



Global Environment Facility

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STATUS ON THE GEF COUNTRY DIALOGUE WORKSHOPS (CDW) PROGRAM

Status on the GEF Country Dialogue Workshops (CDW) Program

1 The GEF's Country Dialogue Workshops (CDW) are designed to develop country capacity and promote awareness-building by means of direct dialogue with countries on the GEF and on national priorities for GEF assistance through targeted, participatory workshops.

2 The main objective of the workshops is to facilitate group dialogues amongst and between the workshop participants and the GEF including its Implementing Agencies, the Convention Secretariats, and STAP. The workshops effectively allow the GEF to:

- (a) inform a broad national audience about the GEF, including its mission, strategy, policies, and procedures;
- (b) facilitate national stakeholders' inputs to and information sharing on the country's priorities for GEF financed activities to ensure that the country's needs and national priorities are fully reflected in GEF assistance; and
- (c) provide practical information on how to access GEF resources and how to propose, prepare, and implement GEF financed activities, including dissemination of information on good practices and lessons learned.

3 The CDW Program is overseen by a steering committee that consists of representatives from the Implementing Agencies and the GEF Secretariat. The workshops are organized by UNDP-GEF on behalf of the GEF partners, in full consultation with participant countries.

4 The CDW Program is designed to organize dialogues in about 50 national and regional workshops over the next three years. It is expected that in 2000, more than 35 countries will be engaged in such dialogue through 15 national and three regional workshops.

5 As of April 2000, 90 countries have offered to host workshops under the program. These offers are evaluated by the CDW steering committee using the following criteria:

- (a) Convention ratification,
- (b) no previous GEF awareness workshops,
- (c) cost effectiveness,
- (d) lack of strong GEF portfolio/pipeline,
- (e) significance of concerns in one or more focal areas, and
- (f) submission of biological diversity national reports or climate change national communications.

6. Fifteen workshops have been agreed to take place in 2000 by the following governments :

- (1) Algeria,
- (2) Caribbean sub-region¹,
- (3) Cuba,
- (4) Egypt,
- (5) Malawi,
- (6) Nigeria,
- (7) Organization of Eastern Caribbean States/Caribbean²,
- (8) Pacific Islands³,
- (9) Philippines,
- (10) Russian Federation,
- (11) South Africa
- (12) Sri Lanka,
- (13) Tanzania,
- (14) Uzbekistan, and
- (15) Vietnam

A workshop schedule for those governments who have officially confirmed dates in 2000 (as of 1 May 2000) is attached as **Annex 1**. Similarly, a schedule for 2001 will be identified by the CDW steering committee during the latter part of 2000, in consultation with other countries that have offered to host workshops.

7. The first workshops were held in Johannesburg, South Africa, from April 4 to 7, 2000 and in Vietnam from 25-29 April 2000. The South Africa workshop agenda is attached as **Annex 2**. More than 90 stakeholders participated in the South Africa workshop and more than 110 stakeholders participated in the Vietnam workshop. Participants for both workshops represented a wide range of stakeholders, including government representatives, non-governmental organizations, communities, academic institutions, scientific and donor organizations, private sector as well as resource persons from the GEF Secretariat and its three Implementing Agencies. The results of workshop evaluations reviewed by the program for both of these workshops were quite encouraging and indicated that this broad range of participants felt that the workshop met or exceeded the objective stated in paragraph 2 above.

8. Each workshop will be hosted by the country and organized by the GEF operational focal point based on guidance documents, *Workshop Facilitation Materials* and reference materials prepared especially for the CDW Program. A *Guide to*

¹ Guyana, Jamaica, and Trinidad and Tobago will be invited to this workshop.

² All member states of the Organization of Eastern Caribbean States will be invited to this regional workshop hosted by Dominica.

³ Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Niue, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu will be invited to this workshop.

Conducting a National Global Environment facility (GEF) Country Dialogue Workshop is attached as **Annex 3**.

9. The *Workshop Facilitation Materials* address:

- (a) GEF Awareness Briefing Session
- (b) Country Dialogue Workshop Session
- (c) Project Development Session
- (d) Science and Technology Advisory Panel (STAP) Session
- (e) Role of the Private Sector Session
- (f) Small Grants Programme Session

Materials for each of these sessions have been prepared in English and are currently being translated into other languages.

10. The *Workshop Facilitation Materials*, resource materials and *Guide* can be obtained from the CDW website: www.undp.org/gef/workshop/main.htm. Additional information such as program overview, dates for upcoming workshops, and workshop reports prepared by the GEF operational focal point are available through this website. The CDW website will be continuously updated with new materials.

ANNEX 1

Countries Selected through a Prioritization Process by the GEF CDW Inter-Agency Steering Committee Who have Confirmed Workshop Dates (as of April 20, 2000)

	Country	Confirmed Dates	GEF Operational Focal Point
1.	South Africa	4 to 9 April 2000 <i>(conducted)</i>	Dr. C. Olver Director-General Department of Environmental Affairs and Tourism Pretoria, South Africa Tel. (27 12) 310 3828 Fax (27 12) 322 3588
2.	Vietnam	25 to 28 April 2000 <i>(conducted)</i>	Dr. Nguyen Dac Hy Vietnam National Environment Agency 39 Tran Hung Dao. Hanoi, Vietnam Tel. (84 4) 824 25 11 Fax (84 4) 825 15 18
3.	Uzbekistan	6 to 9 June 2000	Ms. Tatyana Ososkova Centre of Environmental Pollution Monitoring 72 Makhsumova str. Tashkent 700052 Tel./Fax (998 71) 133 6117
4.	Egypt	26 to 29 June 2000	Dr. Ibrahim Abd El Gelil Chief Executive Officer Egyptian Environmental Affairs Agency Cabinet of Ministers Maadi/Cairo Tel. (202) 578 4840 Fax (202) 578 4847

- | | | | |
|----|------------------------------------|----------------------------|--|
| 5. | Nigeria | 18 to 21 July 2000 | Ms. Anne Ete-Ita
Federal Ministry of the Environment
Office of the Honourable Minister of
State
Federal Secretariat, Shehu Shagari
Way
P.M.B. 468 Garki, Abuja
Tel. (234 9) 523 4014
Fax (234 9) 523 4014 / 234 2807 |
| 6. | Algeria | 25-28 July 2000 | Mr. Taous Ferroushi
Deputy Director
Ministry of Foreign Affairs
6 Rue Ibn Batran
El-Mouradia, Algiers
Algeria
Tel. No. (213 2) 692 525 |
| 7. | OECS countries
of the Caribbean | 8 to 11 August
2000 | |
| 8. | Philippines | 22 to 25 August
2000 | Mr. Mario S. Rono
Undersecretary for Environment and
Natural Resources
Diliman, Quezon City
Philippines
Tel. No. (63 2) 929 6252 / 929 6626
Fax No. (63-2) 927 6755 / 928 0970 |
| 9. | Russian Federation | 19 to 22 September
2000 | Mr. A.M. Amirkhanov
Deputy Chairman
State Committee of the Russian
Federation
on Environmental Protection
Moscow
Russian Federation |

10. Malawi 3 to 6 October 2000 Mr. R. P. Kabwaza
Director, Environmental Affairs
Department
Lingadzi House
Private Bag 394
Lilongwe 3, Malawi
Fax No. (265) 783 379
11. Sri Lanka 7 to 10 November
2000 Mr. Thosapala Hewage
Director for Planning
Ministry of Forestry and
Environment
6th floor, Unity Plaza
Colombo 04
Sri Lanka
Tel. No. (94 1) 594 766
Fax No. (94 1) 502 566

SOUTH AFRICAN GEF COUNTRY DIALOGUE WORKSHOP
4 – 7 APRIL 2000
HOLIDAY INN GARDEN COURT, JOHANNESBURG INTERNATIONAL
AIRPORT

TUESDAY, 4 APRIL 2000			
TIME	ITEM	SPEAKER	CHAIRPERSON
08.00 – 09.00	Registration		
09.00 – 09.20	Opening Address	Minister M.V.Moosa Minister of Environmental Affairs and Tourism	Dr Crispian Olver Director-General: DEA&T
09.20 – 09.35	GEF video “Keeping the Promise”		
09:35 – 09:45	Workshop Overview	Stephen Gold, CDW Programme Coordinator	
	GEF AWARENESS BRIEFING OBJECTIVE To inform delegates about GEF – its mission, strategy, policies and procedures.		Stephen Gold, CDW Programme Coordinator
09.45 – 10.45	<input type="checkbox"/> Presentation – Global Environmental Issues; GEF Focal Areas; Conventions and Linkages <input type="checkbox"/> Presentation on the GEF: History; Governance; Structure; Operational Procedures; Concepts	Herbert Acquay GEF Secetariat	
10.45 – 11.00	TEA/COFFEE		
11.00 - 12.45	<input type="checkbox"/> Presentation on the project cycle information and examples <input type="checkbox"/> Summary and Discussion	Herbert Acquay GEF Secetariat	
	GEF IMPLEMENTING AGENCIES Brief overview of the agencies, their roles, procedures, etc		Stephen Gold, CDW Programme Coordinator
	<input type="checkbox"/> UNDP	Ademola Salau, UNDP/GEF	
	<input type="checkbox"/> UNEP	Sheila Khan, UNEP/GEF	
	<input type="checkbox"/> World Bank	Christophe Crepin, World Bank/GEF	
13.15 – 14.00	BUFFET LUNCH		

COUNTRY LEVEL DIALOGUE			
	OBJECTIVE To provide delegates with an insight as to South Africa's country co-ordination in terms of GEF activities		Ton Boon von Ochsee GEF Secretariat
14.00 – 14.30	<ul style="list-style-type: none"> ❑ Overview of the national priorities 	Dr Crispian Olver Director-General: DEA&T	
TIME	ITEM	SPEAKER	CHAIRPERSON
14.30 – 15.30	<ul style="list-style-type: none"> ❑ Presentation on South Africa's coordination of GEF activities ▪ Process for project endorsement ▪ Role of the National GEF Operational Focal Point ▪ Role of the CEC ▪ Role of the Reference Groups and process for selection ▪ Signing procedures 	Dr Crispian Olver Director-General: DEA&T	
15.30 – 15.45	TEA		
15.45 - 16.30	<ul style="list-style-type: none"> ❑ Presentation on the development of a South African GEF Strategy ▪ The need for a strategy ▪ Proposed draft framework ▪ The way forward 	Dr Crispian Olver Director-General: DEA&T	
16.30 – 17.00	<ul style="list-style-type: none"> ❑ Presentation on a South African GEF project 	South African Implementing agent	
17.30 – 19.00	COCKTAIL (HOSTED BY DR OLVER GEF OPERATIONAL FOCAL POINT FOR SOUTH AFRICA)		

WEDNESDAY, 5 APRIL 2000			
TIME	ITEM	SPEAKER	CHAIRPERSON
09.00 – 11.00	COUNTRY LEVEL DIALOGUE (CONTINUED)		Ton Boon von Ochsee GEF Secretariat
09.00 – 09.30	<ul style="list-style-type: none"> ❑ Presentation DEA&T on the South Africa's biodiversity strategy 	Ms Khungeka Njobe Director: Biodiversity Management	
09.30 – 10.00	<ul style="list-style-type: none"> ❑ Presentation by DEA&T on South Africa's climate change action plan 	Mr Jerry Lengoasa Chief Director: Environmental Quality and Protection	
10.00 – 10.15	TEA		
10.15 – 12.30	<ul style="list-style-type: none"> ❑ Working groups discussions on the draft South African GEF strategy framework and Reference Groups. Delegates to break into the following groups: 		South African chairs

	<ul style="list-style-type: none"> ▪ Biodiversity ▪ International Waters ▪ Climate Change and Energy Efficiency 		
12.30 – 13.30	BUFFET LUNCH		
13.30 – 14.30	<ul style="list-style-type: none"> ☐ Plenary discussion on the Reference groups ▪ Biodiversity (10 min) ▪ International Waters (10 min) ▪ Climate Change and Energy Efficiency (10 min) ▪ General discussion 	Working groups	Dr Crispian Olver Director-General: DEA&T
14.30 – 14.45	TEA		
TIME	ITEM	SPEAKER	CHAIRPERSON
14.45 – 15.45	<ul style="list-style-type: none"> ☐ Plenary discussion on the proposed draft South African GEF strategy framework ▪ Biodiversity (10 min) ▪ International Waters (10 min) ▪ Climate Change and Energy Efficiency (10 min) ▪ General discussion 	Working groups	Dr Crispian Olver Director-General: DEA&T
15.45 – 16.15	<ul style="list-style-type: none"> ☐ Summary of proceedings 	Dr Crispian Olver Director-General: DEA&T	
16.15 – 16.30	<ul style="list-style-type: none"> ☐ Closing remarks 	Dr Crispian Olver Director-General: DEA&T	

THURSDAY, 6 APRIL 2000			
TIME	ITEM	SPEAKER	CHAIRPERSON
	PROJECT DEVELOPMENT TRAINING OBJECTIVE To provide delegates with practical information on how to access GEF resources and how to propose, prepare and implement GEF-financed activities, including dissemination of information on best practices and lessons learned.		Mr Paul Mclons, Chief Director: DEA&T
09.00 – 09.45	<ul style="list-style-type: none"> ☐ Presentation on determining project eligibility 	Sheila Khan, UNEP/GEF	

09.45 – 10.00	TEA/COFFEE		
10.00 – 11.30	<input type="checkbox"/> Working groups to become familiar with determining project eligibility. Delegates break into the following working groups: <ul style="list-style-type: none"> ▪ Biodiversity ▪ International Waters ▪ Climate change and energy efficiency 		<i>Possible chairs:</i> BD – SA BD focal point, H. Acquay, M. Fuller, S. Khan, A. Kiss CC – SA CC focal point, A. Salau IW – C. Crepin
11.30 – 12.30	<input type="checkbox"/> Plenary discussion to present results of the Working Groups		Mr Paul Mclons, Chief Director: DEA&T
12.30 – 13.30	BUFFET LUNCH		
13.30 – 14.00	<input type="checkbox"/> Presentation on preparing a concept paper	C.Crepin, World Bank/GEF	Dr. Nombasa Tsengwa, Deputy Director General: DEA&T
14.00 – 15.00	<input type="checkbox"/> Working groups to become familiar with format and content requirements of project concept paper. Delegates break into the following working groups: <ul style="list-style-type: none"> ▪ Biodiversity ▪ International Waters ▪ Climate change and energy efficiency 		<i>Possible chairs:</i> BD – SA BD focal point, H. Acquay, M. Fuller, S. Khan, A. Kiss CC – SA CC focal point, A. Salau IW – C. Crepin
15.00 – 15.15	TEA/COFFEE		
15.15 – 16.15	<input type="checkbox"/> Plenary discussion to present results of the Working Groups		Mr Paul Mclons, Chief Director: DEA&T

FRIDAY, 7 APRIL 2000			
	PROJECT DEVELOPMENT TRAINING (CONTINUED)		Mr Paul Mclons, Chief Director:DEA&T
09.00 – 09.15	<input type="checkbox"/> Presentation on moving from a concept paper to project proposal	M. Fuller, UNDP/GEF	
09.15 – 10.00	<input type="checkbox"/> Presentation on the basic elements of a good project design including understanding incremental costs	H. Acquay, GEF Secretariat	
10.00 – 10.15	TEA/COFFEE		
10.15 – 11.15	<input type="checkbox"/> Working groups to become familiar with the alternative and baseline logic to project development. Delegates break into the following working groups: <ul style="list-style-type: none"> ▪ Biodiversity ▪ International Waters ▪ Climate change and energy efficiency 		<i>Possible chairs:</i> BD – SA BD focal point, H. Acquay, M. Fuller, S. Khan, A. Kiss CC – SA CC focal point, A. Salau, S. Khan IW – C. Crepin
11.15 – 12.30	<input type="checkbox"/> Plenary discussion to present results of the Working Groups		Mr Paul Mclons, Chief Director:DEA&T
12.30 – 13.30	LUNCH		

13.30 – 15.00	<p style="text-align: center;">ROLE OF THE PRIVATE SECTOR</p> <p style="text-align: center;">OBJECTIVE To inform delegates of strategies for private sector involvement in GEF projects</p>	Russell Strum, IFC	Mr Paul Mclons, Chief Director:DEA&T
15:00 – 15:15	WRITTEN EVALUATIONS		
15.15 – 15:30	CLOSING REMARKS	Dr Crispian Olver Director-General: DEA&T	

**Guide to Conducting a National
Global Environment Facility (GEF)
Country Dialogue Workshop**

Updated 4/14/00

GEF Country Dialogue Workshops Programme

“Guide to Conducting a National GEF Country Dialogue Workshop”

Updated 14 April 2000

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Structure of the “Guide”

This **Guide to Conducting a GEF Country Dialogue Workshop** has been prepared as a planning tool for both the Workshop organizers and the Workshop facilitators. It is intended to guide the reader through both the organization and planning of the Workshop as well as the use of the Workshop Facilitation Sessions by providing detailed advice and checklists.

This guide is divided into three parts:

- I GEF Country Dialogue Workshop Programme Overview**
- II Guidelines for Organizing a GEF Country Dialogue Workshop**
- III Use of the Workshop Facilitation Sessions**

I. GEF Country Dialogue Workshops Programme Overview

The “GEF Country Dialogue Workshops Programme”, a three-year programme of GEF capacity-building and dialogue workshops for recipient countries, is one major component of a new GEF outreach and communications strategy. This strategy is focused on fostering an ongoing two-way dialogue between the GEF and member countries. This GEF initiative is implemented by UNDP/GEF.

Workshop Objectives

The main objectives of the GEF Country Dialogue Workshops are to:

- ✓ inform a broad-based national audience about the GEF – its mission, strategy, policies and procedures;
- ✓ facilitate national stakeholder input to and information sharing on the country's GEF program to ensure it reflects national priorities for GEF assistance; and
- ✓ provide practical information on how to access GEF resources and how to propose, prepare and implement GEF-financed activities, including dissemination of information on best practices and lessons learned.

The objectives of the workshop determine the other components involved in workshop planning.

Workshop Approach

The Workshop’s recommended duration is four days, but it can be compressed into three if desired. An additional day could be added for a field trip to visit a

GEF project/s. Each workshop will be organized around a series of core “**Workshop Facilitation Sessions**” that include:

- 1) GEF Awareness Briefing Session;
- 2) Project Development Training Session; and
- 3) Country-level Dialogue Session (to help country GEF focal points be effective coordinators of, and advocates for, their country's GEF programme).

Additional optional sessions include:

- 4) Private Sector Session;
- 5) Small Grants Programme (SGP) Session;
- 6) Science and Technology Advisory Panel (STAP) Session; and
- 7) Site Visit Session.

These Sessions have been designed to:

- ✓ improve knowledge and a common understanding of the GEF in recipient countries, particularly by reaching out to senior decision-makers and the national media;
- ✓ equip a diverse group of national stakeholders with a thorough understanding of the GEF’s operating principles, project eligibility criteria and project processing arrangements;
- ✓ strengthen the functional capacity and operations of the national Operational Focal Points through a targeted OFP empowerment component;
- ✓ increase understanding of, and GEF response to country priorities; and
- ✓ promote country ownership of GEF-financed activities.

Detailed information on each of these sessions is contained on page 10-13.

II. Guidelines for organizing Country Dialogue Workshops

Key role of the GEF OFP

The **GEF Operational Focal Points** will take the lead responsibility for organizing the Workshop in close consultation with the GEF Political Focal Point, the implementing agencies and any other groups or institutions chosen by the OFP.

Specifically, overseeing all local logistic arrangements, inviting the Workshop participants, briefing local Workshop facilitators and national focal points for the GEF focal areas, and overseeing financial arrangements to an agreed upon Workshop budget, will be carried out under the direction of the OFP.

The OFP will also be responsible for ensuring that the Workshop is tailored to meet specific national needs, and that all relevant GEF projects and other representatives working in the GEF focal areas are represented. In this regard, it is suggested that the OFP prepare a presentation for the Workshop on national priorities as they relate to environment and development objectives (see suggested outline contained in the County-Level Dialogue Session). The OFP may wish to share a draft with the UNDP Country Office and UNDP/GEF for feedback in advance of the Workshop.

While the Workshop organization is coordinated by the GEF OFP, the overall process will certainly be a group effort. Such an effort will set in motion an effective dialogue that truly involves all stakeholder groups as indicated in the target beneficiaries' list below. The organizers may wish to work at the outset to think about how best to establish a collaborative spirit given their national circumstances.

Checklist - It is recommended that the OFP:

- ✓ Participate in an initial conference call with the UNDP Country Office and UNDP/GEF CDW Programme
- ✓ Prepare and submit a draft Workshop budget to UNDP/GEF based on the initial conference call
- ✓ Participate in an initial planning meeting with the UNDP Country Office to define Workshop work plan based on the information contained in this 'Guide' and report back to UNDP/GEF
- ✓ Discuss and agree upon prospective dates and list of participants with the Country Office and relevant national partners (send information to UNDP/GEF)

- ✓ Secure Workshop venue, ensuring adequate space arrangements for plenary and small group “break-out” sessions, chairpersons, speakers, rapporteur, etc.
- ✓ Prepare draft Workshop agenda in cooperation with the Country Office (send copy to UNDP/GEF)
- ✓ Identify national resource persons to facilitate working groups, chair sessions, and give opening statements or presentations as necessary
- ✓ Invite participants
- ✓ Make necessary national travel arrangements for participants traveling from outside of the Workshop location in cooperation with the UNDP Country Office
- ✓ Prepare presentation for Workshop on national priorities as they relate to environment and development objectives (see suggested outline contained in the County-Level Dialogue Session) and share with UNDP Country Office and UNDP/GEF for feedback
- ✓ Attend to all on-site arrangements such as securing audio-visual equipment, ensuring coffee/tea and lunch breaks have been arranged, prepare registration nametags, sign-up sheet, etc.
- ✓ Prepare and distribute workshop agenda
- ✓ Ensure sufficient copies of reference materials and handouts are available
- ✓ Distribute workshop materials in advance as required
- ✓ Ensure adequate arrangements have been made to invite the media
- ✓ Provide guidance/advice for introductory speakers, chairpersons (including concluding remarks), other presenters/facilitators and rapporteur/s
- ✓ Review discussion points for plenary and smaller exercise groups
- ✓ Open and close the Workshop with a defining message
- ✓ Conduct the Workshop evaluation using the form provided in this Guide

Key role of the UNDP field office

The UNDP country office, in coordination with the country offices of the World Bank and UNEP, is available to assist in planning and delivering the Workshop. The UNDP country office will also disburse Workshop funds to the OFP. Please see the section on “Financing available for Workshops” on page 13.

Checklist - The UNDP Country Office shall:

- ✓ Participate in initial conference call with the OFP and UNDP/GEF CDW Programme
- ✓ Confirm the Workshop dates and venue with the OFP
- ✓ Organize an initial planning meeting with the OFP to define Workshop work plan based on the information contained in this 'Guide' and report back to UNDP/GEF
- ✓ Review list of participants
- ✓ Review OFP's presentation for Workshop on national priorities as they relate to environment and development objectives (see suggested outline contained in the County-Level Dialogue Session) and provide guidance as necessary
- ✓ Assign a focal point from the UNDP office to assist the OFP in the Workshop planning and organization as necessary
- ✓ Disburse Workshop funds to the OFP based on an agreed upon budget

Identifying and inviting participants

It is recommended that the Workshop participants comprise a broad group of stakeholders from the recipient country/ies identified through an initial survey carried out by the GEF OFP. Participants could include those from the stakeholder groups identified below involved in, or interested in becoming involved in, the preparation and implementation of national and global environmental projects, strategies and action plans.

Specifically, it is suggested that participants could include:

- ✓ national and local government representatives (from a variety of sectors such as environment, planning, energy, forestry, agriculture, water resources, foreign affairs, etc), including national focal points for the GEF focal areas such as convention representatives and the coordinators of national climate change and biodiversity strategies and action plans.
- ✓ GEF national focal points and Council members
- ✓ GEF/SGP National Coordinators or representatives from National Steering Committees
- ✓ implementing agency and other donor country staff

- ✓ regional development bank staff
- ✓ non-governmental organization representatives
- ✓ academic and research institution staff
- ✓ members of local Scientific and Technical Advisory Panel (STAP)
- ✓ private sector representatives, and
- ✓ the media and the populations they serve.

The Workshop goals outlined above are intended for a specific broad based national audience. **If the appropriate participants cannot be identified, and are not involved in the workshop, then the goals cannot be reached.**

Please note that it may not be necessary to have all of the participants attend all of the sessions. For example, while national decision makers and the media will likely want to attend the GEF Awareness Briefing and the Country-level Dialogue sessions (~1 day only), it may not be necessary for them all to participate in the more “hands-on” Project Development session (~2 ½ days).

It is first recommended to prepare a tentative list of participants. Then, consult with others from the implementing agencies, Government, the NGO community, private industry, etc to make the list more comprehensive, specific and accurate. Please submit a draft list of participants to the Country Office and UNDP/GEF at least one month in advance of the Workshop.

Workshop resource persons and staffing

It is suggested that the Workshop resource persons and staff include:

- ✓ the GEF national focal points
- ✓ the focal points for the Biological Diversity and Climate Change conventions
- ✓ resource persons from the 3 Implementing Agencies and the GEF Secretariat (including ~ 5 international representatives)
- ✓ rapporteur(s)
- ✓ chairperson(s)

The chairpersons could represent the various groups attending the workshop: government ministries, local staff from UNEP, UNDP and the World Bank, NGO's, etc. It is suggested that a different chairperson be appointed for each session to introduce the facilitators/presenters and experts. Selecting them in advance of the workshop would ensure they are named on the agenda and have sufficient time to prepare. Their task is to keep facilitators/presenters on schedule, work with the facilitators to encourage dialogue, and keep the sessions focused on the most important issues. It is suggested that Chairpersons be selected both for the stature they bring to the workshop, and their ability to perform these tasks.

Identifying dates and selecting venue

It is recommended that the dates for the workshop be determined after consulting with the UNDP Country Office and proposed participants to ensure they can devote their undivided attention to the workshop. Suggested dates could then be submitted to UNDP/GEF for consideration.

In choosing the venue, the organizers may wish to take the following into consideration:

- ✓ The venue should be able to accommodate all of the participants comfortably in a plenary session. Preferably, there should be a minimum of three small rooms or defined areas adjacent to the main plenary room for 'break-out' group exercises.
- ✓ Adequate facilities for meals and coffee/tea breaks should be available.
- ✓ Good audio-visual facilities for both presenters and participants should be available. At least one overhead projector and one flip chart should be available. There should be access to a photocopier, fax and computer. In cases where simultaneous translation is required, the venue should be able to accommodate all of the necessary equipment.
- ✓ Easy accessibility for participants should be considered. Ideally, the workshop should be held in a venue that takes participants away from their day-to-day pressures and is convenient for those traveling to the venue from other regions within the country.

Supplying Workshop materials

The Programme has developed reference documents that support, complement or clarify the material presented in the Sessions. A copy of each document will be sent in advanced to each country and it is recommended that they be photocopied in-country for distribution. It is suggested that copies of the handouts be made available prior to the workshop and/or included in the Workshop folders.

It is recommended that all of the participants receive the following GEF Country Dialogue Workshop materials:

- ✓ Copies of the “Workshop Facilitation Materials” (presentation slides and notes prepared in PowerPoint for each of the core and optional sessions)
- ✓ Project Development Session’s “Facilitator’s Material Kit” (23 pp)
- ✓ List of GEF Publications and Videos (12 pp)
- ✓ List of Acronyms (2 pp)
- ✓ List of Useful Websites (2 pp)
- ✓ Glossary of Terms (16 pp)

It is also recommended that the participants receive the following GEF documents

- ✓ “GEF Operational Strategy” (12 pp)
- ✓ “GEF Operational Programmes” (92 pp)
- ✓ “Medium-Sized Projects” (26 pp)
- ✓ “The GEF Project Cycle” (9 pp)
- ✓ “Incremental Costs” (16 pp)

Copies of the above materials can be downloaded from the Internet in Microsoft Powerpoint and Word formats for reproduction at the Programme’s website: <http://www.undp.org/gef/workshop/main.htm>. They will also be available for distribution on CD-ROM during the second half of 2000. Materials not yet available on the Internet will be shipped in advance to the UNDP field office.

Other materials could include handouts of national level strategy and action plans, and case study materials for the Project Development Session.

Developing a Workshop Agenda

It is suggested that the Workshop be based on the ‘Workshop Facilitation Materials’ mentioned above, prepared specifically for the GEF Country Dialogue Workshops. Below please find detailed information on each of the workshop sessions followed by a suggested Workshop agenda for your consideration.

It goes without saying that the balance between sessions and the contents of each will necessarily vary from country to country, depending on national circumstances and requirements. It is recommended that in consultation with the Implementing Agencies, workshop organizers carefully adapt the suggested workshop structure to match their own national priorities.

The workshop organizers will first need to decide upon the Workshop duration. Please see the chart below for the estimated time of each session. It is suggested that the Workshop run for 3-4 days. It will be difficult to enter into a dialogue that addresses the most important issues and cover the core sessions in less than 3 days. Allocate adequate time for coffee/tea and lunch breaks. These breaks typically provide an essential opportunity for participants and facilitators to continue the dialogue in a less formal setting, while following-up on issues raised during the sessions.

It is recommended that a draft Workshop agenda be discussed with the UNDP Country Office and UNDP/GEF not less than one month in advance of the scheduled Workshop for their consideration and comments.

Workshop Sessions

Session/Session Name	Estimated Time
Ceremonial Opening Session	up to 1 hour
GEF Awareness Briefing	½ day
Country Level Dialogue	½ day
Project Development Training	2 ½ days
Private Sector 's Role in the GEF	1 hour (optional)
STAP's Role in the GEF	1 hour (optional)
Small Grants Programme	1 hour (optional)
Evaluation/Concluding remarks	½ hour – 1 hour
Field Trip	½ - 1 day (optional)

Ceremonial Opening Session

It is proposed that there be a ceremonial opening session to start the Workshop that will have representation at the appropriate ministerial level, as well as representatives of the Implementing Agencies in the concerned country. It could include a showing of the GEF Video, “Keeping the Promise”.

Core Sessions

GEF Awareness Briefing Session (~ 3-4 hours)

Following the Opening Session, it is suggested that the workshop provide an overview of the GEF. This Session will familiarize participants with global

environmental trends, the GEF's institutional structures, policies and strategies, as well as the GEF's overall and country portfolio. This session will address the broadest audience: the general public (through opinion makers and leaders, including the media), policy-makers, and operational partners. The session will meet the need for a minimum and common understanding of the GEF's mandate, an awareness of the relationship between global environmental objectives and national priorities, global environmental issues of particular national or regional significance, and information on the GEF's activities in the country or region. GEF information packages, consisting of the Instrument, GEF brochure, fact sheets, the Operational Strategy and summaries of any national GEF projects will be distributed to all participants.

Country-Level Session (~ 3-4 hours)

This Session will be organized and chaired by the country focal point. The audience will be national policy-makers and other principal actors in decision-making related to the GEF, such as government officials responsible for conventions and mainstreaming of global environmental objectives. The session responds to the need to enable country focal points to be more effective advocates for GEF issues in their countries, by promoting a clear articulation of the needs and priorities of the country, by promoting country ownership of GEF-financed activities, and by better defining the role of the focal point and by identifying coordination constraints. It will include: (a) a review of the functions of the OFP and good practice examples of how some countries have organized their GEF coordination activities; (b) discussion on how the national OFP will perform its functions; and (c) identify what assistance can be provided from the GEF and suggest how it might be provided. Consideration will also be given to delivering this session on a regional level to catalyze dialogue between GEF focal points from different countries. The GEF Secretariat will take the lead in following up on the Coordination session to help nurture and sustain enhanced country level coordination capacities.

Reports on ongoing or completed national Biodiversity Strategies and Actions Plans and Climate Change Action Plans, as well as presentations by the convention secretariats will be incorporated in this session. Materials produced by the biodiversity and climate support programmes recently established at UNDP and UNEP may also be presented.

Project Development Training Session (~ 2 ½ days)

This Session has been designed for potential GEF project designers/managers. It responds to country requests for more and better information about GEF project cycle, process, project criteria and proposal design. It covers the project cycle, Operational Programmes by focal area, project development fund, incremental cost approaches, and components of the logical framework methodology. It is proposed that the participants for this session will be the GEF's operational

partners (including government, NGO, and private sector), with the objective of building their capacity to participate more actively in GEF project development, implementation and replication. It is anticipated that such a training session will promote country ownership of, and country-driven, GEF projects. The session will use practical group dialogue exercise sessions to answer key GEF project planning questions, such as system boundary, stakeholders, baseline, alternatives, increment, and sustainability.

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

This session will also seek to assist local partners to begin the initial stages of preparing specific GEF project concepts/proposal. Participants will break into working groups to identify potential national and/or regional projects based on the relationship between the focal areas and national development objectives that could meet the GEF's eligibility criteria. Each working group will then present its project proposals to all the participants, who will be assisted by the IA and GEFSEC representatives to apply their newly-acquired skills to assess the project's national and global benefits, strategic fit, GEF eligibility, and sustainability.

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

Additional Optional Sessions:

Private Sector Session (~ 1 hour)

This Session will focus on strategies for involving the private sector in GEF projects. It will demonstrate how the private sector can tailor initiatives to generate global benefits based on case study examples.

STAP Session (~ 1 hour)

This Session will focus on how to improve the use of national scientific and technical experts in the development and implementation of projects, including identification of opportunities, challenges, mechanisms and best practice. It will cover how to target GEF assistance to improve the scientific and technical infrastructure of recipient countries, how to strengthen scientific input into the work of the GEF Focal Point, and criteria and priorities for GEF funding of targeted research.

GEF Small Grants Programme Session [where applicable] (~ 1 hour)

This Session will cover the congruence of SGP-funded projects with the GEF Operational Strategy and Programmes. It will convey experiences with monitoring and evaluation and resource mobilization efforts to better target GEF resources towards generating global benefits. The Session will feature lessons learned from small-scale activities. Where applicable, it is recommended that presentations be made by the National Coordinator of ongoing or completed SGP-funded projects

Field Visit Session

Where appropriate and cost effective, a field visit to ongoing or completed projects benefiting from GEF financing could be organized. This Session would serve to familiarize senior decision-makers and the media with the GEF's work in the country, as well as provide the opportunity to relate issues raised in the Workshop to practical experiences in the field. Due to the length of the Workshop and the time commitment required, it is recommended that this Session be optional for participants.

Evaluation

At the conclusion of the Workshop, the organizers should allocate 15 minutes for participants to complete an evaluation form. A suggested evaluation form can be found at the back of this Guide (*to be added*). This form will provide valuable feedback on the Workshop, including the effectiveness of the presentations, suggestions for improvements in workshop facilitation, and suggestions for session design improvements.

Sample Agenda

Day 1

8:30-9:00	Registration
9:00-9:30	Ceremonial Opening Session
9:30-9:45	GEF video: "Keeping the Promise"
9:45- 12:45	GEF Awareness Briefing
14:00-17:00	Country Level Dialogue

Day 2

9:00-12:45	Introduction to Project Development Training – Determining Eligibility
14:00-17:00	Project Development Training – Preparing a Concept Paper

Day 3

- 9:00-12:45** Project Development Training – Moving from Concept Paper to Project Proposal
- 14:00-17:00** Project Development Training – Project Development Training – Basic elements of good project design (including understanding incremental costs)

Day 4

- 9:00-12:45** Project Development Training – Recap and Evaluation
- 14:00-15:00** Dialogue on the Private Sector and GEF
- 15:00-16:00** Dialogue on STAP's role in the GEF
- 16:00-17:00** UNDP/GEF's Small Grant's Programme
- 17:00-17:15** Evaluation
- 17:15-17:30** Conclusions

A field trip would require an additional day.

Facilitating and Recording the Dialogue

Too often people lose interest when asked to sit through an uninterrupted stream of presentations. The GEF Country Dialogue Workshops aim to avoid such a workshop format.

One of the key objectives of this Workshop is to facilitate a group dialogue amongst and between the Workshop participants and the GEF. Exercises and activities have been carefully designed in order to stimulate this dialogue and offer a forum to provide inputs and suggestions to the GEF process. Much can be learned and shared as a result of the dialogue.

It is recommended that the GEF OFP and other Workshop organizers designate one or more rapporteur/s to 'record the dialogue'. The Workshop organizers are encouraged to prepare a brief report outlining the key discussions, outcomes and recommendations of the Workshop for distribution to the participants. It is recommended that the report be prepared in an easy to read, action-oriented format that will generate interest and produced immediately after the Workshop to build upon the momentum generated. A copy of the report should also be sent to the GEF Country Dialogue Workshops Programme, based at UNDP/GEF in New York where it may be posted to the Internet so that countries can share experiences as the Programme develops.

Financing available for workshops

Costs covered by GEF

The GEF Country Dialogue Workshop Programme has funds to cover the following Workshop costs:

- ✓ travel and accommodations of national government and NGO participants, in cases where participants must travel from other regions to the Workshop site
- ✓ costs of international resource persons travel and accommodations from the three IA's and the GEF Secretariat
- ✓ translation of Workshop facilitation materials in special cases
- ✓ limited funds for an optional 1-day field visit

Costs covered by host country

The host country is requested to cover the following Workshop costs:

- ✓ Workshop venue (including equipment such as overhead projectors)
- ✓ any group meals or coffee/tea breaks
- ✓ simultaneous translation if required (the workshops will be conducted in English, French or Spanish)

Procedures for accessing workshop funds

As a first step, after initial consultation with the GEF Country Dialogue Workshops Programme, the GEF Operational Focal Point will submit a Workshop budget to UNDP/GEF for consideration. Once the GEF OFP and UNDP/GEF have agreed upon the Workshop budget, arrangements will be made to disburse the funds through the UNDP Country Office according to UNDP administrative rules and regulations.

III. Instructions on Using the Workshop Facilitation Materials

The 'Workshop Facilitation Materials' have been designed as a set of tools to guide the facilitators through the workshop. They contain all of the materials and instructions needed to conduct the workshop. The Materials allow for working

group exercises and activities that aid in facilitating dialogue amongst all of the participants. All of the Materials have been produced in Microsoft's PowerPoint and Word software to allow the facilitators to easily adapt them to meet their specific needs.

The CDW Programme recommends that the Materials be used by persons with knowledge of the topics covered and in close consultation with staff from the Implementing Agencies.

They are contained on the GEF Country dialogue Workshops Programme website at <http://www.undp.org/gef/workshop/main.htm>.

The Materials includes:

- ✓ Facilitator's Notes
- ✓ Slides
- ✓ Project Development Facilitator's Kit (for Project Development Training session)
- ✓ Evaluation Form

Facilitator's Notes

The facilitator's notes provide instructions and tips on facilitating the various sections of each session. Where the slides highlight the overall "message" to be conveyed, the facilitator's notes highlight the main points or content that the facilitator may wish to cover. Discussions, handouts, exercises or points of emphasis are also indicated in the notes. While the facilitator's notes can be used directly, presenters are urged to add their notes and to tailor them to the individual circumstances and needs of the country(ies) and Workshop participants.

The instructions for exercises are contained in the Facilitator's Notes. They have been designed to facilitate dialogue between and among the participants and the GEF partners

Slides

The slides that accompany each session highlight the overall "message" to be conveyed to the participants. A reduced version of each slide is featured in the corresponding Facilitator's Notes.

Project Development Facilitator's Kit

This Facilitator's Kit provides information to the participants in support of the three Project Development working group exercises as outlined in the Facilitator's Notes. The 'Kit' contains 10 handouts including checklists to determine project eligibility, summaries of the operational programmes, basic concept paper format, list of strategic action programmes, a funding pathway table, project brief format, and a basic logical framework format. Workshop facilitators may wish to include additional handouts or customize the existing handouts contained in the Kit before distributing to the participants.

Evaluation Form

The Workshop Facilitation Sessions will continue to evolve and be modified in direct response to the participant's feedback. The Evaluation Form is used as one of the tools to accomplish this goal. At the end of the Workshop, the facilitators may wish to ask the participants to complete the evaluation form. This should take 15 minutes or less. Participants are not required to write down their names on the forms.

Any additional comments that the organizers or facilitators might wish to add based on their observations are encouraged by the GEF Country Dialogue Workshops Programme.

Programme Contact Information

For more information on the GEF Country Dialogue Workshops Programme, please visit their website at <http://www.undp.org/gef/workshop/main.htm>, or contact:

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