

The Global Environment Facility

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1 UNDERSTANDING THE GEF – HOW DOES IT WORK ?

1.1 Overview

The Global Environment Facility is an international financial mechanism launched in 1991 that provides partial grant funding to developing countries for projects that address threats to the global environment in four “focal areas”: biodiversity loss, climate change, ozone depletion, and degradation of international waters. GEF operations are coordinated by a Secretariat in Washington DC and carried out primarily by The World Bank, the United Nations Development Programme (UNDP), and the United Nations Environment Program (UNEP) -- which are known as Implementing Agencies (IAs). Regional Development Banks (e.g., Asian Development Bank) have also recently become so-called Executing Agencies, with a much more prominent role in the GEF. GEF projects can be proposed by governments, national institutions, local communities, non-governmental organizations (NGOs), international scientific agencies, and private sector companies in an eligible country. The IA will then work in partnership with the “project proponent” to assist them in developing the project concept to receive GEF funding. Since its creation, the GEF has funded more than 680 projects in 154 countries. The GEF’s investment in these projects totals close to US \$3 billion, with co-financing from other public and private sources approaching almost US \$8 billion.

GEF has several grant windows. *Full grants* average in the US \$3 - \$4 million range, and typically span about five years. *Medium sized grants* can be as high as US \$1 million, but are typically less. The *Small Grants Program* makes grants up to US \$50,000. A complex -- and sometimes highly political and frustrating -- project cycle must be navigated to secure GEF funding. Assuming funding approval, the time between initial project concept and disbursement of actual GEF funds can often be three years or more. The project implementation / execution arrangements can often be quite complex.

A number of international treaties help guide the GEF’s work in the focal areas. In particular, the GEF is the designated “financial mechanism” of the Convention on Biological Diversity (CBD) and the United Nations Framework Convention on Climate Change (FCCC). As the financial mechanism for the CBD, GEF receives guidance from the Conference of Parties (or COP) on policy, strategy, program priorities, and eligibility criteria related to the use of financial resources. The GEF also collaborates closely with other treaties and agreements. For a project to be eligible for funding under the biodiversity focal area, a country must be party to the CBD.

Glossary of Terms

Baseline: Project activities designed to achieve *national* conservation / sustainable development objectives, in contrast to GEF “alternative” activities intended to achieve additional global biodiversity benefits.

Co-financing: Project funding from non-GEF sources. GEF financing is only available to fund project activities that yield global benefits. Co-financing must cover the project costs to achieve national (or baseline) objectives.

Concept paper: An early project proposal of several pages to provide sufficient information to enable the Implementing Agency to understand the rationale for possible GEF financing, and to make a judgement on eligibility for GEF funding.

Incremental costs: The additional costs of project activities – above the baseline – in order to achieve global biodiversity.

Operational Strategy (OS): An overall strategic “roadmap” for guiding GEF funding and related activities. It states GEF’s long-term direction, a framework for allocating resources, and a statement of operational funding objectives and monitoring and evaluation activities.

Project Brief: A more detailed project proposal (main text usually about 15- 20 pages). It is the key document in GEF project cycle review, including GEF Council approval.

Project cycle: The sequential steps a project goes through (from conceptualization to project completion). The main phases are project concept development, project preparation, project appraisal, and project approval and implementation.

Project document: The final document containing all the details of a project, including budgets, terms of reference, and work plan.

In the biodiversity focal area, the GEF can support both *in situ* (in its natural environment) and *ex situ* conservation and sustainable use of globally significant biodiversity at the intra-species, species, and/or ecosystem levels. The five “operational programs” (OPs) under the biodiversity focal areas are:

- OP 1: Arid and semi-arid ecosystems ;
- OP 2: Coastal, marine and freshwater ecosystems;
- OP 3: Forest ecosystems;
- OP 4: Mountain ecosystems; and;
- OP 13: Agrobiodiversity.

A project proposed for the biodiversity focal area should address one or more of these OPs. Between 1991 and 1999, GEF allocated US \$991 million in grants for biodiversity projects. An additional US \$1.5 billion in co-financing was raised from recipient countries, bilateral donor agencies, other development institutions, the private sector, and NGOs to support these projects.

In addition to the biodiversity focal area, conservation-related projects could qualify for funding under the recently added OP 12: Integrated Ecosystem and Natural Resource Management. This OP supports cross-cutting activities that focus on ecosystem management and resource usage patterns in regional and national development. Project activities should include two or more of the following:

- Conservation and sustainable use of biodiversity
- Protection of international waters
- Positive impact on climate change

An important concept to understand about GEF funding is “incremental costs”. GEF finances the additional or “incremental” project costs that eligible developing countries incur in carrying out activities that go beyond their immediate national interests to achieve *global* biodiversity. The project costs associated with achieving *national* objectives and obtaining *national* benefits must be met by other sources of funding. This is known as “co-financing” and can include in-kind contributions (such as donated land, equipment, staff time). The GEF typically requires 2 to 1 or higher co-financing from other sources. Any environmental project is likely to yield a mix of benefits, some national and others global. An incremental cost calculation will yield the portion of project costs eligible for GEF funding by separating the cost of programs aimed at achieving national goals (known as the “baseline”) from those aimed at achieving global environmental benefits (known as the GEF “Alternative”). For more information about incremental costs see:

http://www.gefweb.org/Operational_Policies/Eligibility_Criteria/Incremental_Costs/incremental_costs.html

The GEF’s monitoring and evaluation (M&E) policy is designed to ensure ongoing, systematic monitoring of GEF projects and periodic evaluations of these projects and overall GEF performance. M&E is a shared responsibility between the GEF Secretariat and its IAs. The IAs have the responsibility for evaluating individual projects; while the M&E unit in the GEF Secretariat is responsible for monitoring and evaluation of the full GEF portfolio, the focal areas, the operational programs, as well as cross-cutting issues. M&E is particularly vital to GEF’s effectiveness for three reasons: GEF’s projects are often innovative or experimental, GEF is pioneering coordination among many parties, and its development of successful OPs requires continuous learning.

1.2 Key Actors

The *variety* of actors typically involved in GEF projects is one of the factors accounting for the long timeframes (project concept to project funding) and for the difficulties that project proponents often encounter as they try to move through the project cycle. Below is a simplified description of the key actors.

1.2.1 The Participants Assembly

The Assembly consists of all governments participating in the GEF, currently 168. Any government may participate, with the expectation that developed countries will provide some financial contribution. Some developing country members also provide financial contributions. The Participants Assembly meets every 3 – 4 years to review overall progress and key trends / issues.

1.2.2 The GEF Council

The 32-member Council is the main governing body that makes policy decisions to guide GEF activities and formally approves funding for project proposals. Funding decisions are made by consensus, although voting rules do exist. The 168 states participating in the GEF are organized into 32 “constituencies”, of which 16 are represented by a Member drawn from developing countries, 14 from developed countries, and two from countries with transitional economies. The Council meets in-person twice each year to make policy decisions and consider project proposals. The Council also considers “slates” (work programs) of project proposals for approval two other times during the year, with materials sent out through the mail.

1.2.3 The Secretariat

The GEF Secretariat supports and coordinates all major functions of the GEF. It has a staff of about 40 based in Washington, D.C. There are about 4 staff that deal with substantive issues under the biodiversity focal area. Mario Ramos is currently the lead biodiversity staff officer in the Secretariat.

1.2.4 Chief Executive Officer (CEO)

The CEO (currently Mohammed El Ashry) heads the GEF Secretariat and reports to the Assembly and Council.

1.2.5 Science and Technical Advisory Panel (STAP)

The STAP is a 12-member panel that reports to the GEF Council and provides scientific and technical advice on GEF policies, operational strategies and programs, and also conducts selective reviews of proposed projects at specific points in the project cycle. Its work is supported by a two-member secretariat based at the UNEP headquarters in Nairobi.

1.2.6 Host Governments

Each country receiving GEF assistance (“host governments”) has designated government officials responsible for GEF activities: a **political focal point** who acts as a liaison with the GEF Council and Assembly and an **operational focal point** who oversees project related matters. GEF project proposals must be formally endorsed by the operational focal point to ensure that they are country-driven and complement national programs and policies. Project proponents should identify and work with these individuals and their agencies as early as possible in the project development. Contact information for the governmental focal points can be obtained at:

www.gefweb.org/participants/Focal_Points/Operational/operational.html

1.2.7 Implementing Agencies (IAs)

IAs oversee project development and preparation, shepherd a proposal through the GEF project cycle, implement projects through the executing agencies (those who execute the projects in the field), and monitor and evaluate projects during their lifetime. In establishing the GEF, the nations involved chose to tap the comparative advantages of three experienced institutions to implement its projects, rather than construct a new one. The three main IAs are The World Bank, the United Nations Development Programme (UNDP) and the United Nations Environment Program (UNEP). IAs have, in effect, been assigned an “area of responsibility”; they focus primarily on projects within their competence. For

example, The World Bank specializes in investment projects, UNDP in building human and institutional capacity and UNEP in targeted research, enabling activities and multi-country initiatives. IAs have full-time, professional staff in their headquarters in charge of handling GEF projects and most have professional staff within their country-level and regional offices who are charged with assisting GEF projects. The IAs follow the guidance of, and are accountable to, the GEF Council. In short, for project proponents, good working relationships with IAs is an indispensable condition for a successfully funded GEF project.

1.2.8 Executing Agencies

Executing Agencies (EAs) are responsible for the day-to-day execution of individual projects. They can be government bodies, other UN agencies, NGOs, universities, etc. The executing agency is responsible to and works closely with the IA that oversees the project. The EA usually provides an individual “task manager” to manage a project.

1.2.9 “Expanded Executing Agencies”

In May 1999, the GEF expanded opportunities for four Regional Development Banks (the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, and the Inter-American Development Bank) to become “Expanded Executing Agencies” -- essentially sharing project implementation tasks with the IAs. The degree to which an IA delegates implementation tasks such as assistance with project document preparation, management of GEF funds, and project reporting depends on the executing agency and the particular project. Ultimately however, the IAs remain fully accountable to GEF for project implementation. In May 2000, the GEF Council approved the same expansion of opportunities for the Food and Agricultural Organization of the United Nations (FAO) and the United Nations Industrial Development Organization (UNIDO). In May 2001 the same expansion was proposed for the International Fund for Agriculture and Development (IFAD). The expanded executing agencies also have streamlined access to project preparation resources (PDF-B).

1.2.10 Project Proponents

The entity submitting an initial project concept – and often helping to progress it through the project preparation stage -- is known as the project proponent. This same entity may or may not be responsible for executing the funded project in the field. Governments and NGOs are the most common proponents; others can be national institutions, local communities, academic institutions, UN agencies and private sector.

1.3 Types of GEF Grants

1.3.1 Full-size projects

These are grants for longer-term projects requiring more than US \$1 million in GEF funding. They are mainly provided to governments and regional/international organizations as Executing Agencies, although NGOs and other non-governmental entities are eligible as Executing Agencies if the operational focal point endorses the project. Full-size projects typically take between 18 to 24 months to develop and receive Council approval. Project proponents must therefore be prepared to invest substantial time and effort in laying the groundwork necessary to secure Council approval for their project. The implementation period for full-size projects is open-ended, but it usually runs from 3-6 years.

1.3.2 Medium-Sized Projects (MSPs)

These are grants between US \$50,000 and US \$1 million that are intended to meet government / NGO demand for fast and flexible funding. MSPs usually take between 12 to 18 months to develop and receive approval, but can often take longer. MSPs are particularly useful for supporting NGO-led projects, and for

funding demonstration initiatives or pilot projects. Medium-sized projects should not fund project preparation activities (see below), “enabling activities” (see below) which already are subject to expedited approval procedures; or extensions of existing projects. MSPs also should not fund a series of smaller, related and/or complementary projects instead of one larger project. Full and medium-sized projects must target the proximate and/or root causes of biodiversity loss.

1.3.3 Project Preparation and Development Facility (PDF)

Considering the extensive development work that is required to produce either a full or a medium-sized project proposal, project proponents can request a preparatory grant from the PDF. PDF grants can be used to assess possible project sites, identify threats, root causes or key barriers, identify specific activities (“GEF interventions”) to address these factors, evaluate institutional frameworks, meet and consult stakeholders, and identify co-funding opportunities. The operational focal point must endorse PDF proposals. There are three categories of PDG grants; the two most common for a biodiversity conservation project are “Block A” and “Block B”.

1.3.3.1 Block A

Block A grants provide up to US \$25,000 at the earliest stages of project development. Development and approval of a Block A typically takes between 4-6 months from the time a project concept is submitted to an IA along with a letter certifying operational focal point endorsement of the project. PDF A funds are used to support development of the project concept either into a Block B application, or into a full or medium-sized project brief.

1.3.3.2 Block B

Block B grants provide up to US \$350,000 for the development of full-size project briefs and project documents. Recently the GEF increased this amount up to \$700,000 for PDF B grants that involve the design of *multi-country* projects. Development and approval time for a Block B typically takes up to 24 months, and since preparation of a Block B proposal requires a substantial effort, they are sometimes preceded by assistance from a smaller PDF Block A grant. MSPs are not eligible for PDF Block B grants, though they are eligible for Block A grants.

1.3.4 Enabling Activity Grants

Grants for enabling activities -- up to US\$ 450,000 -- help countries to prepare national inventories, strategies, policy analysis and action plans in cooperation with the Convention on Biological Diversity (CBD). GEF’s biodiversity enabling activities have focused on assisting countries to prepare their National Biodiversity Strategies and Action Plans (NBSAPs) and/or their first national reports to the CBD. Recently the upper limit for these grants was raised from US \$350,000 to US\$ 450,000, so that governments can assess their biodiversity related capacity building needs and define country-specific priorities. If requests for additional enabling activities assistance keeps the total costs (new request and previous enabling activity assistance) to less than US \$450,000, the additional resources may be approved by the CEO. If the requested increase results in a total cost of enabling activities above US \$450,000, it must be submitted to the Council for approval. For more information on Enabling Activities see: www.unep.org/unep/gef/

1.3.5 Small Grants Program (SGP)

A SGP is administered by UNDP and provides grants up to US \$50,000 to community-based organizations and NGOs for activities that address local biodiversity-related problems. Each country participating in the SGP has its own National Coordinator, National Selection Committee, and National Strategy. Project selection occurs at the *national* level by the Selection Committee and does not require GEF Council approval. The SGP is managed solely by UNDP. To date it has provided grants to more than 1,200 NGO-executed projects. For more information on the SGP see: <http://www.undp.org/sgp/>

1.3.6 Environmental investment funds

It is also worth noting that some of the full- and medium-sized grants have supported environmental investments funds designed explicitly to finance biodiversity-based enterprises. Typically, the GEF provides grants for the “biodiversity overlay” to these funds (e.g., technical assistance, monitoring biodiversity impacts, etc.). Investment funds that have been supported include, for example: Eco-Enterprises Fund (EEF), Terra Capital Fund, and Small- and Medium-scale Enterprises Fund (SME).

2 ADVANTAGES AND DISADVANTAGES OF GEF FINANCING

Advantages

- The GEF is an important source of large scale, relatively long-term grant funding.
- The GEF structure, grant selection process, and portfolio is relatively open. Information on all past and present projects can be found on the GEF web site.
- The GEF seeks to “mainstream” global biodiversity concerns into the regular project portfolios of the three IAs.
- The GEF funds a wide variety of institutions, including governments, NGOs, and the private sector. In particular, the GEF has become an important source to support NGO-led conservation projects.
- GEF has been the major funder of Conservation Trust Funds (see chapter on CTFs).
- GEF provides funding to support other innovative finance mechanisms, such as environmental investment funds, and is currently examining other innovative opportunities for deploying its capital.

Disadvantages

- Can take a long time (e.g., three years or more) and significant commitment of resources to secure funding, particularly for full-size projects.
- The diverse range of actors involved in the project cycle can make project approval a complex and often highly political and frustrating process.
- Projects proponents must learn to successfully negotiate complex project development procedures of IAs.
- Only funds costs related to global biodiversity benefits.

3 SUCCESS FACTORS

- **Country eligibility.** To be GEF eligible, a country must be a party to the CBD. If working with The World Bank or UNDP, a country must be eligible to either borrow funds from The World Bank or to receive technical assistance from UNDP through a Country Program.
- **Biodiversity focus.** A Project must clearly address biodiversity conservation objectives as outlined in the GEF Operational Strategy.
- **Global benefits.** A project must identify and quantify its global benefits. Funding requests should seek GEF financing only for the incremental costs of measures to achieve global environmental benefits.
- **Rigorous analysis.** A Project must identify the key root and proximate causes of problem, the barriers to conservation, and detail a logical sequence of activities (interventions) to reduce or eliminate threats and address root and proximate causes.
- **Policy component.** A project should recognize and address policy or institutional framework weaknesses as they exist within country.
- **National priorities.** A project must be supportive of national priorities and programs. It must be country-driven and endorsed by an eligible host government.
- **Co-financing.** A project should raise significant co-financing to support the national or regional “baseline”.
- **Cost effectiveness.** The project should be cost effective.
- **Replicability.** The project should be replicable, thereby providing higher leverage of GEF resources.
- **Financial sustainability.** The project must have financial sustainability after the conclusion of GEF support.
- **Stakeholder participation.** A project should engage the broad participation of key stakeholder groups in project design and decision-making.

- **Monitoring and Evaluation.** A project should include plans for monitoring and evaluating the results.
- **Scientific foundation.** A Project should document and substantiate scientific claims.
- **Implementing Agency support.** The project should have strong support of IAs both during project preparation and implementation.

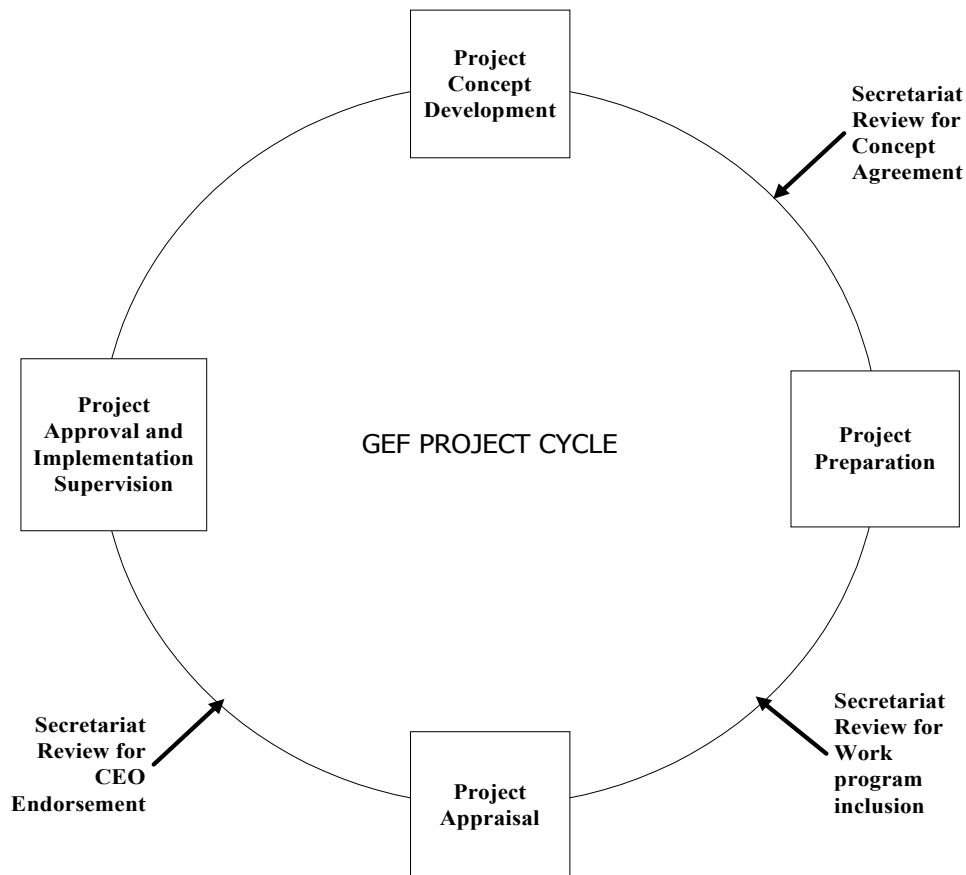
4 STEP-BY-STEP METHODOLOGY

The step-by-step approach and standard procedures to gain GEF approval of a project are known as the **project cycle**. The steps and documentation required are determined by the type of project:

- Full size projects go through each step of the GEF project cycle and are approved by the Council.
- Medium-sized projects go through an expedited processing. The most significant difference in this process is that project approval has been delegated by the Council to the CEO.
- Enabling activities requiring less than US \$450,000 in GEF funds also qualify for expedited processing where approval has been delegated to the CEO. Those requiring more than \$450,000 follow full size project processing procedures.

The GEF project cycle (see Fig. 1) consists of four main phases of activity (i) project concept development; (ii) project preparation; (iii) project appraisal; and (iv) project approval and implementation. Progression through the project cycle occurs through three discrete GEF *review points* where documented proposals are considered by the GEF Secretariat, CEO, or Council.

Fig 1. GEF Project Cycle



Source: “GEF Project Cycle” - GEF/C.16/Inf.7

www.gefweb.org/Documents/Council_Documents/GEF_C16/gef_c16.html

The following steps provide details of this process for a full size project. Medium-sized projects and enabling activities requesting less than US \$450,000 go through an expedited procedure that enables the CEO to approve the project brief instead of the Council. These projects are not eligible for PDF B grants. The exact nature and sequence of the steps below will vary by project, depending on many factors,

Step 1: Project proponent (e.g., host government agency, NGO) develops idea for a biodiversity conservation project or program that requires additional funding to achieve global results

- Determine, in general terms, if project will meet basic GEF criteria. [Click here to link to GEF1 worksheet - Funding Criteria](#)
- Implementing Agencies can also provide advice on GEF eligibility and information on their own processing requirements

Step 2: Proponent develops project concept

- Project proponent, with assistance of Implementing Agency (IA) (or expanded executing agency), develops concept paper. Given the number of agencies that can submit a project concept paper to the GEF (currently nine including the expanded executing agencies) there is no standard format for this document. However, sample formats for concept papers, PDF A grant applications and project briefs can be found on the GEF web site at:

[www.gefweb.org/Documents/Medium-Sized Project Proposals/MSP Guidelines/msp_guidelines.html](http://www.gefweb.org/Documents/Medium-Sized%20Project%20Proposals/MSP%20Guidelines/msp_guidelines.html)

- Key information that should be included in a project concept paper:
 - Country Eligibility – Document that the government is party to the CBD.
 - Country “Drivenness” – Outline how the concept is supportive of national priorities
 - Problem statement – Identity the principal threats to biodiversity and their root causes; what would happen without GEF resources (baseline scenario); what would happen with GEF (alternative scenario).
 - Sustainability (including financing) – Describe in general terms how the continuation of project benefits after completion of GEF financing will be ensured.
 - Replicability – Describe potential for transferring successful experience elsewhere.
 - Stakeholder involvement - Concept paper should be developed in consultation with key stakeholders. The advice of the GEF focal points and Implementing Agency should also be sought.
- Project proponent seeks national operational focal point endorsement of concept paper, and includes information on the status of the endorsement in final draft (either “awaiting endorsement” or “has been endorsed”).

IF IMPLEMENTING AGENCY DEEMS THAT THE PROJECT MEETS GEF ELIGIBILITY REQUIREMENTS

Step 3: Project proponent and IA determine if PDF A grant is needed to further develop the project concept

- If funds are needed to develop the project concept, project proponent submits proposal for PDF A financing (up to US \$25,000). Project proponent is expected to mobilize some level of co-financing for project preparation as well.
- Written endorsement of the national operational focal point needed for PDF A financing.
- If GEF Secretariat has no objections and the IA approves, project preparation funds are released.

Step 4: Review of concept paper

- IA submits concept paper to the Secretariat, other IAs, relevant expanded executing agencies, relevant convention secretariat, and the STAP chairman for comment.
- IA and project proponent respond to comments.
- Secretariat reviews for project eligibility

IF THE SECRETARIAT DETERMINES THE PROJECT IS ELIGIBLE, IT ENTERS THE PROJECT “PIPELINE”

Step 5: Project preparation: Develop Project Brief

- IA and project proponent seek PDF-B grant for project preparation. This involves the following steps:
 - Prepare PDF-B funding proposal (see GEF web site for guidelines)
 - Secure endorsement by the operational focal point
 - Obtain co-financing commitments
- IA submits PDF-B proposal (for comment) to GEF Secretariat, and circulates copies to other IAs, relevant expanded executing agencies, the STAP Chairman, and relevant convention Secretariats to be considered for GEF work program inclusion.
- IA and project proponent respond to comments.
- A *bilateral meeting* is held between the GEF Secretariat and the IA for final review of project for inclusion into the GEF Work Program. If project is approved then the PDF-B funds will be awarded and the proposal is included in the Work Programme for consideration by GEF Council when appropriate.
- IA and proponent carry out extensive project preparation activities outlined in PDF-B proposal and prepare a detailed Project Brief. IA works very closely with host government on all key issues, including interventions, financial allocations, securing co-financing, project execution arrangements, etc.

Steps 6 - 8 are by-passed for medium-sized projects and enabling activities requesting less than US \$450,000, which can be approved directly by the CEO.

Step 6: Appraisal and Revision of Project Brief

- IA submits Draft Project Brief to Secretariat and other institutions listed under PDF-B steps above.
- Reviewers submit comments to IA.
- IA and project proponents modify Project Brief based on comments.

Step 7: Final Secretariat review and CEO endorsement

- Secretariat conducts final review of revised Project Brief.
- CEO endorses final project for inclusion in work program to GEF Council.

Step 8: GEF Council approval

- Council considers project at Council meeting or through “intersessional” packages that are mailed out.
- If no objections, project is approved for funding.

IF APPROVED BY COUNCIL

Step 9: Project Approval by IA

- The IA or Expanded Executing Agency submits the project to its Board (or other body) for approval as per procedures for each respective IA and EEA.

Step 10: Implementation of project

- Contracts or other project agreement documents are signed by IA and Executing Agencies (e.g., NGO, host government protected area agency) and funding starts to flow.
- IA or Expanded Executing Agency supervises the implementation of the project and submits annual Project Implementation Review reports to the Secretariat after project has been under implementation for at least one year.
- Upon completion, IA prepares terminal evaluation report, which should be made public.

5 RESOURCES

5.1 Bibliographic references

Burgiel, S.W. and S. Cohen (1997) The Global Environment Facility – From Rio to New Delhi: A Guide for NGOs. IUCN – The World Conservation Union, Gland, Switzerland and Cambridge, UK.

[Click here to open “The Global Environment Facility – From Rio to New Delhi: A Guide for NGOs”](#)

5.2 Web sites

<http://www.gefweb.org/>

The web site of the GEF. Contains comprehensive overview information and significant background documentation and links.

<http://www.undp.org/gef/guide/main.htm>

Overview of UNDP-GEF Group including links to application forms for PDF A, PDF B, and Medium size grants.

<http://www-esd.worldbank.org/gef/>

The World Bank's GEF portfolio.

<http://www.unep.org/unep/gef/>

UNEP GEF homepage. Includes information UNEP GEF projects, Enabling activities, the STAP and an NGO information kiosk.

<http://www.undp.org/gef/workshop/index.htm>

GEF Country Dialogue Workshops Program web page. Gives details on the CDW program including workshop tools on how to access GEF resources and how to propose, prepare and implement GEF-financed activities. Schedule of upcoming workshops available.

<http://www.undp.org/sgp/>

Information on the Small Grants Program, including participating countries and country program strategies, eligible activities, how to apply for a grant, and details on approved projects.

5.3 Contacts

A complete listing of all GEF national operational focal points can be found at:

www.gefweb.org/participants/Focal_Points/Operational/operational.html

Key GEF contacts at IAs are listed on IA web sites (see above).

A major component of a new GEF outreach and communications strategy is the Country Dialogue Workshops (CDW) Program. The Program organizes participatory workshops around the world to facilitate group dialogues between country-based stakeholders, the GEF and its implementing Agencies, the Convention Secretariats, and the STAP. These workshops provide practical information on how to access GEF resources and how to propose, prepare and implement GEF-financed activities. For information on the CDW program see: <http://www.undp.org/gef/workshop/index.htm>