEF.

7. Evaluation of Relevant Linkages to Other Focal Areas.

This project is totally relevant with several worldwide environmental conventions in which signatory countries are represented by most of the potential participants in this proposal.

8. Degree of Involvement of Relevant Stakeholders in the Project.

This is a project that intends to train any type of organization that could be benefited by the GEF, thus stakeholder's participation in the project will be direct. The project will count with a series of participatory workshops at different levels which are adapted to stakeholder's requirements and capacities.

9. Role, Potential and Importance of Capacity Building Elements of the Project.

The capacity building element is the most important characteristic of this project due to the fact that it intends to obtain a greater participation of stakeholders in the GEF's operational programs through building institutional capacity at all levels.

10. Conclusions.

In General this is a well designed project which counts with the support of the three participating organizations of the GEF. The project points to solve the understanding difficulties between the objectives of GEF and the local stakeholder's

participation in them. The result that can be expected from this project is an increase in the GEF's dynamics.