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Agenda Item 13

REFORMING THE COUNTRY SUPPORT PROGRAM AND PROCEDURES FOR IMPLEMENTATION

Recommended Council Decision

The Council reviewed the proposed document submitted to Council GEF/C.38/7 Reforming the Country Support Program and Procedures for Implementation.

The Council approved the proposal for the Secretariat to execute a reformed Country Support Program according to the procedures contained in this document. The reformed Country Support Program will be comprised of the following elements, funded with a total allocation from the GEF Trust Fund of \$26 million, allocated across each activity as specified below:

- (a) Support for country-executed National Portfolio Formulation Exercises (NPFEs): \$3 million;
- (b) Multi-stakeholder dialogues: \$2 million;
- (c) Expanded constituency-level workshops: \$10 million;
- (d) Constituency Meetings: \$3.5 million;
- (e) Direct support to operational focal points: \$5.5 million;
- (f) Knowledge management: \$125,000; and
- (g) Familiarization seminars: \$1.875 million.

The Council directed the Trustee to set aside \$26 million in GEF Trust Fund resources for use by the Secretariat to fund these activities.

The Council decided that the GEF Secretariat shall facilitate the NPFEs according to the policies and procedures contained in this document as well as those in document GEF/C.38/6: Policies and Procedures for the Execution of Selected GEF Activities –National Portfolio Formulation Exercises and Convention Reports – with Direct Access by Recipient Countries.

The Council noted that in approving this document, it approved the amount in the contingent budget that was approved by the Council at the 37th Special Council Meeting to support the Secretariat's facilitation of NPFE grants under direct access and transition to a Secretariat-executed Country Support Program.

The Council requested the GEF Secretariat to monitor the impacts of the Country Support Program using criteria to be identified with the help of the Evaluation Office.

Table of Contents

Executive Summary	i
Background	1
General Issues	2
Proposed Components of Reformed Country Support Program.....	3
National Portfolio Formulation Exercises	3
Broad Multi-stakeholder Dialogues	5
Extended Constituency Workshops (ECW).....	5
Constituency Meetings/ Council Member Support.....	6
Direct Support to Operational Focal Points	7
Knowledge Management	7
Familiarization Seminars (FS)	7
Institutional Arrangements.....	8
Estimated Programming Budget	8
Estimated Administrative Costs and Comparison with Current CSP/NDI.....	9
Background on Estimated Administrative Costs	9
Annex 1: NPFES: Suggested Practices and Application Procedures	12
ANNEX 2: Details on Organization of Broad, Multi-Stakeholder Dialogues.....	16
ANNEX 3: Details on Organization of Expanded Constituency Workshops.....	18
ANNEX 4: Details on Organization of Constituency Meetings	21
ANNEX 5 Procedures for Accessing Support to Operational Focal Points	22
ANNEX 6 Details on organization of Familiarization Seminars.....	23

EXECUTIVE SUMMARY

1. This paper outlines the proposal for reforming the GEF Country Support Program (CSP) as called for in the *Policy Recommendations of the Fifth Replenishment of the GEF Trust Fund*. The reformed CSP will provide enhanced support to recipient countries, particularly country focal points, and build their capacity to operate within the GEF, particularly with regard to resource programming. The proposal would bring the GEF's country support activities – both the current CSP program and the National Dialogue Initiative – under more coordinated management.

2. Because GEF assistance to interested countries for voluntary National Portfolio Formulation Exercises (NPFES) will be an important new tool for country support, it is proposed that NPFES be integrated into the reformed CSP. The reformed CSP would, therefore, be comprised of the following elements:

- a. National Portfolio Formulation Exercise (NPFES) grants: \$3 million;
- b. Multi-stakeholder dialogues: \$2 million;
- c. Expanded constituency-level workshops: \$10 million;
- d. Constituency meetings/Council Member support: \$3.5 million;
- e. Direct support to operational focal points: \$5.5 million;
- f. Knowledge management: \$125,000; and
- g. Familiarization seminars: \$1.875 million

3. NPFES are voluntary and will not become a pre-requisite for obtaining GEF grants. The GEF Secretariat will provide up to \$30,000 to interested recipient country governments to support their costs. The GEF Secretariat will facilitate these grants according to the policies and procedures contained in this document and in document GEF/C.38/6 (*Policies and Procedures for the Execution of Selected GEF Activities –National Portfolio Formulation Exercises and Convention Reports – with Direct Access by Recipient Countries.*). Countries will be able to conduct these exercises in a flexible manner, taking into account national institutions and processes.

4. The Secretariat will also aim to facilitate 8-10 broad-multi-stakeholder dialogues per year, which will be organized along the lines of the current national dialogue initiative. The CSP will also support two types of constituency-level meetings annually: extended constituency workshops, to which up to six representatives per country will be invited, and one traditional constituency meeting per year, with country focal points invited. Direct support to operational focal points will increase from \$8,000 per year to \$9,000 per year.

5. The current CSP Knowledge Facility (KF) will be further developed, including the addition of content on the Least Developed Countries Fund (LDCF) and the Special Climate Change Fund (SCCF). The Secretariat will integrate the KF into GEF-wide knowledge management efforts. The GEF will aim to hold one familiarization seminar per year to educate GEF stakeholders, including convention focal points and any new GEF executing entities that might enter the GEF through reforms to broaden the GEF partnership.

6. The GEF Secretariat estimates administrative costs for the new CSP at approximately \$4.5 million. The Secretariat will refine this estimate and include a final figure in its FY11-14 business plan by November 2010. The Secretariat calculates that shifting to a Secretariat-

executed CSP will not have negative cost implications because management of the CSP under current arrangements would be to be more costly.

BACKGROUND

1. Corporate programs are those activities undertaken by the GEF to support its work in the focal areas. Corporate activities are largely cross-cutting in nature, and a principle goal is to strengthen the capacity of countries and civil society organizations to undertake activities that generate global environmental benefits. Currently, four corporate programs are under implementation: (i) the Country Support Program (CSP); (ii) the National Dialogue Initiative (NDI); (iii) the cross-cutting Capacity Building Program; and (iv) the Small Grants Program.

2. Participants to the Fifth Replenishment supported the proposal of delivering a reformed corporate program strategy, centered on support to recipient countries to undertake, on a voluntary basis, national portfolio formulation exercises (NPFEs)¹ and integrating the *National Dialogue Initiative* into the *Country Support Program*. Given the important interrelationships between these elements, this paper proposes that NPFEs be integrated into the reformed Country Support Program. This will enable the GEF to take a wholistic and integrated approach to building the capacity of recipient country governments to work within the GEF system. A key objective is to bring all of the GEF's country support initiatives – NPFEs, the NDI, and CSP as currently conceived – under a single coordinated management, but to continue to implement these activities with support from the GEF Agencies as necessary. Based on analysis of budgeted management costs for the NDI and CSP to date, the Secretariat believes this reform will result in savings in management costs

3. As called for by the GEF-5 Policy recommendations, this new Country Support Program will be managed by the GEF Secretariat and will have as primary goals the provision of flexible support to countries, particularly their focal points, to build capacity to work with the GEF Agencies and Secretariat to set priorities and to program GEF resources, to improve coordination between ministries and stakeholders at the national level and to facilitate input from key non-governmental stakeholders. In so doing, this reformed approach to country support aims to facilitate the mainstreaming of global environmental priorities into national strategies and development planning.

4. The reformed Country Support Program will comprise the following elements: (i) support to countries to conduct National Portfolio Formulation Exercises (NPFEs); (ii) multi-stakeholder dialogues along the lines of the current NDI; (iii) expanded constituency-level workshops to keep GEF national focal points, convention focal points, and other key stakeholders, including civil society, abreast of GEF strategies, policies and procedures, and to encourage coordination; (iv) Council Member support; (v) direct support to operational focal points; (vi) knowledge management; and (vi) familiarization seminars.

5. The GEF allocated total funding of grant funding \$5.775 million for the NDI in 2003. As originally conceived, this program was to operate through 2007, but initial funding has been sufficient to enable it to continue under implementation. The largest component of the project is operated by UNDP, with a total grant allocation of \$4.5 million. An additional \$1.275 million was allocated to the GEF Secretariat, UNEP, and World Bank to cover their staff's travel costs to participate in NDI meetings and events.

¹ The GEF-5 *Policy Recommendations* and GEF *Programming Document* refer to these as GEF national portfolio identification exercises (PIEs), but the Secretariat recommends a new nomenclature.

6. The GEF allocated a total of \$12.695 million to support the CSP in 2006². UNEP was allocated a total of \$7.336 million, and UNDP the remainder of \$5.359 million. UNDP manages the NDI and its portion of the CSP through a four-person combined management and coordination unit in New York. There is sufficient funding to enable both programs to continue to operate through December 2010, after which point, the Secretariat proposes that it be shifted to Secretariat management.

7. This document provides more detailed proposals for operationalizing the Country Support Program for the above-referenced activities. The GEF Secretariat will facilitate support to countries for conducting NPFES following the policies and procedures that are contained in GEF/C.38/6 (*Policies and Procedures for the Execution of Selected GEF Activities – National Portfolio Formulation Exercises and Convention Reports – with Direct Access by Recipient Countries.*)

GENERAL ISSUES

8. The Country Support Program (CSP) is an important mechanism to convey the strategies, policies and programs of the GEF to stakeholders at the country level and to strengthen the capacity of national governments, particularly GEF focal points, to effectively operate within the GEF system. During GEF-5, the reformed CSP will be an important means to build the capacity of recipient governments to set priorities for programming of GEF resources, which will necessitate active leadership by country focal points, improved coordination of policy on GEF matters across ministries, and greater consultation with external stakeholders on GEF priorities, including CSOs and the private sector.

9. The GEF-5 strategic approach to corporate programs - particularly the approach to the CSP outlined in this paper - seeks to deliver on the key GEF-5 goal of strengthening country ownership. It will build further on the processes established in GEF-4 to ensure that GEF programming is more closely tied to the needs and priorities of recipient countries. It also responds to feedback received from the GEF country focal points, including the need for greater coordination among national officers responsible for the GEF from different perspectives, e.g., GEF focal points, convention focal points, ministries of finance, CSOs. This program, particularly the NPFES, is meant to address this concern.

10. An additional benefit of the shift to Secretariat management is that it will bring all country support activities under more cohesive management, rather than being managed by several entities – UNDP, UNOPS, UNEP, and the Secretariat. The activities of the country support program will be integrated into the current work of the Secretariat's External Relations team, which is already engaging in some activities under the CSP and has been coordinating the work under the guidance of the Steering Committee. As discussed in the concluding section, the Secretariat believes it will be able to manage the program for substantially lower cost than the current arrangement in which several entities manage it.

Consolidated management by the Secretariat will facilitate the identification of further efficiency improvements as the Secretariat will be able to leverage its existing staff resources to manage the program. Secretariat management will also aim to ensure that the GEF's visibility at the country level is further enhanced, building greater recognition for the GEF's achievements and further strengthen country ownership over GEF activities.

² This total includes Agency fees of \$830,543.

11. Finally, the shift to Secretariat management will enhance the transparency of management costs for these programs. Under the reformed program, the Secretariat would fund its costs through its administrative budget. This will ensure a clearer separation between administrative/management and program costs.

PROPOSED COMPONENTS OF REFORMED COUNTRY SUPPORT PROGRAM

12. The sections below describe the seven components of the proposed CSP for GEF-5.

National Portfolio Formulation Exercises

13. As agreed by the GEF-5 replenishment Participants, voluntary NPFES are meant to be tools to help interested recipient countries to establish or to strengthen national processes and mechanisms to facilitate GEF programming. The recommendation on voluntary NPFES is an outgrowth of Recommendation 5 of the *Fourth Overall Performance Study of the GEF*, which called for the GEF to “further develop programming at the national level by supporting the creation of GEF national committees and GEF national business plans.”

14. NPFES will be country executed activities. Coordination by national focal points is suggested. The choice of whether a country executes a voluntary NPFES is solely at the discretion of the country government. They will not become a pre-requisite for obtaining GEF grants. It is proposed that the GEF Secretariat provide up to \$30,000 to interested recipient countries to support the costs of these exercises, including holding of necessary meetings, broader consultations, and contracting any necessary consultants or experts. The expected output of the grant would be the production of a National Portfolio Formulation Document (NPFED) which summarizes each country’s programming priorities.

15. Countries should directly approach the GEF Secretariat to initiate the NPFES, but could indicate to the Secretariat that they want to undertake the activity with the support of a GEF Agency.

16. A key objective for the voluntary NPFES is to strengthen country ownership over decisions on GEF resource programming. The expectation is that GEF Agencies will organize their support to countries for preparing and implementing projects and programmatic approaches around the resulting NPFED. Other important objectives for voluntary NPFES include:

- (a) Increased opportunities to align the programming of GEF resources with other relevant strategies and national planning processes and increased responsiveness to country priorities for generating global environmental benefits under the multilateral environmental conventions.
- (b) Identification of projects and programmatic approaches that will use national allocations under the STAR in the three concerned focal areas, as well as other resources available under the GEF focal areas not subject to STAR allocations.
- (c) Bringing together all relevant ministries and representatives of other key stakeholders (e.g. CSOs and the private sector) to provide input on decisions regarding GEF resource programming.
- (d) Building the capacity of GEF focal points to coordinate GEF policy with other ministries and to solicit input from other stakeholders.

- (e) Providing for a more predictable and transparent programming process at the national level, which will provide the GEF Secretariat, the GEF Agencies, and the GEF Council with a clearer understanding of each country's prospective project pipeline during a replenishment period.
- (f) Making the pre-PIF (project identification form) portion of the GEF project cycle more efficient.
- (g) Enhancing the mainstreaming of global environmental concerns into other national planning processes and strategies by raising awareness of global environmental issues and priorities among national decision-makers.

17. Countries will be able to conduct such exercises in a flexible manner, taking into account national institutions, processes, and circumstances. The *GEF-5 Policy Recommendations* and *Programming Document* suggest that recipient countries constitute GEF national steering committees to lead the NPFE process. However, if the country already has an existing process that is similar to a national steering committee, the country can use this process.

18. Because it is important for all entities within the GEF to have a clear conception of what constitutes an NPFE, Annex I sets out application procedures for NPFEs, suggested guidelines and practices, and suggested contents of a National Portfolio Formulation Document (NPFDD).

19. The Secretariat recognizes that many, but not all, countries might request resources to support these exercises. If the National Portfolio Formulation Documents are to serve as a basis around which Agencies organize their support to countries during GEF-5, it will be important for countries to complete them as early as possible, preferably by end-June 2011. As reflected in Table 1 (see page 8), the Secretariat has included \$3 million in the reformed CSP program for NPFE country grants. This will be sufficient to support NPFEs in 100 countries. Countries are free to implement voluntary NPFEs without GEF grant support. The Secretariat estimates that it will be in a position to start disbursement of NPFE grants from end-September 2010.

20. The Secretariat proposes the following measures to facilitate implementation:

- a) The GEF CEO writes to GEF operational focal points by July 31, 2010, advising them of availability of resources for NPFEs and the procedures for applying for support.
- b) Countries interested in receiving such support respond to the GEF CEO indicating so as soon as possible. So as to ensure that countries can plan their portfolios early in the GEF-5 cycle, it would be best for countries to submit NPFE grant request by end-2010.

21. The GEF Secretariat will review final drafts of the NPFDDs and would provide advice back to the recipient country as to whether proposed projects or priorities are eligible for funding during the given replenishment period. In the case that some projects are deemed ineligible, countries would be asked to recommend alternative projects or priorities.

22. The Secretariat recommends that these exercises be evaluated at the end of GEF-5 with the goal of devising best-practice guidelines for the future.

Broad Multi-stakeholder Dialogues

23. These broad multi-stakeholder dialogues will be organized along the lines of the current National Dialogue Initiative, at the request of the GEF Operational Focal Point³. The objective of these Dialogues is to provide targeted and flexible support for country-level multi-stakeholder dialogues so that information and experiences can be shared. This can contribute to action on national GEF matters, such as strategic national priority setting and strengthening of coordination and partnerships.

24. The GEF Secretariat intends to review the report of the Independent Evaluation of the National Dialogue Initiative (2009), especially the lessons learned and recommendations, as part of the planning of the transition to the reformed Country Support Program.

25. As shown in Table 1, the Secretariat recommends a total program budget of \$2 million for these dialogues. This budget is based on an estimate that it will be possible to support an average of 8-10 dialogues each year. The average cost for each, based on GEF-4 costs is \$40,000 per dialogue. ($\$40,000 \times 10 \times \text{four years} = \1.6 million). A \$400,000 contingency has been added to cover inflation costs since 2003.

26. The organizers will need to work in close coordination with the Operational Focal Point's office as well as GEF partner Agencies' country offices. Considering that the GEF Secretariat is based in Washington and has no local presence in countries, the Agencies, particularly UNDP, will be key partners for implementing this activity. These agencies' contacts, country presence, local knowledge, and logistical support will be an essential asset to the organization of each Dialogue, for which they will need to be compensated.

27. Taking into account the development of the NPFE program, the Secretariat will aim to exploit synergies between these two programs. For instance, in those cases where the timing of the National Dialogue allows, countries could choose to use the multi-stakeholder dialogue as a forum to explain and discuss NPFEs or to receive input (from a broader range of representatives of CSOs, local governments, and the private sector) on draft NPFEs.

28. The main details for developing and implementing the Dialogues are set forth in Annex 2.

Extended Constituency Workshops (ECW)

29. The CSP currently includes 8 sub-regional workshops a year that provide an opportunity for focal points to meet with their counterparts from other countries in the region, as well as the GEF Secretariat and other GEF partners. The CSP also includes two constituency meetings a year. In GEF-5, the sub-regional workshops will be replaced by transforming one of the constituency meetings into a GEF expanded constituency-level workshop. These will differ from regular constituency meetings in that the expanded workshops will invite up to four additional representatives per country to attend, in addition to the GEF focal points, who currently attend. In this manner they will serve to keep the GEF national focal points, convention focal points and other key stakeholders, including civil

³ According to the experience, the time commitment required to coordinate a Dialogue from the point of country selection to the event itself varies depending on a number of factors, including the overall capacity of the country, the capacity of the GEF OFP's office, and the number of other events and projects competing for the OFP's attention.

society, abreast of GEF strategies, policies and procedures and to encourage coordination. These meetings will also allow interaction with staff from the GEF Secretariat (including technical staff) and the GEF Agencies to discuss priority issues, review policies and procedures, and share lessons and experiences from the development and implementation of GEF projects and their integration within national policy frameworks.

30. The GEF Secretariat team will work closely with the GEF focal points and other GEF partners in each constituency to develop a suitable agenda that will directly address focal point needs and requests, relying on information that the team will collect on an ongoing basis. There will be financial support for four persons per country. When the number of countries/participants allows, two constituencies may meet together. The expected number of meeting per year will be 17. The travel, accommodation and per diems of participants, as well as all organization expenses, will be covered by the program.

31. As shown in Table 1, the Secretariat recommends allocating \$10 million for this item. The significant increase in cost compared to the current sub-regional workshops (\$2.99 million) reflects several factors. The number of meetings will double from 8 to 17 per year, and six participants per country will be invited. The \$10 million total is based on an approximate cost of \$140,000 per meeting ($18 \times \$140,000 \times 4 \text{ years} = \10.08 million). The budget will also need to cover the costs of organizing and facilitating the workshops.

32. The main details for these workshops are set forth in Annex 3.

Constituency Meetings/ Council Member Support

33. During GEF-4, the practice has been to hold two constituency meetings per year to discuss issues before each Council meeting. Since the extended constituency workshops (above) will replace one constituency meeting in the format of a workshop, Council Member support will be reduced to one constituency meeting per year. These meetings will be organized at the request of the Council Member, who will organize the meeting. Only the focal points of the Constituency's member countries will participate.

34. The purpose of this activity is to enable the Council Members of recipient countries to meet with their constituency partners in order to discuss matters and to define constituency positions for Council meetings. These meetings also provide an opportunity to share information and obtain feedback on issues on the Council's agenda, to review country and constituency coordination issues, to enhance communication and outreach efforts, to decide upon constituency governance issues, such as the order in which countries will assume Council Member and Alternate seats (rotation agreements), and discuss implementation of GEF projects and share lessons learned.

35. During GEF 4, the support provided to Council Members to organize these meeting was US\$ 2,000. In GEF 5, this will be increased to \$3,000 to account for inflation. Table 1 includes a budget of \$3.5 million, which includes the cost of \$3,000 for 19 Council members for four years ($\$57,000 \text{ per year} \times 4 \text{ years} = \$228,000$) as well as the travel cost and per diems for each national focal point to travel to one meeting annually. The travel, accommodation, and per diem expenses will continue to be provided by the program.

36. The main tasks and details for these meetings are set forth in Annex 4.

Direct Support to Operational Focal Points

37. During GEF-4, the GEF provided \$8,000 in financial support per year, per country in order to assist operational focal points to carry out successfully their roles and duties as the responsible person for the operational aspects of GEF activities in each country.⁴ During GEF 5, \$9,000 will be provided to account for inflation and, inter alia, to help OFPs to improve their oversight of projects and to convene follow up meetings of national steering committees. The \$5.5 million line item for this includes \$5.4 million for these costs (\$9,000 x 150 countries x four years) plus a \$100,000 contingency. The total of the activities to be funded with the focal point resources are intended to strengthen country-level coordination and consultation as well as to promote genuine country ownership of GEF-financed activities. The process to access these funds is described in Annex 5.

Knowledge Management

38. The current CSP program designed a Knowledge Facility (KF) website on the basis of needs expressed by GEF focal points. It serves as a constantly accessible resource for the acquisition of knowledge, experience, and best practice targeted to meeting focal point needs. It also facilitates learning by the focal points through exchange, discussion, research, and action. The KF includes discussion forums for focal points, private information exchange among GEF constituencies, and country managed “country pages.”

39. During GEF-5, the GEF Secretariat will further develop the CSP KF tool to address the evolving needs of focal points and to target other stakeholder groups, in particular convention focal points. For instance, the CSP KF website will need to be updated to include content on the Least Developed Countries Fund (LDCF) and Special Climate Change Fund (SCCF). Moreover, the KF website will need to be integrated into the GEF-wide strategy on knowledge management and learning that will be presented to Council in November 2011.

40. The website will be maintained and further developed by the same team that oversees the GEF website. The Secretariat will seek to maximize synergies between the GEF website, CSP KF, and the GEF’s project management information system (PMIS), which the Secretariat has opened for focal point read-only access. The Secretariat will also explore the possibility for merging the KF into the GEF website so that it provides a one-stop shop for country focal points and other national stakeholders. As the Secretariat works with GEF agencies to develop the knowledge management strategy, it will examine whether a position will be needed in the FY12 budget to make sure that the GEF’s websites and information systems are sufficiently well maintained and integrated.

41. Because the KF has already been developed, costs will be substantially lower than in the past. The \$125,000 request includes \$100,000 for further development of the website and \$25,000 for operation and updates.

Familiarization Seminars (FS)

42. These Seminars are currently help to train new country focal points, new GEF Agency officers, and other stakeholders (e.g. recipient country convention focal points) on GEF strategies, policies and procedures. It is proposed that in GEF-5, a GEF Familiarization

⁴ Including the organization and setting up of the National Steering Committees.

Seminar be held once a year in Washington, D.C. These seminars will be a particularly useful forum for educating any new GEF executing entities that may enter the GEF under the reform for broadening the GEF partnership. A total budget of \$1.875 million would cover four meetings during GEF-5, at a cost of about \$469,000 each. This is in line with costs during GEF-4. The main details on the organization of these seminars can be found in Annex 6.

INSTITUTIONAL ARRANGEMENTS

43. To ensure adequate operational arrangements, the GEF Secretariat will need support from the relevant units of the World Bank. GEF agencies with presence in the countries will be important partners in implementing portions of the reformed CSP. The GEF Secretariat will need to contract with GEF Agencies for support.

ESTIMATED PROGRAMMING BUDGET

44. The CSP will be a GEF Secretariat executed activity. Therefore, the Council is requested to approve the following resources against the different programming items for the GEF-5 period (FY11-FY14), for a total of \$26 million.

Table 1: Program Budget Resources for Country Support Program (FY11-14)

No	Program Activity	GEF-5 Resource Request US\$ million	NDI & CSP Allocations (2003-2010) ¹ US\$ million
1.	National Portfolio Formulation Exercise (NPFES)	3,000,000	N.A.
2.	Broad Multi-stakeholder Dialogue	2,000,000	5,774,900 ²
3	Constituency Workshops	10,000,000	3199,355 ³
4	Constituency Meetings	3,500,000	2,824,849 ⁴
5	Direct Support to Operational Focal Points	5,500,000	4,382,796 ⁵
6	Knowledge Management	125,000	1,149,200 ⁶
7	Familiarization Seminars	1,875,000	1,128,402 ⁷
8	CSP Support Unit staff costs ⁸	N.A.	1,007,701
	Total	26,000,000	19,467,203

1. UNOPS fees are included in all line items, where applicable (for 1 – 8). GEF IA Fees are included in line items for the CSP items in lines 3-7 and CSP support unit staff costs.
2. Total allocation of GEF resources to NDI, including cost of NDI project coordination unit staff costs. GEF Secretariat, World Bank, UNDP, and UNEP staff travel to National Dialogues (and 8 sub-regional consultations in 2006). The cost of these consultations was \$735,177, which comprised 12.7% of the total NDI budget.
3. Costs of sub-regional workshops - \$2.83 million for workshops and \$162,000 for targeted capacity building (respectively outcome 5 and 6 of CSP);
4. Represents budget for focal point travel to constituency meetings.
5. Had been \$8,000 per focal point, each year for four years, for 128 countries.
6. Represents total CSP budget for knowledge management activities – outcomes 2, 3, and 4 for UNDP portion of CSP.
7. Represents \$120,000 allocated to UNEP under CSP for focal point participation in familiarization seminars plus \$1,000,000 approved by GEF Council in 2009 for the Secretariat convened for Familiarization Seminars.

ESTIMATED ADMINISTRATIVE COSTS AND COMPARISON WITH CURRENT CSP/NDI

45. The Secretariat estimates that it will cost approximately \$4.45 million to manage the reformed CSP during GEF-5. (See Table 2 for an analysis of these costs.)

46. If the reformed CSP were to be managed as before, the GEF Secretariat estimates that total administrative costs for a \$26 million program could come to around \$7.2 million. This can be broken out as \$1.7 million in agency fees, and \$5.5 million as management costs, as follows.

- It is reasonable to assume that GEF Agencies would require an agency fee. If this was set at 6.5% (e.g. the same level as the 2006 CSP grant), this would total \$1.69 million.
- There would be project management costs on top of this. Based on experience the NDI and CSP grants to date, the Secretariat estimates that management costs would amount to 21% of the total grant, or \$5.5 million. (See Table 3 below and paragraph 48 for background.)

47. As a result, the Secretariat's conclusion is that GEF Secretariat execution of the reformed CSP will not have negative cost implications.

BACKGROUND ON ESTIMATED ADMINISTRATIVE COSTS

48. As shown in Table 2, the Secretariat has constructed an initial staffing plan and estimated budget for the reformed CSP. This includes the two staff positions requested in the FY 11 contingent budget (presented to Council in May): a senior country relations officer/program manager and an administrative assistant. Fifty per-cent of the time of the financial manager to be hired for direct access activities (NPFES and convention reports) is also included. The Secretariat has also included resources needed to contract with interested agencies (e.g. current GEF IAs or EAs, UNOPS, or national agencies and institutions) for support in implementing the CSP on the ground.

49. If authorized by Council, the Secretariat will begin discussions with UNDP on transitioning the current NDI and CSP activities to a reformed, Secretariat-led CSP, with transition starting in January 2011. In coming months, based on discussions with UNDP, the Secretariat will finalize its assessment of the administrative resource needs for managing the CSP and include this in the FY11-14 business plan, to be presented to Council in November 2010.

Table 2: Estimated Administrative Costs of Reformed CSP

Initial Four Year Administrative Cost Estimate	FY2011 US\$ m	FY2012 US\$ m	FY2013 US\$ m	FY2014 US\$ m	FY11 - 14 Total
<u>Staff Salaries and Benefits:</u>					
Senior Country Relations Officer (GG) *	\$203,000	\$209,090	\$215,363	\$221,824	\$849,276
Support staff for Sr. Officer (GD)*	\$87,000	\$89,610	\$92,298	\$95,067	\$363,976
Finance Manager (GF) * ¹	\$75,000	\$77,250	\$159,135	\$163,909	\$475,294
Country Relations Officer (GF)		\$154,500	\$159,135	\$163,909	\$477,544
Country Relations Office (GF)			\$159,135	\$163,909	\$491,870
<u>Secretariat Travel: *</u>	\$100,000	\$103,000	\$106,090	\$109,273	\$418,363
-					
<u>General Operations Costs: *</u>					
Space, computers, phone, etc. ²	\$102,440	\$147,718	\$217,357	\$223,878	\$691,394
Costs for NPFE Grant Disbursement ³	\$100,000				\$100,000
<u>Contracts</u>					\$0
Contracts for country support ⁴	\$100,000	\$154,500	\$159,135	\$163,909	\$577,544
Total	\$767,440	\$935,668	\$1,267,648	\$1,305,678	\$4,445,261

* FY11 costs for these items included in contingent budget contained in FY11 contingent budget request.

1. FY11 and FY12, 50% split with OBS team. After FY2013, will need two staff, with one full time for CSP.
2. Equals number of staff x 19.7 x 2080 in 2011. Increase by 3% inflation thereafter.
3. Costs associated with NPFE grant disbursements are estimated at \$100,000 and expected only for FY11.
4. Est. at approx. 5% of one-fourth of \$12 mn allocated for stakeholder dialogue and constituency workshops.

50. The Secretariat derived its estimate of management costs of the NDI and CSP programs implemented to date by examining the budgets for both grants, as approved by Council. The table below summarizes the total grant amounts (excluding IA fees) and management costs built into the grants. The total grant amount for both programs comes to \$17.7 million. Total management costs (excluding IA fees) comes to \$3.7 million, or 21% of the grant amount. The combination of the IA fees (\$830 thousand) and management costs comes to \$4.5 million.

**Table 3 Total Allocations and Management Costs for NDI and CSP
(2003-2011)**

NDI and CSP Grants and Management Costs	
A. GEF Grants for NDI and CSP (excluding fees); of which:	\$17,639,779
i. NDI Grant	\$5,774,877
ii. CSP Total Allocation	\$11,864,902
B. Total Management & Support Costs; of which:	\$3,705,567
i. NDI and CSP staff costs	\$1,992,000
ii. Total UNOPS Fees (NDI and CSP)	\$695,317
iii. Equipment	\$115,000
iv. NDI and CSP staff & consultant travel	\$716,250
v. Country Office Support (for NDI)	\$122,000
vi. Total M&E Costs	\$65,000
C. Management & Support Costs/Total NDI & CSP Grants	21.0%

ANNEX 1

NPFES: SUGGESTED PRACTICES AND APPLICATION PROCEDURES

All recipient countries will have access to up to \$30,000 in GEF resources to undertake, on a voluntary basis, GEF National Portfolio Formulation Exercises. These portfolio formulation exercises will serve as a priority setting tool for the countries throughout a replenishment period. They are also meant to provide guidance to the GEF Agencies of how to align their support to countries for the preparation and implementation of projects. They are to indicate programming directions to be undertaken by countries and should also help to develop better regional programs/projects based on national priorities. Portfolio formulation exercises will not be a pre-requisite for obtaining GEF grants. These exercises should emphasize transparency and inclusiveness of national stakeholders, including civil society organizations and private sector representatives.

1. Objective

To enable countries to conduct a broad consultation process, including government ministries involved in national GEF policy and programming, to set priorities for GEF resource programming during a replenishment period.

2. Output

A National Portfolio Formulation Document (NPDF) that identifies and describes a country's strategic priorities under each of the GEF focal areas, plus an indicative list of projects that will be developed to achieve a country's objectives for generating global environmental priorities.

3. Suggested Practices for NPFES

- a) GEF evaluations have shown that recipient governments have benefited from the creation of national steering committees to set programming priorities and to review project proposals prior to submittal. This is suggested as a practice for conducting NPFES.
- b) The GEF operational focal point (OFP) may convene the members of the national steering committees and chair its meetings.
- c) To enhance inter-agency coordination and input, it is best for steering committees to include the membership of all government agencies involved in decisions on GEF programming (including ministries of finance, foreign affairs, environment, natural resources, energy and agriculture) and at least one representative each for national CSOs and the private sector.
- d) If requested by the OFP, GEF Secretariat staff could be available to assist with the facilitation of the NPFES. Such assistance could include providing information on GEF focal area strategies and eligible areas for GEF support, advising on the establishment of the steering committees, including possible members, and recommending advisors to help set priorities.

- e) Steering committees should consult with GEF Agencies while NPFEs are being conducted, particularly those with national presence, as necessary. If requested, GEF Agencies can assist the steering committees in providing advice in terms of programming priorities and providing information on what assistance the agencies could provide for possible priority projects.
- f) Suggested contents of a National Portfolio Formulation Document (NPF) are listed in section 5. The NPFs should identify candidate projects or programmatic approaches for the use of national allocations under the STAR and other funding available from GEF and, as appropriate. They may also indicate preferences for the GEF Agencies through which GEF assistance will be requested.
- g) Priorities for global environmental benefits should reflect national priorities as identified in other strategies and plans under the relevant multilateral environmental conventions and align with priorities in other national plans and strategies, such as national development strategies.
- h) NPFs can also indicate priorities for regional environmental issues and possible regional programmatic approaches for which the country might request GEF resources.
- i) It is recommended that steering committees hold at least one consultation with a broader set of non-governmental stakeholders at which a draft NPF would be discussed, so any input can be taken into consideration before the draft document is finalized. To improve the quality of input, draft NPFs should be publicly released prior to such consultations.

4. NPF Application Procedures

- a) The GEF CEO will write to GEF operational focal points to advise them of availability of resources for NPFs and the procedures for applying for support.
- b) Countries will then submit a **GEF National Portfolio Formulation Exercise (NPF) Grant Application** to the GEF Secretariat as soon as possible (Template included in GEF/C.38/6)
- c) Countries may consult with GEF Secretariat EXT staff members on how to complete the grant application. The application should describe the activities to be supported and the cost for each.
- d) The GEF Secretariat will process the grant application according to GEF Council approved procedures and World Bank rules.
- e) After the GEF CEO approves the grant, a grant letter will be signed by the country and the CEO, after which the grant will be disbursed in one tranche.
- f) The recipient country would submit a National Portfolio Formulation Document to the GEF Secretariat for review, prior to the Secretariat posting it on its website. The Secretariat's review of the framework document would be to determine whether the identified projects are consistent with the GEF's mandate and GEF-5 policies and strategies.

- g) If further improvements or amendments are necessary, the GEF Secretariat will provide comments and guidance to the operational focal point with suggested improvements.
- h) The OFP may consult with its steering committee members or other stakeholders, as necessary, to bring the project recommendations into alignment with GEF-5 policies and strategies, and resubmit the document. The GEF Secretariat will post final National Portfolio Formulation Documents on its website. (Posting of the document on the GEF website would constitute endorsement/approval.)
- i) It will be possible for countries to submit PIF requests to the GEF while the NPFE is being conducted and prior to NPFD finalization.
- j) To ensure that the NPFD has an impact in terms of setting directions for the Agencies, it is suggested that NPFDs be submitted within six months of disbursement of the grant.

5. Suggested Contents of an National Portfolio Formulation Document (NPFD)

The Secretariat suggests that each country's NPFD could contain the following. Countries will have flexibility in terms of how this information is presented. For example, sections (c) and (d) could be covered in one section. It is recommended that an NPFE be about five pages, but generally no longer than **ten** pages.

a) Description of the National Steering Committee.

The country should describe the national steering committee, or similar body/ process that drafted or facilitated the drafting of the NPFD. This would include the following:

- Members of the national steering committee, including names and affiliation/organization.
- Number of times, and preferably dates, of meetings.

b) Description of broader consultations

The Report would also include a description of consultations that the operational focal point or the national steering committee held beyond those held with members of the steering committee, or similar process.

- Consultations with GEF Agencies;
- Public consultations held as part of the NPFE process.

c) Brief description of country's global environmental challenges in different sectors.

Drawing on previously drafted national or regional strategies, plans, and other documents, including those under the conventions (e.g. National Biodiversity Strategies and Action Plans, UNFCCC National Communications, Stockholm Convention National Implementation Plans) or those of GEF Agencies (e.g. World Bank country assistance strategies, etc.), this section would discuss the priority global environmental issues that

the country is confronting. In particular, this section should focus on issues within the three focal areas included in the STAR:

- climate change (mitigation);
- biodiversity; and
- land degradation, primarily desertification and deforestation.

In addition countries could also briefly discuss priorities in other Focal Areas and themes funded by the GEF

- persistent organic pollutants (as outlined in the country's NIP);
- international waters;
- ozone depleting substances (if relevant);
- sound chemicals management; and
- climate change adaptation (e.g. under LDCF/SCCF)

d) STAR Allocation and Priority Projects.

The NPDF should clearly note the level of indicative STAR allocation for the country for each of the three focal areas under the STAR. It should also note whether:

- The country qualifies for complete flexibility in using funds across focal areas (e.g. under the agreed threshold); or
- The country qualifies for the scheme of limited flexibility. (Please refer to Council document GEF/C.38/9 (*GEF-5 Operational Procedures for the System for Transparent Allocation of Resources (STAR)*)).

The report should also contain a clear list of priority projects and/or programmatic approaches, eligible under the GEF-5 focal area strategies, for which the country intends to seek support in GEF-5. This should include indicative amounts for each project.

- The Report can also list preferred GEF Agencies that the country intends to approach for assistance with project preparation and implementation.
- Priority projects under the theme of sustainable forest management/REDD+ would also be listed here.

e) Priority Projects in Focal Areas/Themes Outside the STAR

The Report can list priority projects, eligible under the GEF-5 focal area strategies, for which the country would seek support in focal areas/themes outside the STAR – international waters, POPs, ODS, sound chemicals management, and climate change adaptation under LDCF/SCCF. This could be linked to the discussion under item (c).

f) Priority Areas for Regional Collaboration

The document can also highlight pressing global and regional environmental problems on which regional and sub-regional level cooperation will be necessary to properly address. The document can indicate new or existing regional initiatives for which the country's government would favor GEF support.

ANNEX 2:
DETAILS ON ORGANIZATION OF BROAD, MULTI-STAKEHOLDER DIALOGUES

Dialogue Preparations:

- a) When a country requests a Dialogue, it will seek the assistance and advice of the GEF Secretariat (even before the country is selected to host a Dialogue), to gain a better understanding of the global purpose and objectives and to be informed about the kinds of support available to organize and hold a Dialogue.
- b) For a full briefing on the Dialogue process, the office of the country's operational focal point (OFP) and the GEF Secretariat will identify the relevant national partners. Focal points will chair an initial planning teleconference with national level partners to define a Dialogue work plan based on the *Guide to Conducting a GEF National Dialogue*. The purpose of the teleconference will be to answer key questions that countries need to address at this preliminary planning stage, including:
 - ✓ Dialogue Objectives: reasons to hold the Dialogue.
 - ✓ Dialogue Expected Results: expected achievements through the Dialogue
 - ✓ Dialogue Participants: people / institutions to be invited to participate in the Dialogue.
 - ✓ Dialogue Organizers: roles and responsibilities of the GEF OFP's office, GEF Secretariat and, if necessary, GEF Agency country offices in organizing a Dialogue.
- c) Assist, as necessary, the OFP to prepare draft agenda and to share it and discuss it with a wide variety of partners at national and international level.
- d) Assist OFP as necessary to discuss and agree upon list of participants with relevant national partners to meet the Dialogue objectives and support multi-stakeholder public participation as mandated by the GEF.
- e) Assist OFP to ensure proper preparation and submission of a draft Dialogue budget; review and revise accordingly to ensure that all important categories of expenses are adequately and cost-effectively budgeted for.
- f) Agree upon and secure a Dialogue venue (based on government commitment), ensuring adequate space for plenary and working group sessions and ensuring accessibility for participants. This includes assisting the OFP's office to develop the terms of reference and methodology for working groups.
- g) Develop specified criteria for and support identification of national resource persons to facilitate working groups, chair sessions, deliver presentations, and provide expert knowledge as necessary.
- h) Prepare briefing and guidance materials for national level speakers, chairpersons, presenters, facilitators, and rapporteurs,⁵ as well as oversee the translation of all materials, as applicable.

⁵ This includes oversight of the preparation, review and finalization of Dialogue materials to be presented by both international and national participants to ensure substantive accuracy, and consistency in message, language and approach in line with Dialogue objectives and target audience.

- i) Prepare Dialogue evaluation questionnaires for distribution to participants to provide feedback to Dialogue organizers and to monitor NDI implementation.
- j) Coordinate with the OFP's office optional project site visits, liaising with GEF Agency country offices, ensuring logistical arrangements and distribution of informational materials in advance and coordinating with local project staff to prepare site visit agendas.
- k) Assist in hotel booking and other logistical requirements as necessary (visa, airport pick-up for high risk security locations).
- l) Raise budget requisition with the SAP resource person and confirm the disbursement of Dialogue funds to the OFP through the Bank's Country office based on an agreed budget; manage and monitor these funds in line with the Bank's rules and regulations.

Actions During the Dialogue

- a) Manage the overall process of the Dialogue, including liaising with the government counterparts, and local GEF Agency country offices and local vendors as necessary.
- b) Organize and chair final planning meeting a day before the Dialogue with national and international level organizers and resource persons.
- c) Coordinate preparatory in-country meetings between national and international resource persons as needed, for example, for shared facilitation of sessions
- d) Assist national officers who are chairing and facilitating Dialogue sessions as necessary.
- e) Design and deliver presentations as required by Dialogue agenda.
- f) Act as a resource person in plenary and working sessions and help respond to queries.
- g) Help facilitate working groups and optional project site visits.

Dialogue Follow-up:

- a) Upon conclusion of Dialogue, discuss and agree on follow up activities with OFP and GEF Agencies, based on Dialogue recommendations.
- b) Follow-up with country on the preparations of Dialogue summary reports, review reports in cooperation with all partners, translate reports as necessary.
- c) Prepare and distribute evaluation synthesis based on completed questionnaires.
- d) Review and close out accounts on Dialogue budget.
- e) Prepare Dialogue summary on CSP Knowledge Facility for public viewing, including posting of all relevant dialogue materials of interest to partners and stakeholders.
- f) Codify and share lessons learned from Dialogues, for example on successful consultation processes, specific follow up measures taken, and outcomes achieved by countries.

ANNEX 3
DETAILS ON ORGANIZATION OF EXPANDED CONSTITUENCY WORKSHOPS

ECW Preparations

- a) The organization of an ECW will rely more heavily on the GEF Secretariat team than the Dialogues and regular constituency meetings will. For each ECW, a survey will be prepared and distributed to elicit feedback from national GEF focal points on the proposed content of a workshop.⁶
- b) About three months in advance, the GEF Secretariat will contact the GEF focal points of the respective constituency to determine the date and venue of the ECW, as well as to develop the preliminary agenda. Afterwards, the draft agenda will be circulated to national GEF Focal Points for review and comments.
- c) A venue will need to be identified and secured. This includes identifying possible venues, exploring other options, and comparing costs with authorized DSA and/or estimated expenses. The GEF Secretariat will negotiate rates with hotels to accommodate CSP budget limitations and World Bank rules.⁷ The Secretariat will sign a contract or agreement with the Hotel.
- d) Liaise/coordinate closely with Hotel with regards to logistical requirements of the Workshop: number of break-out rooms, rooming list vis-à-vis arrival and departure of participants, meals, timing of lunch and coffee breaks, cocktails, and other activities.
- e) Ensure down payment for the hotel and other required services. In close coordination with the Bank's travel agency, the Secretariat will facilitate travel and financial authorizations of the GEF and convention focal points and the CSO/NGO participants. The travel agency should check visa requirements of the hosting country and whether security clearance prior to travel is required by the WB/UN Security office. The Secretariat will assist GEF and convention focal points and CSO participants who may require a visa support letter and troubleshoot complex visa issues as required. Monitor and record all authorizations made.

⁶ The survey will include questions on core and additional thematic sessions, willingness to prepare and deliver specific presentations, working group themes, project site visits, and general comments.

⁷ In so doing, it will be necessary to prepare spreadsheet on cost comparison/cost estimate for 3 or 5 (depending on the total cost of the meeting, as per the Bank's regulations) different venues/ location in the respective region, taking into account airfare, DSA and other workshop costs. Additionally, political and logistical considerations should be taken into account before taking a final decision.

- f) Inform all the GEF Agencies' resident/country representatives (as appropriate) in the country selected to host the ECW that an ECW is being held and seek their support as necessary. Prepare and send email announcement/ invitation to the GEF and convention focal points and CSO/NGO participants. Similarly, solicit and confirm the participation of GEF Evaluation Office (EO) and Agency representatives as resource persons. Maintain and update daily, the list of participants who confirm. Follow-up individually with focal points.
- g) Propose and confirm presentations on selected topics by GEF and Convention focal points and CSO/NGO participants, based on interest expressed by focal points in survey questionnaires, specific relevant country experiences described by countries through National Dialogues and the CSP Knowledge facility exchanges. Similarly, propose, confirm, and review presentations on selected topics by GEF EO and Agencies.
- h) Prepare CSP presentations as called for by agenda, e.g., on national coordination mechanisms and experiences, examples of mainstreaming global environmental issues at national level, tools and resources available to focal points, roles and responsibilities of focal points, coordination mechanisms with convention focal points and CSOs/NGOs as well as demonstrations of the CSP Knowledge Facility.
- i) Make special arrangements for sessions as needed, e.g., country consultation sessions lead by GEF EO, thematic topics/sessions such as on programmatic approaches, focal area specific sessions, public participation, and the Small Grants Programme.
- j) Coordinate translation of all correspondence and guidance and presentation materials as appropriate. Make arrangements for simultaneous interpretation if needed, including: identification of three to five local vendors, request quotes, select vendor and negotiate contract.
- k) Coordinate arrangements for project site visits (where relevant) with national partners. Identify suitable sites in accordance with ECW objectives, develop site visit agendas with local partners, prepare budgets, and negotiate with local vendors, as necessary, such as bus rental companies and restaurants.
- l) Organize and chair Inter-Agency teleconference to review agenda, presentations, and discuss and agree upon roles and responsibilities in general for the ECW.
- m) Select, invite, and confirm chairs, vice-chairs, and rapporteurs for each ECW session. Prepare and circulate guidelines for these roles as necessary.

Activities During the ECW

- a) Call and chair final planning meeting, before the start of ECW, to provide briefing on final agenda, list of participants, presentations, and other details.
- b) Brief and support chairs, vice-chairs, rapporteurs, facilitators, and presenters as necessary to ensure smooth flow of ECW and active plenary and working group participation.
- c) Keep records of any changes and special or follow-up issues that emerge in the ECW to supplement rapporteur notes.
- d) Arrive 2 days earlier to prepare the room-venue, reproduction of materials, prepare and distribute workshop folders, finalize hotel arrangements. Print and prepare all name tags. Set up name/country tents and/or seating arrangement.
- e) Check that all technical equipment is in good working condition. Registration and publications are set up.
- f) Organize the bilateral consultations and working groups and identify and set up assigned rooms accordingly.
- g) Ensure financial accuracy in billing throughout the Workshop and keep official records. Provide the DSA to those participants that did not receive electronic transfer of funds.
- h) Ensure that evaluation forms, as well as any additional surveys (e.g. from GEF EO or on CSP Knowledge Facility) are completed by participants and collected at the end of the Workshop.

ECW follow-up

- a) Prepare ECW summary report based on rapporteur notes, presentations, and other records, highlighting any key conclusions and recommendations by countries as well as follow-up actions identified and commitments made.
- b) Finalize, translate and circulate ECW report and evaluation.
- c) Collaborate in providing follow-up on specific issues raised in ECW.

ANNEX 4
DETAILS ON ORGANIZATION OF CONSTITUENCY MEETINGS

Constituency Meeting Preparation

- a) The organization of constituency meetings will rely more heavily on the efforts of GEF Council Members than Extended Constituency Workshops will. (Generally, the GEF Secretariat will expect that about 70% of constituency members will attend in order for GEF Secretariat staff to attend.)
- b) For each ECW, a survey will be prepared and distributed to elicit feedback from national GEF focal points on the proposed content of a workshop.
- c) In consultation with the constituency countries, the involved Focal Points agree on mutually convenient dates/venue and a draft Agenda. The Agenda could be circulated within the constituency to solicit focal point recommendations.
- d) The Council Member will communicate the date, venue, and agenda to the GEF CEO.
- e) Council Members can request up to \$3,000 to cover the costs of holding constituency meetings such as the meeting room, food, meeting supplies and equipment. A grant agreement is signed between the GEF and the Council Member based on a budget.
- f) The GEF Secretariat will facilitate travel / financial authorizations of GEF Focal Points. The travel agency should check the visa requirements of hosting country and whether security clearance prior to travel is required by WB/UN Security office. Monitor and record all authorizations made.
- g) Provide the DSA to participants.
- h) Prepare presentations as called for by agenda.

Holding the Constituency Meeting

- a) Deliver presentations, respond questions and comments and attend bilateral consultations as requested.

After the Constituency Meeting

- a) Request that the host country submit substantive and financial reports within two weeks of the meeting. All relevant documentation supporting the expenses (receipts) are to be submitted.

ANNEX 5
PROCEDURES FOR ACCESSING SUPPORT TO OPERATIONAL FOCAL POINTS

The process to access these funds is described as follows:

- a) Each participating recipient country will receive a legal document from the GEF Secretariat that will describe the purpose, rules, commitments and obligations of the parties. The operational focal point will be required to sign this document and indicate a government bank account to which the funds will be transferred. This agreement will serve as the basis for receipt of funds under the Country Support Program.
- b) Once the legal document is countersigned, the operational focal point or his designee will be required to submit a draft work plan for the coming year. The work plan should outline the set of activities that the country proposes to carry out, based on the achievements reached by the country on the previous year⁸.
- c) Upon approval of the annual work plan, the GEF Secretariat will proceed to disburse the funds to the account designated in the legal document as per a) above. Normally, disbursements will not be made more frequently than every twelve months.
- d) To facilitate monitoring and evaluation, focal points from each participating country are required to submit a financial and a substantive report to the Secretariat at the end of the year. These reports will form a useful part of the project review process at the end of the first-year.
 - i. Annual financial reports will provide information on how the funds were spent.
 - ii. Annual substantive reports will provide information on the specific activities undertaken under the agreed work plan, including results, problems encountered, and lessons learned.
- e) Once both reports are approved, the country could prepare a new annual work plan for receiving new funds for the coming year⁹.

⁸ Applicable if the country previously developed a work plan under the CSP – Component I during GEF-4.

⁹ The year commences from the time that any country receives the disbursement, meaning that new requests may be submitted only after the 12 months are up.

ANNEX 6

DETAILS ON ORGANIZATION OF FAMILIARIZATION SEMINARS

The tasks to develop and implement familiarization seminars can be grouped into two categories: (i) preparation; and (ii) holding the familiarization seminar.

Familiarization Seminar Preparation

- a) About two months in advance of the targeted date, the GEF Secretariat will prepare an agenda covering the strategies, policies and procedures approved by the Council. Staff from the GEF Secretariat and GEF EO will be assigned to participate as resource persons.
- b) The GEF Secretariat will send an invitation to all the Agencies as well as selected new GEF focal points, taking into consideration regional balance. The GEF will arrange for their travel, etc.
- c) The Secretariat will identify and secure a venue: book the necessary rooms well in advance and secure that required in-cost services have been arranged.
- d) Confirm presenters from the GEF Secretariat and prepare presentations on agenda topics.

Holding the Familiarization Seminar

- a) Check that all technical equipment is in good working condition. Test microphones, LCDs, lights, wireless or cable connection, simultaneous interpretation equipment, etc. Plug in all workshop presentations on the laptop.
- b) Prepare the room-venue, registration, reproduction of materials, prepare and distribute folders, finalize logistic arrangements (room set up, meals, technical equipment). Print and prepare all name tags.
- c) Ensure that evaluation forms are completed by participants and collected at the end of the Seminar.