



Global Environment Facility

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February 23, 2006

Dear Council Member,

UNDP and UNEP, as the Implementing Agencies for the project, ***Global: Country Support Program for GEF Focal Points***, have submitted the attached proposed project document for CEO endorsement prior to final approval of the project document in accordance with UNDP and UNEP procedures.

The Secretariat has reviewed the project document. It is consistent with the proposal approved by the Council in November 2005, and the proposed project remains consistent with the Instrument and GEF policies and procedures. The attached explanation prepared by UNDP and UNEP satisfactorily details how Council's comments and those of the STAP have been addressed. I am, therefore, endorsing the project document.

We have today posted the proposed project document on the GEF website at www.theGEF.org. If you do not have access to the Web, you may request the local field office of the World Bank or UNDP to download the document for you. Alternatively, you may request a copy of the document from the Secretariat. If you make such a request, please confirm for us your current mailing address.

Sincerely

A handwritten signature in black ink, appearing to read "L. Good", written over the word "Sincerely".

cc: Alternates, Implementing Agencies, STAP




United Nations Environment Programme

برنامج الأمم المتحدة للبيئة • 联合国环境规划署
PROGRAMME DES NATIONS UNIES POUR L'ENVIRONNEMENT • PROGRAMA DE LAS NACIONES UNIDAS PARA EL MEDIO AMBIENTE
ПРОГРАММА ОРГАНИЗАЦИИ ОБЪЕДИНЕННЫХ НАЦИЙ ПО ОКРУЖАЮЩЕЙ СРЕДЕ

DIVISION OF GEF COORDINATION

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TELEFAX TRANSMISSION

To:	Ms. Patricia Bliss-Guest Deputy CEO, GEF Secretariat	Date:	15 February 2006
	Attn: Programme Coordination		
Cc:	Mr. Yannick Glemarec Deputy Executive Coordinator, UNDP/GEF		
From:	Olivier Deleuze Officer-in-Charge UNEP Division of GEF Coordination		
Subject:	MFA: FSP: Country Support Program for GEF Focal Points		

Please find attached the Project Document for the project "Country Support Program for GEF Focal Points" to be jointly implemented by UNDP and UNEP.

The project was approved by the GEF Council within the November 2005 Work Program and is now submitted to you for review and CEO endorsement.

In approving the project the Council requested the Secretariat and Implementing Agencies to ensure that activities within component 1 of the GEF Country Support Program for Focal Points are directed towards building capacity of recipient country focal points.

The proposal has been revised to emphasize that component 1 will indeed contribute to capacity building activities of the recipient country focal points and to building and sharing knowledge on global environmental issues. In implementing such a component UNEP and the GEF Secretariat are committed to ensure that such capacity building takes place effectively and will develop the necessary monitoring tools to be able to track progress in this respect.

Component 1 will be implemented by UNEP and components 2 and 3 will be implemented by UNDP. The breakdown of project costs is as follows:

UNEP-implemented component: \$6,856,000
UNDP-implemented components: \$5,008,902

I look forward to receiving your approval of this important project.

Regards.



PROJECT DOCUMENT GEF CEO ENDORSEMENT

AGENCY'S PROJECT ID: 3658
GEFSEC PROJECT ID: 2899
COUNTRY: GLOBAL
PROJECT TITLE: Country Support Program for
 GEF Focal Points
GEF AGENCY: UNDP/UNEP
OTHER EXECUTING AGENCY(IES): N/A
DURATION: 4 years
GEF FOCAL AREA: Multifocal
GEF OPERATIONAL PROGRAM: Capacity Building
GEF STRATEGIC PRIORITY: CB-2
Pipeline Entry Date: June 8, 2005
ESTIMATED STARTING DATE: January, 2006
IA FEE:
 UNEP: \$479,920
 UNDP: \$350,623
UNEP COMPONENT COST: \$6,856,000
UNDP COMPONENTS COST: \$5,008,902

FINANCING PLAN (US\$)	
GEF PROJECT/COMPONENT	
Project	\$11,864,902
PDF A	
PDF B	
PDF C	
<i>Sub-Total GEF</i>	
<i>Co-FINANCING*</i>	
GEF Agency	
Government	\$270,000
Bilateral	
NGOs	
Others	
<i>Sub-Total Co-financing:</i>	
<i>Total Project Financing:</i>	\$12,134,902
FINANCING FOR ASSOCIATED ACTIVITIES IF ANY:	
LEVERAGED RESOURCES IF ANY:	
See section 4 for explanation	

*Details provided under the Financial Modality and Cost Effectiveness section

This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the GEF Project Review Criteria for approval.

Yannick Glemarec

Deputy Executive Coordinator

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A. SUMMARY

1. Background and Context

The primary purpose of the Country Support Program (CSP) for Focal Points is to respond to the requests and needs of GEF recipient countries for tools to assist them to respond to their obligations as GEF recipient countries as well as obligations contained within the global conventions (biodiversity, climate change and POPs) for which the GEF is the financial mechanism, as well as the convention on desertification for which the GEF is a financial mechanism.

The program represents an evolving approach to coordinate ongoing country support activities within the GEF. The project implements a comprehensive strategy to strengthen capacity for country level GEF coordination and support, with linkages to ongoing GEF country support activities including, but not limited to, the National Dialogue Initiative, the proposed country capacity building programs for LDCs and SIDS, and the land degradation Country Program Partnerships (CPP).

2. History and Rationale for the Program

Studies of the GEF's Overall Performance (OPS1, OPS2 and OPS3) underscored the need to enhance the capacity of countries to develop, manage and mainstream GEF projects and identified a number of weaknesses with regard to information and tools available for focal points to carry out their duties. These included lack of clarity about mandates, functions and general terms of reference, and institutional weaknesses. Inter-agency coordination mechanisms were found wanting and focal points did little to reach out to civil society stakeholders, and even if they wished to, they did not have the budgetary resources to do so. The limited availability of local language GEF publications and information was also noted.

The Study called for the GEF to take action to enable the GEF focal points to become more effective advocates for GEF programs and issues. Recommendations included focusing more on the coordination and information dissemination roles of the focal points; and providing more GEF resources for translation of GEF documents into local languages. The report also called for the GEF Secretariat to take a more vigorous approach to disseminating information about the GEF programs to the focal points.

The *Report on the 2nd Replenishment of the GEF Trust Fund* (2001) identified similar problems and participants recommended that the Council request the Secretariat, in consultation with the Implementing Agencies, to review country level relations, including capacity building, training, outreach and information sharing, and to prepare an action plan to strengthen country-level coordination and promote genuine country ownership of GEF-financed activities, including active involvement of recipient countries and interested stakeholders.

A program to support focal points was approved by Council in May 1999 in response to these recommendations. A subsequent evaluation of this program found that it had a positive, but limited effect on the capacity of focal points to carry out their responsibilities more effectively. The results of the evaluation made it clear that there is a continuing need, particularly among less developed countries (LDCs) and Small Island Developing states (SIDs), to strengthen capacity for coordination of environmental activities at the country level, raise awareness of GEF priorities, policies and programs, strengthen stakeholder involvement in global environmental programs, and enhance the capacity of those countries to develop and implement GEF projects.

In June 2005, the Council approved elements for a new four-year phase of the program of assistance to strengthen national focal points and Council Members (GEF/C.25/9, *Elements for Strengthening National Focal points and Enhancing Constituency Coordination in GEF Recipient Countries*). This new program was developed in response to the evaluation of the first focal point support program, and in response to the recommendations of the three GEF Overall Performance Studies as well as the 3rd Replenishment of the GEF Trust Fund.

In approving the program, the Council requested the GEF Secretariat and the Implementing Agencies to collaborate in preparing a proposal to operationalize and finance the program for approval by the Council at its meeting in November 2005. This proposed Country Support Programme for Focal Points operationalizes GEF/C.25/9, *Elements for Strengthening National Focal points and Enhancing Constituency Coordination in GEF Recipient Countries*, taking into consideration previous and current efforts by the GEF to address country needs and empower focal points.

3. Project Objectives, Activities and Outcome

The project is an overall capacity building project which will focus on providing support to focal points for activities related to training, outreach and information sharing, and strengthening country-level coordination to promote genuine country ownership and facilitate active involvement of recipient countries and interested government and civil society stakeholders in global environmental activities.

The comprehensive and integrated approach to building the capacity of GEF focal points is comprised of three components (component 1 to be implemented by UNEP; components 2 and 3 to be implemented by UNDP), the combined outputs of which will build the capacity of focal points to better prioritize, design, implement, coordinate and monitor global environmental projects. Specifically, the project will provide direct funding to support activities within the areas mentioned above, develop a country and constituency knowledge management framework and deliver targeted capacity building activities through sub-regional information exchange and training workshops.

The success of GEF's efforts to promote global environmental benefits and program GEF resources are significantly determined by the capacity of the recipient country's people, institutions and systems. The need for a programmatic approach to capacity building for focal points has become even more urgent as the GEF explores ways to operationalize the

Resource Allocation Framework (RAF), which was approved at a special session of the GEF Council during 31 August – 1 September 2005. The RAF will make it necessary not only to program at the country level, but also to prioritize projects for the country at the portfolio level. In this context, developing and managing national strategic portfolios for results would maximize results with the resources allocated to each country.

Knowledge and information obtained as a result of this project would enable focal points to (1) target cross-focal area synergies, (2) prioritize country projects, (3) explicitly consider global environmental benefits and (4) sharpen the focus on sustainability and catalytic effects.

The knowledge and information will also empower GEF focal points to promote increased interaction between key government agencies and stakeholders and to use this information and tools to enhance national coordination mechanisms, develop more effective communication and outreach strategies, and develop and/or enhance knowledge management frameworks to contribute to more effective integration and mainstreaming of global environmental activities.

In GEF 4, the GEF plans to move towards a more integrated approach to national resource management challenges. This project will facilitate integration across focal areas and link global environmental activities with the broader development and policy strategies of a country, such as country assistance strategies (CAS's), national environment and development plans and poverty reduction strategies (PRSPs).

Main Objective:

To strengthen the capacity of the GEF focal points to effectively carry out their mandates for supporting global environmental programs in their countries and constituencies, including the improvement of overall national and constituency coordination of global environmental issues.

Overall Indicators:

- 1) Focal points with improved access to newest information on GEF policies and procedures
- 2) Focal points with improved and sustainable constituency and national, multi-stakeholder coordination mechanisms in place and contributing to mainstreaming global environmental activities into national planning frameworks
- 3) Focal points applying knowledge gained through the knowledge management framework and regional capacity building activities to improve their support for Global environmental programs at national level
- 4) Institutionalized capacity strengthened to coordinate, develop programs and monitor performance of national environment programs

Duration and time-frame

The project would be implemented over four years between January 2006 and December 2009 with the possibility of extension based on the performance of this phase.

Activities

The three components cover:

(1) Country capacity building assistance based on national work plans.

This component will begin in January 2006. Mechanism and procedures to implement this component of the Country Support Programme will be established to facilitate the development of national activities by focal points to carry out capacity building activities in the country based on annual work plans. These activities will contribute to building the capacity of countries to develop global environmental projects in a more strategic manner, and develop a capacity to coordinate and monitor global environmental activities.

A country specific assistance program will be established in eligible recipient countries. Each eligible country will receive (i) financial support to carry out activities as expressed in the guidelines for the focal point support program based upon national work plans, (for a maximum of \$8,000 per year per country) (ii) financial support to enable the participation of the operational focal point and the political focal point or their designates at up to two constituency meetings convened each year (2 focal points per country to attend two constituency meetings per year), and (iii) selected newly appointed focal points will be invited to attend GEF Familiarization Seminars (an average of 6 focal points per year).

Component 1 will focus on developing the infrastructure for a Country Support Programme with clear guidelines, speedy and efficient transfer of funds to focal points, strategic guidance in the preparation and implementation of national work plans and an efficient tracking and reporting system.

Outcome 1: Country Support Program established to support GEF focal points in strengthening stakeholder involvement, creating institutional memory and increasing country coordination and ownership. Working closely with the GEF Secretariat, UNEP will implement this component.

Output 1.1: Implementation Structures and Processes developed and established

- (a) Guidelines will be established on the procedures for requesting and obtaining approval of funding. Standard templates for work plans, budgets and financial reports will be prepared.
- (b) Information materials will be developed to inform all GEF focal points in eligible countries of the support available under the programme and invite them to apply for support.

(c) Memorandum of Understanding (MOU) will be established with focal points to accommodate the agreed four-year work plan, and its financial operation. The work plan will form an annex of the MOU. On finalization of the MOU funds will be transferred to the designated bank account the funds for the first year of activities.

(d) Web-based financial tracking and reporting system will be developed. Focal points will be able to prepare and submit their work plans and travel requests on-line or by email, fax or by courier service / postal system.

(e) Travel Facilitation. An international travel contractor will be contracted to prepare the most cost-effective itinerary and issue tickets and DSA to facilitate the attendance of focal points at constituency meetings and familiarization seminars.

Output 1.2: Strategic national work plans developed and implemented

Focal points will prepare, with the guidance of the GEF Secretariat, a four year work plan, outlining the activities expected to be carried out and their anticipated costs.

Activities funded under this component will focus on increasing awareness of GEF issues, creating institutional memory within relevant government agencies, supporting the establishment of coordination or resource units in appropriate ministries to increase coordination among agencies, keeping track of global environmental activities and promoting mainstreaming and integration as well as strengthening stakeholder involvement, with emphasis on non-governmental organizations, indigenous peoples and the private sector. The program will also fund activities to implement follow up activities resulting from a National Dialogue.

Output 1.3: Financial Reports prepared and reviewed

Financial reports will be produced to ensure accountability of focal points and to assist in monitoring the use of the funds.

At the end of the first year of activities, the focal point will submit a report to the GEF Secretariat on the activities carried out and expenditures. The GEF Secretariat will review the substantive report, while UNEP will have responsibility for review and scrutiny of the financial statement and will provide opinion to the GEF Secretariat on its conformity.

At submission of the annual report, countries may also make a revision to the work plan (and if necessary the MOU) to reflect any necessary changes - for example change in priorities arising from experience during the previous year.

Payment of funds for a second year of activities will only be effected upon approval of the annual report by the GEF Secretariat.

(2) Development of a GEF Country and Constituency Knowledge Management Framework.

Based on feedback from the focal points, this component will include a web-based knowledge management framework comprising (i) capacity building, guidance and training materials and tools to support focal points to carry out their activities as expressed in the revised guidelines for focal point support (see Annex A), (ii) a focal point and constituency forum for information exchange and dissemination, (iii) a link to GEF Secretariat and IA on-line project information and data, and (iv) lessons learned, case studies and best practices.

Outcome 2: GEF knowledge management framework built and maintained to support GEF focal points to carry out their activities based on their expressed needs

A GEF knowledge management framework will be developed, during the second half of 2006, to support GEF focal points to carry out their duties to enhance national participation in GEF activities. The design and content of this framework will be based on priority support areas (a) expressed in the *Revised Guidelines for Focal Point Support*, (b) identified during the sub-regional consultations for focal points scheduled to take place between September and December 2006 funded through the GEF Dialogue Initiative, (c) outlined through written requests from GEF focal points, and (d) in response to pertinent recommendations resulting from the GEF National Dialogues.

The knowledge management framework will be developed within the program management structure established by the GEF National Dialogue Initiative. While the overall management of this component will be the responsibility of the Programme Support Unit based at UNDP/GEF headquarters in New York, it will be designed in close collaboration with the GEF Secretariat and IAs, taking advantage of, and ensuring integration with, existing knowledge management structures and available information and data.

Output 2.1 Country Support Programme Unit strengthened

One Knowledge Management and Training Specialist (to be recruited in July 2006) and one Programme Assistant (to be recruited in January 2007) will be hired through a competitive process to deliver the outputs of this project. The staff will be based at UNDP/GEF HQ and operate within the framework already established by the GEF National Dialogue Initiative cluster.

One primary role of the Specialist will be to design, establish and maintain a web-based knowledge management framework in direct response to needs expressed by GEF focal points. The Specialist will also contribute significantly to the development of materials, as well as the design and organization of the sub-regional exchange and training workshops as outlined in Outcome 2. S/he will operate under the supervision of the GEF Dialogue Initiative Unit's Global Manager.

The Programme Assistant will provide administrative support to the development and maintenance of the knowledge management framework and administrative and logistical support to the sub-regional exchange and training workshops.

Strategic guidance will be provided by the GEF Secretariat, with input provided by an Inter-agency Advisory Committee comprised of representatives from each of the three IAs, the GEF Secretariat, and the Global Manager of the GEF Dialogue Initiative.

Output 2.2 GEF focal points' needs for capacity, guidance and training materials and tools compiled

The outlined priority areas contained in the *Revised Guidelines for Focal Point Support* will form the primary basis from which to develop the knowledge management framework.

In addition, there will be three direct channels through which new GEF focal point priority needs in response to an evolving GEF can be expressed. One of these channels will be through the sub-regional consultations for all GEF focal points scheduled to be conducted between September and December 2006 for which funds have already been allocated through the GEF Dialogue Initiative. During these Dialogues, participants will have the opportunity to further elaborate on their priority needs for knowledge management and training assistance from GEF to strengthen their ability to carry out their roles and responsibilities as focal points. A second channel will be provided by inviting focal points to send written requests outlining priority needs for such assistance. The GEF National Dialogues will provide the third channel through which GEF focal points can express their needs for assistance.

A thorough compilation and detailed analysis of these needs will build upon the support elements contained in the above mentioned Revised Guidelines for Focal Point Support, and form the basis for the development of new and/or updated materials¹.

Output 2.3 Capacity, guidance and training materials and tools developed

Based on the compilation and analysis outlined in Output 2.2, the Programme Support Unit will oversee the development of materials in support of expressed priority needs for knowledge and information. The Unit will seek both in-house expertise from the Implementing Agencies and GEF Secretariat, as well as external assistance to be provided by consultants, to contribute to the development of materials. Given the evolving nature of the GEF, the now universal access to internet by GEF focal points and experience gained through the development of materials and tools within the GEF National Dialogue since 2000, all materials will be web-based, i.e., they will be easily accessible, easily updated, and hyper-linked to relevant newly created and existing information and data accessible through this knowledge portal.

¹ Two current examples of such materials include the “GEF Country Coordination – Lessons Learned Study” being undertaken by the GEF Dialogue Initiative, and the “GEF Focal Point Handbook”.

Lessons learned from the GEF Dialogue Initiative, as well as OPS1, OPS2 and OPS3 have highlighted the need to provide materials to focal points in a variety of languages. Therefore, all materials will be made available in Arabic, English, French, Russian, Spanish, and other local languages upon request and as funding allows.

Output 2.4 Existing IA and GEF knowledge management frameworks surveyed

An initial survey of existing IA and GEF knowledge management frameworks will be conducted for the purpose of building on previous experiences and ensuring transparent links to existing information and data.

A key example of such a framework is found in UNDP/GEF's Digital Workspace. UNDP/GEF has leveraged the knowledge management structure of UNDP that connects 400 environmental professionals in 136 country offices serving 160 countries and facilitates sharing of information on programming, projects and experiences. Other examples include UNEP/GEF's Environment Directory, Eco Insight, and the Global Resource Information Database, the World Bank's external website which includes links to various environment related knowledge products, including extensive databases produced by the Bank, the World Bank Institute's (WBI) wide range of knowledge and learning products and training opportunities, the GEF Secretariat's website, project and contact databases, and the planned management information system, and knowledge and information available from ongoing GEF corporate initiatives such as IW: Learn, the National Capacity Self Assessment (NCSA) Global Support Program and the National Communications Support Program (NCSP).

A compilation and detailed analysis of these existing knowledge management frameworks will ensure that the GEF focal point knowledge management framework will be designed in a fully integrated and complementary fashion. Such integration will also be ensured through feedback provided through the CSP Inter-agency Advisory Committee mechanism.

Output 2.5 GEF focal point knowledge management framework built and maintained containing information exchange forums, guidance documents, information and data.

Based on Outputs 2.2, 2.3 and 2.4, a "user friendly", web-based knowledge management framework will be built for GEF focal points to facilitate information sharing at global, constituency and national level. This framework will provide a knowledge portal in support of existing and newly emerging needs expressed by GEF focal points. As such the web-based system will require continuous updating and maintenance. While the system will be developed for use by the GEF focal points for information exchange and knowledge sharing, select public information components of it will be made accessible to other end users and the general public to the extent appropriate and agreed with the CSP partners and GEF focal points. It is anticipated that work will begin on developing this framework based on the priorities outlined in the *Revised Guidelines for Focal Point Support* and the results of Output 2.4.

(3) Targeted capacity building activities through sub-regional information exchange and training workshops

Building upon the knowledge management framework, this component will provide targeted information exchange and training workshops at the sub-regional level for GEF focal points based on their expressed needs, beginning in early 2007. For example, workshops could provide information exchange and training to enhance national participation, establish national GEF co-ordination mechanisms, and develop communications and outreach activities.

Outcome 3: Targeted capacity building activities provided to support GEF focal points to carry out their activities based on their expressed needs

Building upon the knowledge management framework, this component will provide sub-regional workshops for focal points to exchange information and their experiences, as well as targeted training, based on expressed needs of focal points. Based on the *Revised Guidelines for Focal Point Support*, and pending new feedback to be provided by GEF focal points through this project, workshops could provide information exchange and training to enhance national participation in GEF activities, establish national co-ordination mechanisms, and develop knowledge management, communications and outreach frameworks and activities.

Output 3.1 GEF focal points' priorities for capacity building activities compiled

Similar to Output 2.2, a main vehicle through which these needs will be compiled is the sub-regional consultations to be conducted in the framework of the GEF National Dialogue Initiative scheduled to take place between September and December 2006 for which funds are already available. The sub-regional consultations with focal points will provide an opportunity to build upon the outlined priority areas for support contained in the *Revised Guidelines for Focal Point Support*. In addition, GEF focal points will be invited to send their requests in writing outlining their priority needs for sub-regional information exchange and training workshops. The recommendations from the GEF National Dialogues will also play a key role in informing the direction taken by the sub-regional workshops.

Other mechanisms for delivering targeted capacity building at national level, such as through the LDC SIDS Portfolio Project for Land Degradation and the LDC SIDS Capacity Building Initiative designed to build upon the NSCA results, will be taken into full consideration to ensure complementarity. A compilation and detailed analysis of these needs will be undertaken to determine to what extent they can or cannot be met by the web-based knowledge management framework outlined in Outcome 2.

The results of this analysis will form the basis for the design and scheduling of the sub-regional information exchange and training workshops in partnership with the IAs and GEF Secretariat through the CSP Inter-agency Advisory Committee. It is anticipated that up to a maximum of 9 sub-regional information and exchange workshops will take place annually beginning in 2007. Such timing accounts for the feedback to be provided from the sub-regional consultations conducted under the GEF Dialogue Initiative during the

second half of 2006 (as well as through ongoing feedback provided by the GEF National Dialogues). Where appropriate, sub-regional workshop may take place immediately prior to or after GEF constituency meetings as outlined in Output 1.1 (e) to minimize travel costs.

Output 3.2 Information exchange and targeted capacity building materials, methodologies and tools, as outlined in Output 2.3 adapted to support sub-regional specific contexts in response to expressed needs

Just as countries will request support in addition to that provided by the web-based knowledge management framework, so too will it be necessary to develop additional materials, methodologies and tools to support the customized objectives of individual workshops in response to sub-regional level priorities. These materials, methodologies and tools will be developed on a case-by-case basis taking full advantage of existing expertise and capabilities found within the GEF Secretariat and the IAs where possible. These more narrowly targeted methodologies and tools adapted to sub-regional specific contexts will complement the more broad-based materials developed under output 2.3.

Output 3.3 Sub-regional information exchange and training workshops conducted for GEF focal points

Based on Output 3.1, targeted capacity building will be provided to GEF focal points through sub-regional information exchange and training workshops. Working in close collaboration with the GEF Secretariat and the IAs through the CSP Inter-agency Advisory Committee, the CSP Support Unit will design, organize and conduct up to a maximum of 9 sub-regional workshops per year beginning in 2007. Each GEF focal point will have the opportunity to participate in one information exchange and training workshop per year between 2007-2009.

The workshops will be conducted by staff from the GEF Secretariat, IAs and EAs where possible, and with external resource persons in other cases. With regard to the latter, a roster of resource persons with diverse and region specific expertise will be compiled by the Support Unit to support this process. Emphasis will be placed on identifying such external resource persons who are based in the regions they will service.

Results of the targeted capacity building workshops will feed back into the knowledge management framework mechanism outlined in Outcome 2.

It may be necessary to modify the logical framework analysis during the project cycle depending upon the specific priority needs to be identified by the GEF focal points.

4. Key Indicators, Assumptions and Risks

The project has minimal risks associated with it. Principal assumptions to its successful completion include: (a) focal points will request funds for national capacity building activities, (b) focal points will have access to internet to be able to access system, (c) designated GEF focal points will actively participate in sub-regional consultations, (d)

GEF focal point turnover will not be too heavy, (e) GEF focal points will be able to effectively communicate key issues to a wider variety of national stakeholders, and (f) GEF focal points will actively utilize and contribute to web-based knowledge management system.

B - COUNTRY OWNERSHIP

1. Country Eligibility

The proposed project will support countries that are participants in the GEF and that are eligible to receive GEF financial support.

2. Country Drivenness

The project responds to widespread requests from the designated focal points of recipient countries for training and capacity building to strengthen their ability to carry out their co-ordination roles. This was a frequent request of focal points consulted during the evaluation of focal point support program concluded in 2004 (GEF/C.23/Inf.12, *Evaluation Report of the GEF Council Member and Focal Point Support Program*, May 2004). Further in-depth consultations will be made with national focal points in determining the final design of the project to ensure that it conforms to their needs.

3. Program and Policy Conformity

Program Designation and Policy Conformity

Capacity-building has become a major priority within the global conventions, the GEF and the international community. The present capacity building program is in line with the recommendations associated with the third replenishment of the GEF and the Beijing Declaration of the GEF Assembly in October 2002.

The GEF business plan FY04-06 adopted by the 21st GEF Council in May 2003, identified capacity-building as a strategic priority of GEF that cuts across all focal areas, and the project contributes to the objectives of the GEF Strategic Approach to Enhance Capacity Building (GEF/C.22.8, November 2003), most specifically supporting targeted capacity building across focal areas. In addition, in strengthening the abilities of focal points to perform their role and in strengthening inter-governmental co-ordination, the project will contribute to the objectives of all the GEF focal areas, operational programmes and strategic objectives.

Sustainability

By its nature, the training of individual focal points has to be an ongoing activity; however, the aim of the project is to establish sustainable mechanisms for national co-ordination and planning.

The project can play a catalytic role in strengthening capacity for country level coordination and will include a strong emphasis on institutionalizing knowledge and processes through the strengthening of national coordination mechanisms. The project will strive to encourage countries to “institutionalize” the functions of the GEF focal points within the relevant government office, rather than vesting them in an “individual”.

Replicability

Replicability is an important feature of the project in two ways. First, as it is unlikely that the program would begin implementation in all countries at the same time, successful approaches achieved in the first set of participating countries would be adapted and replicated in those which follow. Thus, it will be important to carefully monitor these initial experiences, document the approaches used and disseminate the main positive outcomes in other countries, where they can be appropriately adapted to local needs.

The second element of replication would occur within the participating countries through wider adoption of some mechanisms implemented under the project. For example, the mechanisms developed for national GEF program coordination and for national stakeholder participation could provide good examples for coordination in specific GEF Focal Areas, on a wider level for other donor assisted programs and for participation of relevant stakeholders. Similarly, if successfully implemented, targeted capacity building activities could provide examples of how such a demand driven program could work in other sectors. To achieve such replication, the experience of implementing the above mechanisms would be fully documented and periodically evaluated.

Stakeholder Involvement/Intended Beneficiaries

The project involves strengthening of stakeholder mechanisms. The direct stakeholders and beneficiaries are the GEF focal points of countries eligible to receive GEF support. The indirect beneficiaries of the project will be the numerous and various stakeholders involved in the preparation and execution of GEF projects and the communities these seek to benefit. The focal points will further contribute to the design and delivery of the proposed project through the sub regional workshops to be implemented as part of the National Dialogue Initiative.

Monitoring and Evaluation

The project will be subject to standard UNEP (component 1) and UNDP (components 2 and 3) monitoring and evaluation procedures including the Annual Project Report (APR), the Tripartite Review (TPR) through the project’s Inter-agency Advisory Committee, a final independent evaluation, and participation in the annual GEF Project Implementation Review (PIR).

Accountability for expenditures under component 1 will be exercised through annual reporting by the focal points to the GEF Secretariat in accordance with a standard reporting format which will require reporting on indicators to measure results and impacts and spot audits on the use of the focal point funds may be requested by the GEF Secretariat and financed by the program.

At the conclusion of each sub-regional workshop, participants will be requested to complete an evaluation questionnaire, the results of which will be shared with the Inter-agency Advisory Committee. Evaluations will consider such elements as representation of participants, adequacy of topics covered, quality of training and information exchange, outcomes, and a summary of follow up actions. The above information will assist the GEF Secretariat, the IAs and the project coordinating unit to employ an adaptive management approach to improve the consultations and enhance support to participating countries during the course of project implementation.

Traffic on the web-based knowledge management system will be monitored through web tracking software, and information exchange forums will be monitored by project staff for input into the Annual Project Report.

4. Financial Modality and Cost Effectiveness

This is a full size project for the total budget of \$12,134,902, which includes \$11,864,902 of GEF financing (see Annex C for the budget breakdown) and \$270,000 of in-kind contributions from participating governments.

The project builds upon ongoing activities such as the National Dialogue Initiative, using the opportunity provided by the sub-regional consultations to undertake the needs assessment for components 2 and 3. Furthermore, leveraging knowledge management frameworks from UNDP, UNEP, the World Bank and other organizations, some of which have been under development for many years using considerable human and financial resources, offsets the cost of developing a brand new knowledge management framework.

The creation of synergies across focal areas will help to maximize results and lead to increased cost effectiveness.

The agreed IA fee for the implementation of the project is 7%.

Co-Financing

Activities are considered fully incremental. Co-financing, in-kind, will be contributed through the time devoted by the focal points to this program. There is no expectation of cash co-financing.

5. Institutional Coordination and Support

Core Commitments and Linkages

The project has links to the GEF National Dialogue Initiative, ongoing GEF Secretariat and IA GEF knowledge management activities, the GEF's strategic approach for enhancing capacity building, in particular the NCSA process, and the land degradation CPPs and capacity building programs for LDCs and SIDS.

Consultation, Coordination and Collaboration Between and Among Implementing Agencies, Executing Agencies, and the GEF Secretariat

The rationale for this project arises from the findings and recommendations of the evaluation of the focal point support programme (GEF/C.23/Inf.12, *Evaluation Report of the GEF Council Member and Focal Point Support Program*, May 2004). It builds on extensive consultations between the GEF Secretariat and Implementing Agencies during and after that process. The project will rely upon the close collaboration between and equal contribution from the three GEF Implementing Agencies. It is proposed that the GEF Secretariat will assume responsibility for the overall strategic guidance of the project, in collaboration with the Implementing agencies.

Implementation/Execution Arrangements

The GEF Secretariat will be responsible for providing overall strategic guidance of the program. UNEP will be responsible for operating the financial mechanism to deliver the country specific assistance component outlined in Outcome 1, and UNDP will be responsible for all elements of the capacity building and knowledge management components outlined in components 2 and 3. The country offices of the Implementing Agencies will continue to serve as a resource to GEF focal points and other national stakeholders.

Implementing Agencies will continue to exercise a lead role in programming at the country level, undertaking country dialogue on mainstreaming GEF operations within overall country programming and on sector policies, and in supporting countries in the development of projects, as well as the supervision and evaluation of GEF projects. In addition to their policy advisory role, Implementing Agencies through their respective country and regional offices will support GEF Focal points through the following activities:

- (a) advise on eligibility and design requirements;
- (b) provide information on status of project proposals;
- (c) support to the focal point review process;
- (d) promote and facilitate GEF networks; and
- (e) provide general information on the GEF.

An Inter-agency Advisory Committee comprised of representatives from each of the 3 IAs, the GEF Secretariat, and the Global Manager of the GEF Dialogue Initiative will be established to give overall policy direction to the Country Support Program. The Committee will be chaired by the GEF Secretariat, and will meet regularly via teleconference at least every three months, but more frequent meetings may be scheduled in the first year of the support Program or at the request of its members.

The support unit will consist of one Knowledge Management and Training Specialist and one Programme Associate as outlined in Output 2.1 above. The Unit will operate within the management structure established by the GEF Dialogue Initiative under the supervision of the Global Manager.

ANNEX A: REVISED GUIDELINES FOR FOCAL POINTS SUPPORT

The following revised guidelines are applicable to focal points requesting funding under the Enhanced Focal Point Support program.

1. The GEF Secretariat will provide funding to GEF operational and political focal points to carry out activities to:
 - increase awareness of the GEF strategic priorities, policies and programs;
 - create institutional memory of GEF policies and programs in the appropriate government ministry;
 - increase coordination among national agencies with a view to ensuring greater country ownership and a cohesive approach across the government to global environmental issues and GEF support;
 - develop a database to keep track of GEF portfolio of projects and concepts in the country;
 - promote mainstreaming of global environmental issues into the national sustainable development strategies; and
 - strengthen stakeholder involvement in global environmental programs;

2. Examples of the types of activities which will be considered eligible for funding include, but are not limited to:
 - translation, printing and dissemination of relevant GEF documents;
 - creation of a GEF web site;
 - creation of a GEF project database;
 - creation of a reference library of relevant information and publications on the GEF;
 - organization of meetings for country level coordination;
 - establishment of an inter-agency GEF committee;
 - workshops, training courses and field visits;
 - participation in GEF constituency meetings convened by the Council Member in the region.

3. The following activities will not be eligible for funding:
 - international travel (ticket and daily subsistence allowance), with the exception of a Focal point's participation in no more than two constituency meetings per year convened within the region by the Council Member;
 - procurement of computer hardware and other equipment. An exemption can be made for the purchase of an internet modem to be covered out of the \$500 for Internet access and training in its use; and
 - support to GEF Council Members. Funds have been allocated separately for Council Members.
4. Focal points will report annually on the use of the resources provided by the GEF.
5. The project document will provide efficient for a four-year period, but resources will be released to countries annually upon receipt of an annual report on how previous resources have been used.

ANNEX B – PROJECT LOG FRAME

<p>Outcome 1:</p> <p>Country Support Programme established to support GEF focal points in strengthening stakeholder involvement, creating institutional memory and increasing country coordination and ownership</p>	<p>Outputs:</p> <p>1.1 Implementation structures and processes developed and established</p> <p>1.2 Strategic National work plans developed and carried out</p> <p>1.3 Financial Reports prepared and reviewed</p>	<p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Specific examples of how activities conducted using support funds have contributed to strengthening stakeholder involvement, creating institutional memory and increasing country coordination and ownership <input type="checkbox"/> Guidelines established on procedures for requesting and obtaining approval of funding <input type="checkbox"/> Quality of information materials developed to guide GEF focal points to access and maximize effectiveness of available support <input type="checkbox"/> Number of Memorandums of Understanding (MOUs) established with focal points to accommodate the agreed four-year work plan, and its financial operation <input type="checkbox"/> Workplans prepared and implemented by focal points <input type="checkbox"/> Web -based financial tracking and reporting system developed and number of focal points making regular use of system. 	<p>Source of verification:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Inputs into web-based system that indicate GEF focal points are accessing support <input type="checkbox"/> MOUs established with focal points <input type="checkbox"/> GEF and UNEP records that indicate financial transactions are being systematically tracked and recorded <input type="checkbox"/> Minutes of constituency meetings indicating participation of focal points and participation of focal points in familiarization seminars <input type="checkbox"/> Approved work programs <input type="checkbox"/> Reports on national capacity building activities <input type="checkbox"/> Interviews with GEF focal points 	<p>Risks and assumptions:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Focal points will request funds for national capacity building activities. <input type="checkbox"/> Focal points will have access to internet to be able to access web-based system <input type="checkbox"/> Focal points have access to information on how to conduct activities in work plan.
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<p>Outcome 2:</p> <p>GEF knowledge management framework built and maintained to support GEF focal points to carry out their activities based on their expressed needs</p>	<p>Outputs:</p> <p>2.1 Country Support Unit strengthened</p> <p>2.2 GEF focal points' needs for capacity, guidance and training materials and tools compiled through sub-regional consultations (under the National Dialogue Initiative) and through written requests</p> <p>2.3 Capacity, guidance and training materials and tools developed to respond to needs, in various languages</p> <p>2.4 Existing GEF and IA knowledge management frameworks surveyed to build on previous experiences and ensure transparent links to information and data</p> <p>2.5 GEF focal point knowledge management framework built and maintained containing information exchange forums, guidance documents, other information and data</p>	<p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Specific examples of how knowledge management framework has contributed to strengthening the ability of focal point to carry out their activities <input type="checkbox"/> Number of GEF focal points expressing needs for materials <input type="checkbox"/> Variety of needs expressed by GEF focal points <input type="checkbox"/> Quality and quantity of capacity, guidance and training materials developed in various languages in response to expressed needs, and distributed to stakeholders <input type="checkbox"/> Survey of existing GEF and IA/EA knowledge management frameworks resulting in design considerations for GEF focal point knowledge management framework <input type="checkbox"/> Development and maintenance of an evolving knowledge management framework used by GEF Focal Points 	<p>Source of verification:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Minutes of sub-regional meetings with GEF focal points outlining expressed needs <input type="checkbox"/> Written requests for support materials from GEF focal points <input type="checkbox"/> Capacity, guidance and training materials developed in various languages <input type="checkbox"/> Matrix surveying existing GEF and IA/EA knowledge management frameworks <input type="checkbox"/> Web-based knowledge management framework <input type="checkbox"/> Interviews with GEF focal points <input type="checkbox"/> Statistics of website traffic 	<p>Risks and assumptions:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Designated GEF focal points will actively participate in sub-regional consultations <input type="checkbox"/> GEF focal point turnover will not be too heavy <input type="checkbox"/> GEF focal points will be able to effectively communicate key issues to wider variety of national stakeholders <input type="checkbox"/> GEF focal points will actively utilize and contribute to web-based knowledge management system
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<p>Outcome 3:</p> <p>Targeted capacity building activities provided to support GEF focal points to carry out their activities based on their expressed needs</p>	<p>Outputs:</p> <p>3.1 GEF focal points' priorities for capacity building activities compiled through sub-regional consultations under the National Dialogue Initiative and through written requests</p> <p>3.2 Exchange and targeted capacity building materials, methodologies and tools, as outlined in Output 2.3 adapted to support sub-regional specific contexts in response to expressed needs</p> <p>3.3 Sub-regional information exchange and training workshops conducted for GEF focal points in response to expressed needs</p>	<p>Indicators:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Specific examples of how information learned/exchanged through workshops has contributed to strengthening the ability of focal points to carry out their activities <input type="checkbox"/> Number of GEF focal points expressing capacity building needs through GEF sub-regional consultations (within GEF National Dialogue Initiative) <input type="checkbox"/> Examples of how GEF focal point expressed needs are addressed in sub-regional workshops <input type="checkbox"/> Number of GEF focal points participating in sub-regional information exchange and training workshops <input type="checkbox"/> Number of sub-regional information exchange and training workshops conducted <input type="checkbox"/> Percentage of GEF focal point workshop participants able to provide some examples of knowledge gained through information exchanged and training 	<p>Source of Verification:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Minutes of sub-regional meetings with GEF focal points outlining expressed needs <input type="checkbox"/> Written requests of expressed capacity building needs from GEF focal points <input type="checkbox"/> Capacity, guidance and training materials adapted to support sub-regional information exchange and training workshops <input type="checkbox"/> Interviews with focal points <input type="checkbox"/> Sub-regional information exchange and training workshop evaluation questionnaires completed by participants 	<p>Risks and assumptions:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Designated GEF focal points will actively participate in sub-regional consultations and request participation in sub-regional information and training workshops <input type="checkbox"/> GEF focal point turnover will not be too heavy <input type="checkbox"/> GEF focal points will be able to effectively communicate key issues to wider variety of national stakeholders
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ANNEX C: PROJECT BUDGET					
Component	Year 1	Year 2	Year 3	Year 4	Total
	2006	2007	2008	2009	
1 Country capacity building assistance based on national work plans (UNEP)					
Enhance stakeholder coordination and participation through the implementation of National Work Plans	1,024,000	1,024,000	1,024,000	1,024,000	4,096,000
Enhance coordination and cooperation between participating countries in the various GEF constituencies	660,000	660,000	660,000	660,000	2,640,000
Improved understanding of GEF objectives, procedures, and governance systems by newly appointed GEF focal points	30,000	30,000	30,000	30,000	120,000
Sub-Total	1,714,000	1,714,000	1,714,000	1,714,000	6,856,000
2 To build a GEF knowledge management framework to support GEF focal to carry out their activities (UNDP)					
2.1 Country Support Unit strengthened	92,000	260,000	260,000	260,000	872,000
2.2 Compile needs for GEF focal point capacity, guidance and training materials* (see footnote below)	0	0	0	0	0
2.3 Capacity, guidance and training materials and tools developed	50,000	275,000	250,000	200,000	775,000
2.4 Existing IA and GEF knowledge management frameworks surveyed	20,000	0	0	0	20,000
2.5 GEF focal point knowledge management framework built and maintained	50,000	80,000	50,000	20,000	200,000
Sub-Total	212,000	615,000	560,000	480,000	1,867,000
3 To provide targeted capacity building activities to GEF focal points through sub-regional information exchange and training workshops (UNDP)					
3.1 GEF focal points' priorities for capacity building activities compiled* (see footnote below)	0	0	0	0	0
3.2 Exchange and targeted capacity building materials, methodologies and tools, as outlined in Output 2.3 adapted to sub-regional specific contexts in response to expressed needs	0	50,000	50,000	50,000	150,000
3.3 Sub-regional information exchange and training workshops conducted for GEF focal points	0	873,624	873,624	873,624	2,620,872
Sub-Total	0	923,624	923,624	923,624	2,770,872
UNOPS Execution Fee (8% of \$4,637,872 comprising components 2 and 3 only)	16,960	123,090	118,690	112,290	371,030

Total	1,942,960	3,375,714	3,316,314	3,229,914	11,864,902
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* Funding for initial convening of all GEF Focal Points and Council Members provided through the GEF Dialogue Initiative.