

Independent Evaluation
of the
“*GEF National Dialogue Initiative*”

(GLO/03/G34)

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List of Abbreviations and Acronyms

ADB	Asian Development Bank
AfDB	African Development Bank
BD	Biodiversity
CBO	Community Based Organization
CC	Climate Change
CDW	Country Dialogue Workshop
CEO	Chief Executing Officer
CIDA	Canadian International Development Agency
CO	Country Office
CSP	Country Support Programme
EBRD	European Bank for Reconstruction and Development
EIT	Economy In Transition
EO	Evaluation Office
FAO	Food and Agriculture Organization
FEM	Fond pour l'Environnement Mondial
FP	Focal Point
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GTZ	German Development Agency
IDB	Inter American Development Bank
IFAD	International Fund for Agriculture Development
IGO	Inter-Governmental Organization
LDC	Least Developed Country
MDGs	Millennium Development Goals
NCSA	National Capacity Self-Assessment
NDI	National Dialogue Initiative
NGO	Non-Governmental Organization
NSDS	National Sustainable Development Strategy
OFP	Operational Focal Point
OPS	Operational Performance Study
PMT	Programme Management Team
PIR	Project Implementation Review
POPs	Persistent Organic Pollutants
RAF	Resource Allocation Framework
SIDS	Small Island Developing States
SGP	Small Grants Programme
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNCCD	United Nations Convention to Combat Desertification
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
UNOPS	United Nations Office for Project Services
USD	United States Dollar
USAID	United States Agency for International Development
WCU	Workshop Coordination Unit

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DISCLAIMER

This report is the work of an independent consultant and does not necessarily represent the views, policy, or intentions of the Global Environment Facility (GEF) or the United Nations Development Programme (UNDP).

EXECUTIVE SUMMARY

The executive summary will be finalized once comments are received on the draft evaluation report. It will then be incorporated to the final evaluation report that will be submitted to the Inter-Agency Steering Committee of the National Dialogue Initiative.

1. INTRODUCTION

1. This report presents the findings of the Independent Evaluation of the “*GEF National Dialogue Initiative*” (GLO/03/G34). This evaluation was performed by a Senior Evaluator - Mr. Jean-Joseph Bellamy (JJ@Bellamy.net) - on behalf of the Inter-Agency Steering Committee of the National Dialogue Initiative.
2. This evaluation report includes seven sections. Chapter 2 presents an overview of the National Dialogue Initiative; chapter 3 briefly describes the objective, scope, methodology, evaluation users and limitations of the evaluation; chapter 4 presents the findings of the evaluation. Conclusions, lessons learned, and recommendations are presented in Chapters 5, 6 and 7 respectively and relevant annexes are found at the back end of the report.

2. OVERVIEW OF THE NATIONAL DIALOGUE INITIATIVE

3. The GEF National Dialogue Initiative¹ is a corporate, global GEF programme implemented by UNDP and executed by UNOPS on behalf of the GEF Secretariat, the 10 GEF Agencies and, from December 2006, the GEF-NGO Network. The programme began implementation in July 2004 and its overall budget is \$6m funded by the GEF. The programme’s ending date was December 2007, however it is expected to be extended to the start of GEF-5 next year (July 2010). It is governed by an Inter-Agency Steering Committee, chaired by the GEF CEO, and composed of representatives from all GEF Agencies. It is implemented by a Programme Management Team² (PMT), based at UNDP New York, with support from UNDP Country Offices and from UNOPS as the executing agency. The GEF National Dialogue Initiative has been a part of GEF’s efforts to engage national stakeholders and foster dialogue and participation on global environment issues.
4. The GEF National Dialogue Initiative follows and builds upon an earlier programme – the GEF Country Dialogue Workshops (CDW 1999-2003) – which was designed to strengthen country coordination and capacity and to promote country ownership and awareness through targeted, participatory workshops. Whereas Country Dialogue Workshops aimed to inform national stakeholders about the GEF – its mission, strategy, policies and procedures – and provide practical information on how to propose, prepare and implement GEF-financed activities, national dialogues have been designed to respond to a wider range of country needs and to help realize specific national objectives associated with countries’ GEF portfolios and pipelines through flexible scheduling and organization.
5. The GEF National Dialogue Initiative is aligned with a fundamental principle of the GEF Instrument, which highlights the GEF’s commitment “*to facilitating continued effective participation, as appropriate, of major groups and local communities and to promoting opportunities for mobilizing outside resources in support of GEF activities*”. The programme has also been designed in response to guidance received over successive years such as the Second and Third Overall Performance Study of the GEF (OPS2 & 3) and the independent evaluation of the CDW programme.
6. The GEF National Dialogue Initiative seeks to (i) promote in-depth understanding of the GEF’s strategic directions, policies and procedures; (ii) strengthen country coordination and ownership in GEF operations and sharing lessons learned from project implementation; and (iii) achieve greater mainstreaming of GEF activities into national planning frameworks and coordination and synergies amongst the GEF focal areas and convention issues at the national level. The immediate objectives of the GEF National Dialogue Initiative are to:

1 Throughout this report “*National Dialogue Initiative*” refers to the Programme as a whole and “*national dialogue(s)*” refers to the dialogues organized at country level. The National Dialogue Initiative manages and supports national dialogues and, in 2006, a set of sub-regional consultations.

2 The PMT contains 4 staff and implements two corporate GEF Programmes – the National Dialogue Initiative and the Country Support Programme (CSP). Two staff members are employed under the National Dialogue Initiative while two are employed under the CSP, however all four staff contribute their time to both programmes.

- (a) Promote in-depth understanding of the GEF's strategic priorities, business plan, policies and procedures, including the range of operational tools that have been developed for accessing GEF assistance, and to share lessons learned from GEF project implementation reviews.
- (b) Conduct a dialogue with national stakeholders on national strategies, processes and implementation challenges related to global environmental issues.
- (c) Seek country inputs into the design of national level consultations to be conducted during years two to four of the programme (objective of the sub-regional consultations).
- (d) Continue strengthening country coordination and engagement in GEF activities by promoting at the national level coordination among multiple stakeholders and synergies amongst the GEF focal areas and convention issues.
- (e) Support the efforts of countries and the Implementing Agencies to mainstream GEF activities into national planning frameworks, such as national sustainable development strategies and poverty reduction strategies.

7. The GEF National Dialogue Initiative has two main components. A first component, expected to be one-year long, was to focus on sub-regional consultations with national GEF focal points and other key stakeholders. These consultations were to inform all GEF participating countries of the recommendations and decisions of the GEF Council and Assembly. They also provided an opportunity to obtain inputs from the participants into the design of the second component of the National Dialogue Initiative, which has focused on national level consultations, as well as on the GEF Country Support Programme for Focal Points.

3. DESCRIPTION OF THE EVALUATION

8. This independent evaluation was initiated by the National Dialogue Initiative programme management team on behalf of its Inter-Agency Steering Committee. It provides an in-depth assessment of the activities conducted so far and makes several recommendations for the remaining period of the Initiative.

3.1. Objectives

9. Based on the Terms of Reference (*see Annex 1 TORs*), the evaluation of the “*GEF National Dialogue Initiative (GLO/03/G34)*” - an integral part of the programme cycle - analyzes the contribution of the programme against its objectives as stated in the project document, as well as the guidance received from the programme's Inter-Agency Steering Committee.

10. The evaluation considered the effectiveness, efficiency, relevance, impact and sustainability of the Initiative. It also identified factors that have affected implementation of the Initiative and facilitated or impeded the achievement of objectives and attainment of results. Given that this is a multi-focal area GEF corporate programme, the evaluation assessed the programme's relevance in terms of consistency with the GEF Instrument, the recommendations of OPS2 and OPS3, the CDW Independent Evaluation and, to a lesser degree, the overall GEF-4 Business plan.

11. While a thorough assessment of the implementation to date is important, the evaluation is also expected to produce recommendations and lessons learned to assist in defining future directions for the ongoing multi-stakeholder dialogue process involving participating countries and GEF partners.

12. Finally, this evaluation report will also inform the Fourth Overall Performance Study (OPS4), which is being conducted during the period July 2008 – January 2010 with the Interim OPS4 report scheduled to be ready in April 2009. OPS4 is an independent study conducted by the GEF Evaluation Office to assess the overall performance of the GEF during its fourth replenishment. It provides recommendations to be considered in the negotiations for the fifth replenishment of the GEF.

3.2. Scope

13. Considering the objectives presented above and as per the TORs, the evaluation assessed the following aspects of the Initiative:

- **Project design:** Reviewed the original program objectives and assessed quality of design for delivery of planned outputs in the context of the ongoing evolution of the GEF and taking into consideration the country needs as outlined in the successive Overall Performance Studies of the GEF (OPS2 and OPS3).
- **Project implementation:** Assessed the effectiveness of:
 - Project management arrangements, i.e., effectiveness of UNDP's overall management on behalf of the GEF partners, and the role of the Inter-Agency Steering Committee as an oversight and advisory body;
 - Quality and timeliness of outputs and activities;
 - Cooperation among GEF partners in project implementation including GEF Secretariat, UNDP, UNEP, World Bank, ADB, AfDB, EBRD, FAO, IDB, IFAD, UNIDO, and UNOPS as the executing agency;
 - Degree of responsiveness of project management to adapt to and implement changes in program execution based on feedback received from:
 - Countries (e.g. national dialogue participant evaluations, feedback received from GEF Focal Points in CSP Sub-regional Workshops, etc.); and,
 - GEF partners (e.g. strategic guidance provided by the programme's Inter-Agency Steering Committee in the course of implementation).
 - Use of sound monitoring and evaluation systems within the project to track progress and results.
- **Project Impact:** Assessed the:
 - Achievements of the project against the original objectives, outputs and activities and using the indicators as defined in the project document;
 - Catalytic role of the project – whether it was able to produce any catalytic or replication effects in the countries supported.

14. As per the TORs, a sample size of approximately 25% of programme activities is reviewed in depth. The final sample included 11 national dialogues and 2 sub-regional consultations, which were selected by the Evaluator from the complete list of 50 events conducted since July 2004. The selection criteria used to ensure a balanced representation to select these events included: regional distribution, country size, country context (LDC status, SIDS, Economy In Transition), as well as type of country's Resource Allocation Framework (RAF) allocation in GEF-4 (Group or Individual). The list of national dialogue events featured in the sample is found in the table below, with the 2 sub-regional consultations selected at the bottom:

Table 1: Selected Sample for an In-depth Review

Dialogue	Country	Region	Ctry Size	LDC	SIDS	EIT	RAF CC/BD
1) Bobo-Dioulasso, Burkina Faso, 15-17 January 2008	Burkina Faso	Central & West Africa	M	X			G/G
2) Yaoundé, Cameroon, 16-17 June 2008	Cameroon	Central & West Africa	M				G/I
3) Marrakech, Morocco, 15-17 March 2006	Morocco	Middle East and North Africa	M				I/I
4) Mahe, Seychelles, 21-22 June 2007	Seychelles	Eastern Africa SIDS	S		X		G/I
5) Ashgabat, Turkmenistan, 14-16 September 2007	Turkmenistan	Europe and CIS	M			X	I/G
6) Anapoima, Colombia, 16-18 July 2008	Colombia	Latin America	M				I/I

Dialogue	Country	Region	Ctry Size	LDC	SIDS	EIT	RAF CC/BD
7) Havana, Cuba, 13-15 November 2006	Cuba	Caribbean	S		X		I/I
8) Bangkok, Thailand, 19-21 January 2006	Thailand	East & South-East Asia	M				I/I
9) Mussorie, India, 15-17 February 2006	India	South Asia	L			X	I/I
10) Mayfair Lagoon/ Bhubaneswar, India, 30 Oct – 1 November 2007	India	South Asia	L			X	I/I
11) Funafuti, Tuvalu, 30 September 2005	Tuvalu	Pacific SIDS	S	X	X		G/G
TOTAL NATIONAL DIALOGUES (42)	2004: 6 (14%) 2005: 12 (29%) 2006: 8 (19%) 2007: 8 (19%) 2008: 8 (19%)	Africa: 14 SIDS: 10 E/CIS: 4 LA: 5 Car: 2 E/SEAs: 5 SAs: 2	21S (50%) 17M (40%) 4L (10%)	12 (29%)	13 (31%)	7 (17%)	19G/G (45%) 12I/I (29%) 9G/I (21%) 2I/G (5%)
SAMPLE (11)	2004: 0 (0%) 2005: 1 (10%) 2006: 4 (36%) 2007: 3 (27%) 2008: 3 (27%)	Africa: 3 SIDS: 2 E/CIS: 1 LA: 1 Car: 1 E/SEAs: 1 SAs: 2	3S (27%) 6M (55%) 2L (18%)	2 (18%)	3 (27%)	2 (18%)	2G/G (18%) 6I/I (55%) 2G/I (18%) 1I/G (9%)
1) Pretoria, East & Southern Africa, 24-25 April 2006		East & Southern Africa					
2) Kuala Lumpur, East & South-East Asia, 13-14 June 2006		East & South-East Asia					

3.3. Methodology

15. This evaluation was conducted in accordance with the “*GEF Monitoring & Evaluation Policy (2006)*”, the “*Guidelines for Implementing and Executing Agencies to Conduct Terminal Evaluations (2007)*” as well as the “*UNDP Evaluation Policy (2006)*” of UNDP. The Evaluator also applied the “*Ethical Code of Conduct for UNDP Evaluation*”, which implies that evaluation activities are independent, impartial and rigorous. The methodology used is compliant with international criteria and professional norms and standards, including the Standards and Norms for Evaluation in the UN system.

16. The evaluation was undertaken in line with GEF monitoring and evaluation principles, which are: *independence, impartiality, transparency, disclosure, ethical, partnership, competencies/capacities, credibility and utility*. It considered the two GEF evaluation objectives at project level: (i) promote accountability for the achievement of GEF objectives; including the global environmental benefits; and (ii) promote learning, feedback and knowledge sharing on results and lessons learned among the GEF and its partners.

17. In addition to the GEF guiding principles, the Evaluator applied to this mandate his knowledge of evaluation methodologies and approaches and its particular expertise in global environmental issues. He also applied several methodological principles such as (i) *Validity of information*: multiple measures and sources were sought out to ensure that the results are accurate and valid; (ii) *Integrity*: Any issue with respect to conflict of interest, lack of professional conduct or misrepresentation were immediately referred to the client when needed; and (iii) *Respect and anonymity*: All participants had the right to provide information in confidence.

18. The evaluation was conducted and the findings were structured around the GEF five major evaluation criteria, which are also the five internationally accepted evaluation criteria set out by the Development Assistance Committee of the Organisation for Economic Co-operation and Development:

- *Relevance* relates to an overall assessment of whether the Initiative addresses national and local needs and priorities, as well as donor and partner policies.
- *Effectiveness* is a measure of the extent to which formally agreed expected results (outcomes) have been achieved, or can be expected to be achieved.
- *Efficiency* is a measure of the productivity of the intervention process, i.e. to what degree the outcomes achieved derive from efficient use of financial, human and material resources. In principle, it means comparing outcomes and outputs against inputs.
- *Impacts* are the long-term results of the Initiative and include both positive and negative consequences, whether these are foreseen and expected, or not.
- *Sustainability* is an indication of whether the outcomes (end results) and the positive impacts (long term results) are likely to continue after the Initiative ends. As per the TORs, sustainability in the context of this Initiative is less relevant as a criterion since the programme has been designed to deliver a series of national-level dialogues and sub-regional consultations intended to assist GEF recipient countries and build their capacity within the short term, and where longer-term impact should be realized through follow-up activities.

19. The evaluation provides evidence-based information that is credible, reliable and useful. The findings were triangulated through the concept of “*multiple lines of evidence*” using several evaluation tools and gathering information from different types of stakeholders and different levels of management. To conduct this evaluation the Evaluator used the following evaluation instruments:

Evaluation Matrix: The evaluation matrix (*see Annex 2*) was developed on the basis of the evaluation scope presented in the TOR, the log-frame and the review of key documents. The matrix is structured along the five GEF evaluation criteria and includes all evaluation questions. The matrix provided the overall direction for the evaluation and helped to structure the questionnaires, the interviews, the document review, and the evaluation report.

Documentation Review: The review was conducted by the Evaluator during the visits to the National Dialogue Initiative and UNDP in New York and the GEF Secretariat and Agencies in Washington, D.C. and at home in Canada (*see Annex 3*). In addition to being a main source of information, it was used as a cross-reference tool to check findings from the interviews. A list of documents was identified during the Evaluator’s visits to New York and Washington, including Project Implementation Review reports (PIRs), country evaluation reports and national dialogue related reports.

Interview Guide: Based on the evaluation matrix, an interview guide was developed (*see Annex 4*) to solicit information from stakeholders. As part of the participatory approach, the Evaluator used this tool as a reference to collect all relevant information. This guide was used for interviews conducted in person, by phone and by email.

Interviews: The semi-structured interviews were conducted using the interview guide as reference (*see Annex 5*). The interviews were designed to obtain feedback from key National Dialogue Initiative programme partners, especially GEF Secretariat, Evaluation Office, and GEF Agencies (particularly representatives of the organizations who have participated in multiple National Dialogue events), while also including some GEF Focal Points and their staff from countries that have held National Dialogues. Most interviews were conducted by phone/skype with some follow up when needed using emails. The Evaluator ensured that all parties view the interviews as balanced, unbiased, and structured. Confidentiality was guaranteed to the interviewees and the findings were incorporated in the final report.

Participation to the National Dialogue in Ankara, Turkey (May 2009): The Evaluator participated as an observer in the national dialogue held in Ankara, Turkey on May 25-26, 2009. It was the second national

dialogue held in Turkey. It was an opportunity for the Evaluator to observe a dialogue in person and meet key government and civil society stakeholders present at the dialogue, as well as GEF Focal Points and representatives from the GEF Agencies.

Online Survey: Two online surveys were conducted to collect information from stakeholders. The main objective of these two surveys was to obtain views on national dialogues and sub-regional consultations, including concrete examples. Stakeholders invited to take part in the surveys had to have participated in at least one national dialogue or a sub-regional consultation supported by the National Dialogue Initiative. Each survey had a separate questionnaire, which was developed using the web-based “*surveymonkey.com*” tool (see Annex 6). Two distinct groups of stakeholders were invited to participate to the online surveys: (i) survey 1: a group composed of GEF national Focal Points and/or their representatives who participated in a national dialogue or sub-regional consultation, and of UNDP-CO key staff involved in organizing national dialogues in their countries; and (ii) survey 2: a group composed of participants in the 11 national dialogues selected for in-depth review (see Section 3.2). The Programme Management Team provided corresponding lists of participant emails to the Evaluator.

- **Survey 1:** The purpose of survey 1 was to elicit information on country level organization and management of the process of conducting a national dialogue. The questionnaire was in English and the views of the two groups (GEF Focal Points and UNDP Country Offices) were separated when analyzing the responses and ratings in relation to the questions posed. An email invitation to respond to the survey (through a web link) was sent to all potential participants. A total of 189 emails were sent; however, after eliminating the incorrect email addresses, a total of 107 persons (valid email addresses) were invited to respond to questionnaire 1. Three reminders were sent to persons who did not complete the questionnaire at the time. A total of 40 persons³ responded, that is, a rate of response of 37%.
- **Survey 2:** The questionnaire was available in four languages: *English, French, Spanish and Russian*. An email invitation to respond to the survey (through a web link) was sent to all participants (except GEF resource persons) in the 11 national dialogues selected for in-depth review and as such included respondents from government, civil society, private sector, and international agencies. A total of 406 emails were sent; however, after eliminating the incorrect email addresses, a total of 282 persons (valid email addresses) were invited to respond to questionnaire 2. Three reminders were sent to persons who did not complete the questionnaire at the time. A total of 97 persons responded, that is, a rate of response of 34%.

The sample sizes and the response rates indicate a good degree of statistical validity in the findings. Responses were compiled and analyzed by stakeholder group, and key findings are presented both in the text of this report and through summary graphs and tables.

20. Finally, the evaluation was conducted following a set of steps presented in the table below:

Table 2: Steps in Conducting the Evaluation

Phase / Task	Effort (days)
I. Briefing <ul style="list-style-type: none"> • Desk review of relevant documents • Briefing in NY with GEF National Dialogue Initiative & CSP Team, UNDP Evaluation Office, UNDP/GEF Executive Coordinator & Deputy Executive Coordinator, and UNOPS principal manager • Briefing in DC with the GEF Secretariat: External Relations and Thematic Cluster staff, GEF Evaluation Office; World Bank; and UNEP • Methodology: scope, evaluation questions, data collection instruments, questionnaire 	5
II. Design Data Collection Instruments <ul style="list-style-type: none"> • Conduct telephone interviews with additional GEF Agency staff and resource persons • Prepare and submit draft interview questionnaires for National Dialogue participants • Review of draft interview questionnaire undertaken by UNDP/GEF and UNDP EO 	6

³ This total of 40 respondents included: 16 GEF national Focal Points or representatives; 17 UNDP-CO staff; and 7 NGO and others (these were GEF Focal Points or UNDP-CO staff who have since moved on).

Phase / Task	Effort (days)
<ul style="list-style-type: none"> • Prepare final interview questionnaire • Send questionnaires to select countries 	
III. <u>Collect Data</u> <ul style="list-style-type: none"> • Conduct telephone interviews as appropriate with programme beneficiaries in ~10 select countries • Process interview data and review of documents • Participate to the National Dialogue in Ankara, Turkey • Draft and submit detailed Table of Contents for Evaluation Report 	10
IV. <u>Draft Evaluation Report (1 & 2)</u> <ul style="list-style-type: none"> • Prepare and submit Draft Evaluation Report • Review of first draft of Report by the Programme's Inter-Agency Steering Committee • Prepare second draft of Report 	7
V. <u>Finalize Evaluation Report</u> <ul style="list-style-type: none"> • Prepare and Submit Final Evaluation Report to the Programme's Inter-Agency Steering Committee 	2

21. The evaluation methodology was submitted to the Programme Management Team for their review prior to being used by the Evaluator. Any changes were kept in line with professional norms and standards adopted by the UN Evaluation Group.

3.4. Evaluation Users and Stakeholders

22. This independent evaluation is initiated by the Programme Management Team of the GEF National Dialogue Initiative on behalf of its Inter-Agency Steering Committee. The audience for this evaluation are primarily the Inter-Agency Steering Committee, representing the GEF Secretariat and Agencies and the GEF-NGO Network; the GEF Evaluation Office; the GEF Council; and the National Dialogue Initiative itself. The findings will provide an assessment of whether or not the objectives of the Initiative have been met, noting where gaps are evident; lessons learned from the experience of the Initiative; and recommendations to strengthen the ongoing multi-stakeholder dialogue process between GEF and participating countries.

23. The key stakeholders include the GEF Secretariat and Agencies as well as governments, GEF national Focal Points (both political and operational) and Council Members, convention focal points, the GEF-NGO Network members, GEF/SGP National Coordinators and National Steering Committees, other GEF project managers and staff, NGOs, indigenous and local communities, agency country-based staff, bilateral and other donors and private sector representatives.

3.5. Limitations and Constraints

24. The findings and conclusions contained in this report rely on a desk review of programme documents with a particular emphasis on 11 dialogues and 2 sub-regional consultations, two visits to UNDP New York, one visit to Washington, D.C., phone interviews with about 15 stakeholders and participation in one national dialogue in Ankara, Turkey (*May 25-26, 2009*). Within the resources allocated to this evaluation, the independent Evaluator was able to conduct an assessment of actual results against the set of expected results.

25. This evaluation report successfully ascertains whether the National Dialogue Initiative is meeting its main objectives as laid down in the project document. It also makes several recommendations towards reinforcing the impact of the Initiative within the available resources. The report also compiles the main lessons learned and best practices obtained during the implementation of the Initiative, which could be taken into consideration during the development of the next phase of this GEF corporate programme.

26. The Evaluator is fully responsible for this independent evaluation report, which may not necessarily reflect the views of the GEF, UNDP, or UNOPS. The circulation of the final report will be determined by the Inter-Agency Steering Committee of the National Dialogue Initiative.

4. EVALUATION FINDINGS

27. This section presents the findings of this final evaluation, which are based on a desk review of programme documents and on interviews with key stakeholders and programme participants. As described in Section 3.3.1 they are structured around the GEF major evaluation criteria applicable to this programme: *Relevance, Effectiveness, Efficiency and Impact*.

4.1. What is the Relevance of the National Dialogue Initiative?

28. This section discusses the relevance of the National Dialogue Initiative in terms of the GEF and the participating countries, as well as against its original design. It will review how relevant the Initiative is in supporting the efforts of GEF to (i) promote in-depth understanding of the GEF's strategic directions, policies and procedures; (ii) strengthen country coordination and ownership in GEF operations and sharing lessons learned from project implementation; and (iii) achieve greater mainstreaming of GEF activities into national planning frameworks and coordination and synergies amongst the GEF focal areas and convention issues at the national level.

4.1.1. Towards the GEF Objectives

29. The National Dialogue Initiative was designed specifically to promote the efforts of the GEF as described in the paragraph above. The objectives of all reviewed national dialogues included the familiarization with current GEF strategies, policies and procedures; the mainstreaming of GEF activities into national sustainable development policies; and the need for strengthening the in-country cooperation. The provision of guidance on GEF's new operational policies and modalities was also one objective of the two reviewed sub-regional consultations. The relevance of this Initiative towards the GEF objectives was also overwhelmingly confirmed by the results of the 2 surveys⁵, in which about 90% of respondents said that the Initiative was either highly relevant or relevant to the global environmental agenda and GEF objectives. A selection of comments responding to this question from survey 1 are presented below:

E-survey					
How relevant is the National Dialogue Initiative to the global environmental agenda and GEF objectives?					
	HR ⁴	R	MR	I	n/a
#1	42%	52%	3%	0%	3%
#2	38%	45%	17%	0%	0%

How relevant is the National Dialogue Initiative to the global environmental agenda and GEF objectives?

- Because it makes more visible the GEF funds and projects, it helps to visualize the importance of the environment issues, it can help to sensitize and also to create appropriation
- Mechanism to learn how the country is working with GEF
- The countries that are represented in the regional meetings add up to constitute significant number of nations of the world. The peoples represented are all key in the environmental management sector in their respective country. Therefore, as I see it, regional dialogue meetings do address issues beyond narrow perspectives of GEF coordination. We discuss how to implement project and programmes, that address global environmental issues in concrete terms, not at declaratory levels unlike other forums. Therefore, GEF and its national dialogue mechanism is the most effective and pragmatic approach to tackling environmental issues.
- It is a good opportunity to inform the stakeholders on the main global and local environmental challenges and the ways and means existing in the world as well as on the national level. It is also a good gathering for exchanging experiences with the executing agencies and the GEFSEC
- To mobilise more resources for GEF projects
- Many countries have no management plans. So how does international programmes fit into local ones?
- By sensitizing the national stakeholders on the link between the environmental issues faced by the countries and the way proposed by the GEF to solve them
- The forum for discussion, planning and forward thinking
- Domestication of the GEF agenda at country levels.
- Mechanism to learn about GEF identify opportunities, learn about experiences that are been implemented, learn about new rules, procedures.

4 HR = Highly Relevant; R = Relevant; MR = Marginally Relevant; I = Irrelevant

5 As described in Section 3.3 - paragraph 19, survey 1 targeted a group composed of GEF national Focal Points or representatives and UNDP-CO staff; and survey 2 targeted a group composed of participants in the 11 national dialogues selected for an in-depth review.

30. Some examples of objectives from reviewed national dialogues including the familiarization with current GEF strategies, policies and procedures; the mainstreaming of GEF activities into national sustainable development policies; and the need for strengthening the in-country cooperation are presented below:

- **Cameroon:** *Better harmonization of GEF activities with other development activities undertaken in the country;*
- **Cuba:** *Aumentar el conocimiento sobre las políticas, procedimientos y prioridades estratégicas del GEF;*
- **India:** *To raise the general awareness of global environmental issues and the policies and procedures of the Global Environment Facility (GEF);*
- **Turkmenistan:** *Building national knowledge of the GEF mandate, policy and procedures.*

31. The National Dialogue Initiative is also consistent with the recommendations of OPS2, in particular the following recommendation: *“The GEF should continue ongoing efforts to support capacity development of operational focal points, the national GEF coordinating structures, and the country dialogue workshops. Furthermore, OPS2 recommends that the GEF Secretariat help empower operational focal points by providing better information services on the status of projects in the pipeline and under implementation. To that end, the GEF Council should allocate special funding, administered by the GEF Secretariat, to support the organization of regular in-country GEF portfolio review workshops, carried out by the national operational focal points with participation by the related convention focal points, implementing agencies, and executing agencies”*. The national dialogues contribute to building the capacity of GEF OFPs by providing better information services on GEF and its funded projects.

32. The objectives of the National Dialogue Initiative are also consistent with the recommendations of the OPS3 study. Among the six major recommendations, the Initiative is particularly consistent with the recommendation regarding *“Programming for Results – Country Level”*, which recommends that the GEF to *cultivate a stronger country program focus; incorporate RAF concepts into ranking projects at the country level; and, track sustainability and catalytic effects*. The national dialogues are significantly contributing to the development of stronger country programmes through discussions of national environmental issues and prioritization, GEF strategies and how they can fit with national sustainable development agendas, and how national coordination mechanisms may be improved.

33. Some examples of objectives from reviewed national dialogues consistent with these recommendations are presented below:

- **Burkina Faso:** *Renforcer la coordination et les partenariats avec un ensemble d’acteurs nationaux sur les questions relatives à l’environnement;*
- **Cameroon:** *The overall objective is to strengthen the integration and impact of GEF Activities within national sustainable development and poverty reduction policies;*
- **Columbia:** *Fortalecer la coordinación nacional y compartir las lecciones aprendidas en la formulación e implementación de los proyectos del FMAM (GEF) en Colombia;*
- **India:** *To raise the level of awareness of GEF National Coordination in India, including the roles of the GEF Focal Points, the Convention Focal Points and Civil Society;*
- **Seychelles:** *Discuss how the GEF strategies will be coordinated in national implementation.*

34. As described in Section 2, the National Dialogue Initiative follows and builds upon an earlier programme – the GEF Country Dialogue Workshops (CDW, 1999-2003) – which was designed to strengthen country coordination and capacity and to promote country ownership and awareness through targeted, participatory workshops. An independent evaluation of the CDW was conducted in 2002 and included a set of recommendations. The overall recommendation was that *“there be an expanded second phase for the CDWs, which takes into account a series of recommendations and should also be understood and supported within a broader context of capacity development for OFPs and other concerted efforts to address and enhance country level coordination and knowledge related to the actual implementation of the global conventions. This recommendation implies two subsequent necessities: (a) that the WCU receive further and increased support to*

manage effectively the CDWs and the strategic level dialogue prior to, during, and after these workshops; and (b) that there be more resources available for workshops to be implemented in a greater number of countries”.

35. As mentioned in the project document of the National Dialogue Initiative, full consideration was given to the conclusions of this CDW independent evaluation. A number of recommendations were specifically integrated into the design of the National Dialogue Initiative:

- Refocus workshops to deal more explicitly with national level prioritization processes and implementation challenges;
- Develop and implement clear criteria/guidelines/requirements to ensure diverse groups of stakeholder can be identified and participate in workshop;
- Increase the policy level dialogue taking place prior to and after the workshop to further the strategic dialogue process between the GEF and countries;
- Increase focus on the issue of mainstreaming as more central to the CDW implementation process, in order to ensure further impact in terms of integration of global environmental issues into poverty reduction strategies and national sustainable development planning;
- Increase the use of the workshops as a vehicle to continue to enhance coordination amongst GEF agencies at the country level as well as coordination and joint planning with other donors;
- Ensure workshop organization and management is sufficiently flexible to respond to needs of the country and the differences amongst countries with regard to experience in working with the GEF;
- Strengthen follow-up, both within and outside the mandate of the project;
- Increase the dialogue and sharing of experiences amongst diverse stakeholders at the workshops;
- Include more information on country role in GEF governance so as to increase understanding of GEF decision-making processes;
- Expand the functions of the website.

4.1.2. Towards Environmental Objectives of Recipient Countries

36. The national dialogues are relevant for the environmental objectives of the countries that hold them. The review of the selected dialogues reveals that national environmental objectives were one focus. Furthermore, these national dialogues tried to align GEF activities with national sustainable development and/or environmental policies. One example is the overall objective of **Cameroon** “to strengthen the integration and impact of GEF Activities within national sustainable development and poverty reduction policies”. **Burkina Faso** also stated one objective as “se baser sur l’expérience du portefeuille du FEM pour examiner les opportunités offertes dans le contexte du cadre politique de l’environnement national et du développement durable”.

37. This relevance to the countries’ environmental objectives was also confirmed by the two surveys where over 85% of respondents indicated either highly relevant or relevant. Appreciating the interaction during these national dialogues, respondents acknowledged their positive role in improving national coordination mechanisms. A few respondents commented that these dialogues improved cooperation between representatives from the ministries of environment and stakeholders. Other comments from respondents to survey 1 are presented below:

E-survey					
How relevant is your national dialogue to your country’ environmental objectives?					
	HR	R	MR	I	n/a
#1	45%	45%	7%	0%	3%
#2	43%	43%	13%	3%	0%

How relevant is the National Dialogue Initiative to recipient countries’ environmental objectives?

- It could contribute to promote dialogue among national stakeholders on environmental issues from a broader perspective.
- It is highly relevant If the agenda is such that it includes issues and promotes discussions and agreements that are relevant for the national stakeholders.
- Alignment with national strategies
- GEF is the most predictable support available to the environment sector in Ethiopia. Therefore, the dialogue will assist the country to raise the profile of environmental agendas in the country.
- It allows recipient countries to improve its strategies through the experiences of their partners and practices developed elsewhere
- To better prioritise country’s needs
- Many of the desired results do not translate into locally workable programmes. For instance, what Zambia

needs now is a comprehensive inventory of its ecological dynamics without which GEF programmes are handicapped. This is because, we use information to design management plans. Thus, how can you implement programmes without plans?

- National objectives are fed into the processes for future funding opportunities
- Most of events tend to support the host country national agenda and priorities especially the domestication of MEA, conventions.

38. The alignment of national dialogues with environmental objectives of recipient countries was also reinforced by the design of the Initiative, which seeks to maximize the country driven-ness and ownership of GEF activities. One objective of the National Dialogue Initiative was “*to conduct a dialogue with national stakeholders on national strategies, processes and implementation challenges related to global environmental issues*”. The review of the selected national dialogues confirmed that all dialogue agendas contained a review of the national environmental policy framework, such as national environmental priorities, national sustainable development strategies, biodiversity strategies and action plans, climate change national communications, etc.

39. As a result, the national dialogues are relevant in the context of the development of national strategies and programmes. An example is the national dialogue in **Turkmenistan**, which focused its first session on an overview of the National Environmental Policy in Turkmenistan and on the National Environmental Action Plan. This was followed by a review of national priorities in the main focal areas and a discussion on how to integrate environment and development. Another example is the initial request (2007) from **Burkina Faso** to organize a national dialogue. The rationale for the request was to link the national dialogue with the Third Conference of the National Council for the Environment and Sustainable Development.

4.1.3. Towards Needs of Target Beneficiaries

40. A common finding from all interviews was that the national dialogues have been responsive to country-driven and region-driven demands, and have therefore been relevant to the needs of targeted beneficiaries. The agendas for the national dialogues are developed with considerable interaction between the Programme Management Team, the GEF OFPs, the UNDP Country Office (CO), the GEF Secretariat and the GEF Agencies. Following an initial request from a country to GEF to conduct a national dialogue, the Programme Management Team works with the GEF OFP, with support from the UNDP-CO, to elaborate the agenda.

41. This relevance to the needs of targeted beneficiaries is partly confirmed by the survey results with about 60% of respondents indicating that the national dialogues address the needs of stakeholders. However, it is also noted that almost 40% of respondents from both surveys rated their responses as “*Partly*”; their perceptions are that the dialogues did not fully or mostly address their needs. In some of the comments from survey 2 presented below, three points are noted: (i) the generation of ideas is good but some participants/projects are not eligible for GEF funding; (ii) some NGO representatives perceive their participation as marginalized by GEF Focal Points and/or GEF implementing agencies; and (iii) funds are needed beyond what is available through GEF support.

E-survey					
To what extent does the National Dialogue Initiative address needs of Stakeholders?					
	F ⁶	M	P	NaA	n/a
#1	16%	42%	39%	3%	0%
#2	20%	40%	35%	3%	2%

To what extent does your National Dialogue address needs of Stakeholders?

- Taking on board their interests in projects
- Disseminating information about GEF and GEF projects. Bringing people together.
- Most of the needs are discussed in the consultation
- The linkages between the stakeholders to be strengthened
- Focused to address issues
- In providing avenues and vistas for dialogue and possible funding or technical support.
- Offre un cadre raisonnable de dialogue entre les decideurs
- Besoins énormes de financement pour l'adaption aux effets des changements climatiques dans les domaines de la foresterie , l'agriculture, les ressources en eau et les ressources animales
- Il permet l'implication de tous à l'identification des priorités du pays
- Il s'est averre que beaucoup d'idees de projets qu'avaient certains partipants ne sont pas eligibles au guichet du fem.
- Tous ont manifesté leur intérêt pour la rencontre a travers l'assuidité et les interventions

6 F = Fully; M = Mostly; P = Partly; NaA = Not at All; n/a = Not Applicable

- Les réalités régionales sont prises en compte
- Certains projets sont refusés de principes
- Presque n'est pas appliqué au niveau régional
- En dar espuesta a las demandas ambientales nacionales
- Siempre hay temas que se quedan fuera de la agenda de trabajo por problemas de tiempo

4.1.4. Towards Other Donor Programs

42. The participation of other donors in national dialogues is encouraged. However, their participation and engagement vary by country to country. In each country where a national dialogue takes place, the main donors (mostly bilateral agencies) are invited, as is the case with GTZ, AFD, CIDA, USAID and others; however, they are often represented only by middle-level managers. During this review the Evaluator did not note any major uptake from these dialogues by other donors. This overall “low-key” approach is also confirmed by the survey where only 61% of respondents to survey 1 said that the relevance for other donors was highly relevant or relevant.

E-survey					
How relevant is the National Dialogue Initiative in light of other donors?					
	HR	R	MR	I	n/a
#1	19%	42%	29%	3%	7%

Nevertheless, one good example of participation and engagement of donors to the national dialogue is Liberia. The dialogue was the first post-conflict national-scale activity focusing on the environment. It was held back to back with the National Environment Forum and it attracted a lot of donors/partner agencies that were actively involved throughout the 3 days. In particular the US Ambassador spoke at the opening ceremony, the Country Director of Flora and Fauna International (FFI) acted as the chair of a session, and FFI, IUCN and Conservation International (CI), all international NGOs with significant programmes in the country were asked to present their experiences alongside the GEF supported programmes. National private sector firms were present at the national dialogue while International private firms working on CDM issues were invited to the National Environment Forum.

4.1.5. Coherence of Concept / Internal Design

43. The quality and adequacy of the design of the National Dialogue Initiative is coherent and conducive to facilitating the request, the preparation and the organization of national dialogues. The rationale of this Initiative is based on the lessons learned from an earlier programme – the GEF Country Dialogue Workshops (CDW, 1999-2003) – which was designed to strengthen country coordination and capacity and to promote country ownership and awareness through targeted, participatory workshops. The recommendations from the independent evaluation of this previous initiative were taken into account in the design of the National Dialogue Initiative as well as related recommendations from OPS2 and OPS3. The coherence of concept was also perceived by the respondents to survey 1 as indicated in the side table; more than 80% of respondents said that the design of the Initiative was either “Fully” or “Mostly” coherent.

E-survey					
How coherent is the design of the National Dialogue Initiative?					
	F	M	P	NaA	n/a
#1	32%	49%	16%	3%	0%

44. The long-term objectives of the National Dialogue Initiative are (a) to promote in-depth understanding of GEF's strategic directions, policies and procedures; (b) to strengthen country coordination and ownership in GEF operations and sharing lessons learned from project implementation; and (c) to achieve greater mainstreaming of GEF activities into national planning frameworks and coordination and synergies amongst the GEF focal areas and convention issues at the national level. The review found good coherence between this set of objectives and the execution of national dialogues.

45. The design included two distinct components: (i) the first component was expected to be one year in duration and to focus on a series of sub-regional consultations with the national GEF Focal Points and other stakeholders. In addition to informing all GEF participating recipient countries of the recommendations and decisions of the GEF Council and Assembly, these sub-regional consultations were also to provide an opportunity to seek country inputs into the design of national consultations; (ii) the second component of the

Initiative was to focus on national level consultations with the plan to conduct up to 45 multi-stakeholder national level dialogues tailored to each country's needs.

46. The first component included a series of 8 sub-regional consultations that were organized in 2006; following a delay requested by the Inter-agency Advisory Committee until a resolution on the RAF was taken (see Section 4.3.6). These sub-regional consultations had two overall objectives: (a) to provide an overview and provide guidance on the GEF's new operational policies and modalities; and (b) to seek feedback from GEF Focal Points on their needs and priorities under the new Country Support Programme (CSP) for Focal Points.

47. The second component has been the delivery of national level consultations, which through the process of preparing these national dialogues, including the identification of dialogue objectives, the elaboration of agendas, and the selection of participants, contributed to the overall objectives of the National Dialogue Initiative. For instance, all agendas for these national dialogues included a session on informing the participants about GEF's strategic directions, policies and procedures, often presented by senior GEF Secretariat staff. As cited in Section 4.1.1, the second national dialogue in **India** was to raise the general awareness of global environmental issues and GEF policies and procedures and in **Turkmenistan** the national dialogue was to build national knowledge of the GEF mandate, policy and procedures. These agendas also included elements to review national coordination of GEF operations and how to mainstream GEF activities into national planning frameworks. In **Thailand**, a plenary discussion was organized the second day on the national coordination mechanism involving project proponents and the national GEF Focal Point. It was followed by group discussions on (i) how to integrate GEF projects into national development plans in sustainable development, MDGs, and international conventions; (ii) what are the national priorities for GEF assistance; (iii) what are the needs for capacity strengthening of GEF National Focal Point; and (iv) what are the mechanisms for information flow on GEF projects: learning and sharing. In **Morocco**, the agenda focused on coordination issues (*Réflexion sur un mécanisme de coordination du FEM au niveau national*) and identification of national priorities linked with GEF activities (*Priorités nationales et lien avec les domaines d'intervention du GEF*).

Appropriateness of Selection Criteria

48. In order to assess requests from GEF recipient countries to hold national dialogues, a set of criteria was developed to facilitate the decision-making process. A first set of criteria was identified by the CDW independent evaluation and was included in the National Dialogue Initiative project document as a draft set of criteria to be used at the start of the Initiative:

- Participation in the GEF and eligibility for GEF financing;
- Participation in previous workshops under the two predecessor projects;
- Strategic directions and other policies approved by the GEF Council;
- Interest to engage in a dialogue on strategic and critical priorities at the country level;
- Extent of challenges faced by the country in implementing their commitments under the conventions;
- Transparent and inclusive nature of GEF coordinating structure in the country and/or potential to further the dialogue on the instigation of such a structure;
- Demonstration of high level of commitment by government through the GEF focal point to assist with consultation planning and organization;
- Demonstration of commitment by the focal point to involve further in the national dialogue non-traditional economic development actors.

49. However, over the course of programme implementation, these criteria were refined and the request process clarified at the request of the Inter-Agency Steering Committee. Information about requesting a national dialogue is now posted on the CSP website:

- Key objectives for the proposed national dialogue should be identified and described in the request letter;
- Any possible linkages that may be established with other planned environmental consultations and events in the country requesting a national dialogue should be described in the request;

- Requests for national dialogues are evaluated by the Interagency Steering Committee using criteria that may include:
 - Engagement of country in environment and development policy and planning event or process involving GEF partners or other agencies;
 - Significance of country concerns in project priority-setting processes in one or more focal areas and/or in GEF coordination issues;
 - Submission of biodiversity national reports, climate change national communications, national action plans under the UNCCD, POPs national implementation plans;
 - Cost effectiveness of the proposed national dialogue;
 - Regional balance of national dialogues held.

50. The review indicates that these criteria are clear and comprehensive yet simple enough. However, as per the “*Guide to Conducting a GEF National Dialogue*” guidance is provided for the identification and invitation of participants for a balanced representation of sectors. It is recommended to add this criterion to this latest set of criteria. As is well known, participation of stakeholders is a critical success factor for environmental projects. It is important that these national dialogues take into account full participation of stakeholders, which is also an expected outcome of the National Dialogue Initiative (see Section 7).

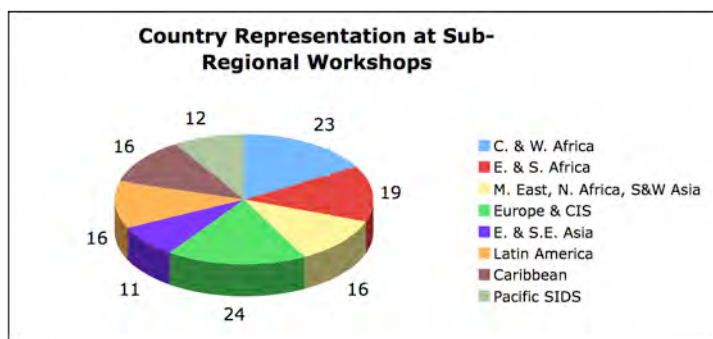
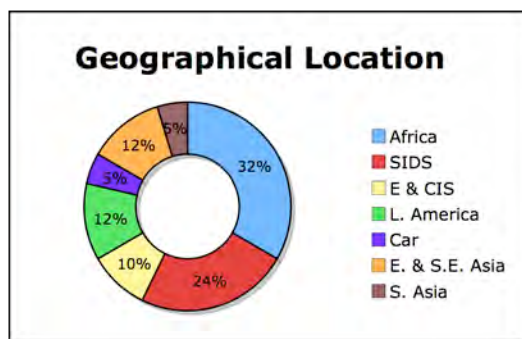
4.2. What is the Effectiveness of the National Dialogue Initiative?

51. This Section presents the findings on the effectiveness of the National Dialogue Initiative, that is, a measure of the extent to which formally agreed expected results (outcomes) have been achieved, or can be expected to be achieved in the future. It includes an overview of achievements against the expected outcomes of the National Dialogue Initiative, a review of the achievements in term of meeting the national dialogues objectives and finally the review of risks management and mitigation measures related to the implementation of the Initiative.

4.2.1. Achievements of National Dialogue Initiative Outcomes

52. Based on the review of the delivered sub-regional consultations and national dialogues and on the interviews conducted during this review, the Initiative is meeting its expected outcomes. From July 2004 to December 2008, the National Dialogue Initiative conducted a total of 50 dialogues/consultations including 42 national dialogues and 8 sub-regional workshops; comparing with an expected number of up to 45 multi-stakeholder national level consultations over the four-year period of this second phase.

53. A complete list of these events was provided in the annex III of the terms of reference for this evaluation (see Annex I). From a geographical point of view, 32% of the 42 national dialogues took place in Africa, 24% in Small Islands Development States (SIDS)⁷ and the rest is divided among other part of the world as indicated on the graph below. Regarding the country participation in the 8 sub-regional consultations, 137 GEF recipient countries participated and the regional distribution of these countries by sub-region is given in the second graph.



⁷ The relatively large number of national dialogues in SIDS includes special 1-day national dialogues that were designed in response to their requests for support from the National Dialogue Initiative.

54. The Programme Management Team has compiled some statistics on participation in the 42 national dialogues (see Annex 7):

- A total of 3,473 participants were involved in these 42 national dialogues, for an average of about 82 participants per dialogue.
- The breakdown of the number of participants per sector is as follows:
 - Government 56%
 - Academic/Research 6%
 - Donor Institutions 11%
 - Private Sector 4%
 - NGOs 15%
 - Press/Media 3%
 - Other 5%

55. As per the Project Implementation Review for 2008 (PIR2008), the participation in the sub-regional consultations included 227 Government focal points from 137 countries; 2 Observer States; 56 NGOs, 8 IGOs and 1 Donor. Overall this was an average of 17 countries represented and 37 participants per sub-regional consultation.

56. These good achievements are also confirmed by the results from survey 1 where respondents said that the Initiative has been effective in achieving its objectives. The respondents' ratings (percentages) for each expected outcome are presented below. On average almost 80% of respondents that said that these achievements are either highly satisfactory or satisfactory. It is interesting to note that 85% of respondents gave a rating of HS or S to the first expected outcome, that is "to promote in-depth understanding of GEF's strategic priorities, business plan, policies and procedures, operational tools, and to share lessons learned from GEF projects" and that only 73% gave the same rating (HS or S) to the fourth expected outcome, that is "to support efforts of Countries and Agencies to mainstream GEF activities into national planning frameworks, such as national sustainable development strategies and poverty reduction strategies". In other words, the perceptions are that the National Dialogue Initiative is more effective in building a better understanding about GEF strategies, policies and procedures than in supporting national efforts to mainstream GEF activities into national frameworks.

E-survey 1					
Effectiveness	HS	S	MS	U	n/a
Do you think that the GEF National Dialogue Initiative has been effective in achieving its expected outcomes:	(Percentages)				
• Promote in-depth understanding of GEF's strategic priorities, business plan, policies and procedures, operational tools, and to share lessons learned from GEF projects	24	61	9	6	0
• Conduct a dialogue with national stakeholders on national strategies, processes and implementation challenges related to global environmental issues	27	55	15	3	0
• Continue strengthening country coordination and engagement in GEF activities by promoting at the national level coordination among multiple stakeholders and synergies amongst GEF focal areas and convention issues	27	49	18	6	0
• Support efforts of Countries and Agencies to mainstream GEF activities into national planning frameworks, such as national sustainable development strategies and poverty reduction strategies	18	55	24	3	0

57. From comments given by the GEF Focal Point respondents to survey 1, the achievements are translated into greater knowledge about GEF, its strategies, policies and procedures; more proactive stakeholders to engage with GEF activities; better linkages between GEF activities and national development strategies; and, as a result, greater planning of GEF resources (particularly under GEF-4 RAF), including more projects and more requests to access the GEF-Small Grant Programme (SGP). Several comments are highlighted below:

Please provide examples of achievements:

- Stakeholders actively engaged during SGP accession process; flow of proposal increased for GEF financing; stakeholders understanding better the GEF policy and procedure (stopped claiming GEF resource as an entitlement).

- The organization of the National Dialogue Initiative has been a good opportunity to introduce and discuss GEF policies, strategies, procedures and opportunities. The participation of the management team and executing agencies representatives is very useful. Bringing all these people around the same table is the key for the success of the endeavour. Their expertise is very well appreciated.
- Since 2005, we put in place a network of GEF partners comprising of representatives from governmental agencies, civil society and NGOs. This has allowed us to prepare and submit to UNDP our application to SGP.
- Big number of projects ideas sent by national stakeholders after the national dialogue in order to ask for GEF funding
- Submission and approval of 3 new projects (two of which were full size projects)
- Start up of the Small Grants programme
- 2007 Bhubaneswar NDI provided us an opportunity to program our GEF 4 RAF resources effectively.

58. In addition, these achievements are also supported by the strengths attributed to the National Dialogue Initiative by interviewees and by the respondents to survey 1:

- *Multi-stakeholder consultation process*: This is cited as the main strength of the Initiative, and is particularly appreciated by stakeholders outside key ministries and agencies such as the ministries of environment. These stakeholders appreciated the exchange of information and experiences and the fact that their “voices was heard”. Some of their comments are:
 - *Bringing all stakeholders together and make them understand the policy and aim of GEF;*
 - *The possibility of discuss issues with different actors;*
 - *Bringing together the different GEF Implementing Agencies, better understanding of GEF procedures by local stakeholders as presented from the "horses mouth";*
 - *The fact that we could meet at regional level and have our experiences voiced out hoping they could be incorporated in development plans.*
- *Well organized consultations with up-to-date/clear information transfer*: The organization and the quality of presentations and materials presented and used were cited as good and contributed to the view of these consultations as “good advocacy for GEF matters”, as one respondent to survey 1 commented.
- *Catalytic role*: Somewhat linked with the multi-stakeholder approach, the consultations had a catalytic impact on stakeholders to come together with a greater motivation to identify national priorities and align them with GEF strategies. It also motivated key stakeholders to discuss the way forward, the possibility of national plans of action and, in some cases, a greater access to GEF resources.

59. On the other hand, some weaknesses of the National Dialogue Initiative were noted during this review. They include weak follow-up processes. As one respondent said, “*stakeholders got a very impressive image of GEF and we discussed a lot of opportunities. However, not much did materialize afterward and we ended up frustrated*”. This lack of follow-up was mentioned a few times by the interviewees and the review indicates that it has to do with managing expectations. It is evident that the perceptions by stakeholders about these consultations are positive and created “a buzz in town”. However, once the consultation is over, stakeholders go back to their respective jobs and expected changes may not materialize without the appropriate government and Agency actions.

60. As described in Section 4.1.5, the first component of the National Dialogue Initiative was a series of sub-regional consultations with the national GEF Focal Points and other stakeholders. As noted above, 8 sub-regional consultations took place during the year 2006. It was an opportunity for GEF to inform all GEF participating recipient countries of the recommendations and decisions of the GEF Council and Assembly and to provide an opportunity to seek country inputs into the design of national consultations. These two-day events were conducted using a question and answer format and the identified needs were summarized by the Programme Management Team into a matrix and further classified into seven categories. As described in Section 4.4.1, the CSP - under guidance of the Interagency Steering Committee - drafted a strategy paper to identify how to address these needs using existing GEF resources and also taking into account potential suggestions or solutions offered by GEF Focal Points.

4.2.2. Achievements of National Dialogue Objectives

61. The effectiveness of national dialogues to achieve their objectives was rated as satisfactory by the participants (survey 2) in these dialogues; 69% of respondents said that the effectiveness of these dialogues were either satisfactory or highly satisfactory. This is illustrated by a comment from one respondent: *“The fact that the national dialogue took place and the fact that a wide range of discussions took place and a good document produced render the national dialogue as highly satisfactory in my opinion”*. From comments provided by respondents to survey 2, the main achievements of these national dialogues are the transfer and sharing of information, the interaction between participants from different sectors for open discussions and exchange of ideas, and the follow-up activities to identify projects.

E-survey					
Do you think that the national dialogue has been effective in achieving its objectives?					
	HS ^a	S	MS	U	n/a
#2	10%	59%	22%	9%	0%

62. In addition, participants in these national dialogues recognized several strengths that contributed to these achievements. Through the survey, the respondents cited the quality of presenters and presentations, the interaction across sectors, the opportunity of a “space” to discuss/debate experiences and issues, and the review of national project portfolios.

63. On the other hand, participants mentioned some weaknesses such as poor follow-up, material that could be expanded and distributed in advance of the dialogue, and the introduction of case studies to better focus the discussions. However, the main weakness cited by participants in these national dialogues was the duration of these dialogues; too short and not enough time to cover adequately all topics on the agendas. This lack of time was also recognized in the national dialogue in **Ankara, Turkey** in May 2009 where the Evaluator participated. Additionally, the problem of lack of time translates often itself in less interaction/dialogues among stakeholders; presentations take over the time allotted for each session and the time planned for discussions is often cut short to keep the workshop on schedule.

64. Finally, the participants in these national dialogues evaluated the objectives of these dialogues as clear and relevant when they completed the evaluation forms at the end of each national dialogue. The review of the selected evaluation reports indicates that the participants rated highly these objectives. When asked if the objectives were clear, 61% (**India-Mussoorie**) to 90% (**Cameroon**) of participants in these national dialogues rated the clarity of objectives either 4 or 5 on a scale of 1 (not clear) to 5 (very clear). When asked about the relevance of these objectives, the responses varied from 60% (**Cameroon**) to 95% (**Seychelles** and **Turkmenistan**) of participants rated the relevance of the objectives either 4 or 5 on the same scale. These good ratings are confirmed by some comments made in the national reports produced after these national dialogues. **India-Mussoorie** mentioned that *“the first GEF National Dialogue provided an effective opportunity for India to analyze and discuss its performance and future national strategy to not only access but also to effectively utilize more than USD 100 million expected allocation to the country under GEF 4 (2006 – 2010)”* and **Burkina Faso** mentioned that *“..... on peut affirmer que ce dialogue national a été l’opportunité de fructueux échanges entre les différentes catégories d’acteurs, en rapport avec le thème retenu dont la pertinence a été unanimement reconnue”*.

4.2.3. Risk and Assumptions / Risk Mitigation Management

65. As mentioned in the project document, the risks linked to the implementation of the National Dialogue Initiative are limited. Table 3 below indicates the risks identified during the design of the Initiative and the management responses are from the PIR2008. These risks are mostly “operational” risks and are well managed by the Programme Management Team. They are reviewed once a year and the management responses are updated accordingly in the Atlas system of UNDP. Among the list of these risks, one risk is linked to the problem of GEF Focal Points turnover. This is a reality mentioned by most interviewees during this review and

8 HS = Highly Satisfactory; S = Satisfactory; MS = Marginally Satisfactory; U = Unsatisfactory; n/a = Non Applicable.

it is a known fact that the turnover in these positions is high. However, as mentioned in the management response, these nominations and changes are strictly national government decisions. One approach to mitigate this risk would be to improve national coordination mechanisms. As described in Section 4.4, the National Dialogue Initiative is contributing greatly to improving these national coordination mechanisms, which in turn will mitigate the risks linked with the turnover of GEF Focal Points.

Table 3: List of Programme Risks

Risk	Management Response
1. Diverse groups of stakeholders will not be identified, invited to and participate in consultations	<ul style="list-style-type: none"> The programme provides guidance to countries in this area in the form of a detailed guidance document and through telephone discussions with the GEF FPs. The UNDP-COs are also engaged, as are the GEFSEC and Agencies through inter-Agency teleconferences to assist in identifying appropriate and diverse stakeholders.
2. The country consultative process, including briefings and supporting print and visual resources, will not provide critical bridges between information/knowledge and processes promoting country ownership and coordination of GEF activities, sharing lessons learned in project implementation in the country and promoting greater mainstreaming of GEF activities into national planning frameworks	<ul style="list-style-type: none"> The “<i>Guide to Conducting a GEF National Dialogue</i>” prepared by the National Dialogue Initiative provides detailed guidance (based on lessons learned in project implementation over the years) on options to consider when organizing a consultative process to achieve these aims. In addition, the National Dialogue Initiative, managed jointly with the GEF Country Support Programme, is making all knowledge generated in these areas (including case studies) by both programmes available on the CSP Knowledge Facility at www.gefcountrysupport.org. In addition, results and reports of recently held Dialogues are posted on the website as examples for other countries to consider.
3. Participants will not disseminate their increased knowledge and newly acquired information on GEF strategies, project implementation, and synergies amongst focal areas gained through national dialogue process	<ul style="list-style-type: none"> Programme systematically distributes all presentation materials and reference documents used during each National Dialogue to participants in local languages. The programme is increasingly distributing these materials in digital form to facilitate customization of presentations and handout materials for outreach to wider group of stakeholders. FPs typically distribute National Dialogue summary reports, when available, to Dialogue participants.
4. Enhanced country level coordination capacities will not be sustained	<ul style="list-style-type: none"> The programme is not mandated to support follow-up activities in this area and where coordination commitments have been made as a result of the dialogues, however additional follow-up guidance and tracking support has been requested by some countries. However, the complementary Country Support Programme (CSP) provides limited funds for FPs to host follow-up meetings, reproduce and translate documents, etc, in support of sustaining such coordination capacities.
5. GEF focal point turnover will be too heavy	<ul style="list-style-type: none"> Decisions on FP designation are taken solely by government.
6. GEF focal points will not be able to engage key (high level) sectoral decision makers	<ul style="list-style-type: none"> The convening power of each GEF FP varies from country to country and depends largely upon the political weight of the hosting Ministry. In some cases the UNDP and World Bank COs are engaged, as are the GEFSEC and Agencies through inter-Agency teleconferences to assist in identifying appropriate high-level decision makers; however these agencies may have limited power to ensure their participation.

Source: National Dialogue Initiative - PIR2008

4.3. What is the Efficiency of the National Dialogue Initiative?

66. This Section presents the findings on the efficiency of the Initiative that is a measure of the productivity of the programme intervention process. It reviews to what degree the achievements derive from efficient use of

financial, human and material resources; including a review of the quality of the national dialogues delivered. It reviews the overall management approach of the Initiative, the delivery mechanisms, the quality of the national dialogues delivered, the cost-effectiveness, the technical assistance used by the programme, the participation of stakeholders and the monitoring approach to measure the progress of the programme.

4.3.1. Management Approach and Delivery Mechanisms

Management Arrangements

67. The management arrangements to implement this GEF corporate programme were described in the project document and include 5 main entities:

- *GEF Secretariat*: It is responsible for management and strategic oversight of the programme and its main functions are:
 - Provide strategic guidance and advice to the Programme Management Team (PMT);
 - Inform governments of opportunities that are available under the programme;
 - Chair the sub-regional consultations;
 - Chair the Interagency Steering Committee comprising representatives of the GEF Secretariat and the GEF Agencies;
 - Liaise closely with the PMT to plan and facilitate the country consultations.
- *UNDP*: it is responsible for the administration of the programme through the establishment of a PMT. Its main functions are:
 - Coordinate with GEF focal points and UNDP Resident Representatives the planning and organization of sub-regional and national consultations based upon strategic guidance from the GEF Secretariat and the Inter-Agency Steering Committee;
 - Manage and Programme the programme budget;
 - Develop, update and translate a body of programme briefing and reference materials in consultation with the GEF Secretariat and GEF Agencies;
 - Maintain the National Dialogue Initiative website ;
 - Serve as secretary to the Interagency Steering Committee.
- *UNDP country offices*: They are responsible for working with the national GEF focal points to plan, and organize national consultations. Their functions are:
 - Assist governments hosting national consultations to ensure that agendas and scope of national dialogues correspond to country priorities
 - Assist in the logistical organization of the consultations
 - Assist in the identification and inclusion of multi-stakeholder interests in the dialogues' agendas
 - Assist in maximizing high level, diverse stakeholders representation
 - Consult with local representatives of other GEF Agencies on agendas and participants to the national dialogues
- *UNOPS*: It serves as the executing agency of the programme. Its main functions are:
 - Establish the PMT, i.e. recruitment and administration of the PMT staff and establish procedures and systems of operation;
 - Procure services and goods: negotiation, contracting, contract management and payments;
 - Prepare financial authorizations, based on UNDP financial rules, covering meeting and workshop organization and budgets;
 - Facilitate and process UN staff members' missions;
 - Ensure financial accountability, including budget monitoring and financial reporting.
- *Interagency Steering Committee*: This committee is chaired by the GEF Secretariat and composed of representatives from all (10) GEF Agencies, GEF Secretariat and the GEF-NGO Network. It meets regularly to keep members fully apprised of the implementation of the programme and seek their advice and inputs; particularly related to the programme's overall strategic direction and planning and organization of national consultations.

Management Approach

68. The team follows UNDP-GEF procedures for the implementation of the Initiative and uses an adaptive management approach extensively to secure programme outcomes while maintaining adherence to the overall programme design. Adaptive management has been used regularly when planning and preparing national dialogues, particularly to commit resources when it is needed and not only to meet a disbursement schedule.

69. The review of gender balance on the National Dialogue Initiative indicates that the programme maintains a participatory and gender sensitive approach. The Programme Management Team includes one male and three females. Participants in the national dialogues include both males and females; however, the tracking of participants in national dialogues by gender is not done and no statistical information is available. Nevertheless, since the lists of participants for each national dialogue is available, it would not require much additional work to ensure gender tracking of participants.

Delivery Mechanism

70. The main mechanism to deliver the National Dialogue Initiative is the Programme Management Team that is based at UNDP-New York. This unit is in charge of the day-to-day management of the Initiative and it operates under the guidance of the Inter-agency Steering Committee. It is held accountable for quality control of the delivery of sub-regional consultations and national dialogues. This Programme Management Team was to be composed of two staff: a Global Manager and a Programme Associate. However with the addition of the CSP in September 2006, a Senior Programme Advisor and Senior Policy Advisor were also hired. The two programmes now share the same management structure and team of 4 people. Interviews conducted during this review indicate that the Programme Management Team is highly regarded by stakeholders. One comment from the surveys illustrates well this statement: *“NDI team is doing very well. We had an opportunity to work with them twice - in 2006 Mussoorie NDI and 2007 in Bhubaneswar NDI and both were wonderful experiences”*. They establish good working relationships with GEF focal points and UNDP-CO staff to plan and prepare national dialogues maximizing country ownership along the process. This is confirmed by the results from survey 1 when asked if the local capacity was maximized when planning and preparing national dialogues; 89% of respondents were highly satisfied or satisfied.

E-survey					
Was the local capacity in planning and implementation taken into account in organizing the national dialogue?					
	HS	S	MS	U	n/a
#1	38%	51%	6%	5%	0%

71. The review found that UNDP and its Programme Management Unit provide an excellent delivery mechanism for the National Dialogue Initiative. The PMT has access to the network of UNDP-CO in most GEF recipient countries when planning and preparing these national dialogues, including large amount of contextual information and local knowledge that is very useful for the preparation of these national dialogues. The choice of UNDP to implement the National Dialogue Initiative and the responsiveness of the Programme Management Team to adapt to changes in the execution of national dialogues were well rated by the GEF Focal Point respondents to survey 1. As shown in the table beside, 73% of GEF Focal Point respondents said that UNDP plays an effective role in overall support of the national dialogue process (HS+S) and 80% said that the Programme Management Team was responsive to feedback and to adapt to changes.

E-survey					
Did UNDP - as the implementing agency - play an effective role in overall support of the national dialogue process?					
	HS	S	MS	U	n/a
#1	20%	53%	27%	0%	0%

72. Finally, the review looked into other possible mechanisms to deliver this type of initiative, through other GEF Agencies or the GEF Secretariat itself. All interviews with GEF Secretariat staff and GEF Agency representatives recognized the unique set-up of UNDP and its COs providing an excellent set of skills, knowledge and logistic support to plan and prepare this type of national dialogue. Additionally, efforts by the Programme Management Team to promote and communicate information on the National Dialogue Initiative as a GEF corporate programme supported by the GEF Secretariat and its 10 agencies (as opposed to a typically UNDP implemented project using prominently the UNDP logo) was recognized by all interviewees. Search for alternative delivery mechanisms were discussed but no relevant feasible alternative was found. It is the view of

the Evaluator that the current delivery mechanism is the best model to use in the current context of the GEF. It also benefits from the experience of having implemented similar initiatives such as the GEF Country Dialogue Workshops (CDW 1999-2003) and finds synergy through the implementation of the Country Support Programme (CSP) in parallel to the National Dialogue Initiative.

Implementation Tools

73. In order to facilitate the process of developing a national dialogue, the Programme Management Team developed a “*Guide to Conducting a GEF National Dialogue*” as a planning tool for organizers and facilitators of these national dialogues. It is intended to guide organizers and facilitators through the planning and organization of a national dialogue by providing detailed advice and checklists. It emphasizes roles and responsibilities of the dialogue organizers, includes checklists to help organizers to check the various tasks needed to be done, provides guidance for the development of a dialogue agenda, suggests the type of participants to be invited and provides guidelines for reporting, including evaluation forms to be completed by participants at the end of these national dialogues.

74. It is a comprehensive guide, well written, existing in four languages (English, Spanish, Russian, and French) and clear to follow. The review indicates that this guide sets worldwide standards for the planning and preparation of national dialogues, which renders the possibility to aggregate information from these national dialogues at the regional and worldwide levels.

75. A National Dialogue Initiative website was developed⁹ to disseminate information about the national dialogues held. It is mainly a set of web pages added to the CSP website. It contains the “*Guide to Conducting a GEF National Dialogue*” (in English, French, and Spanish; the Russian is currently being updated), information on how to request and organize a national dialogue and, more importantly, the schedule of all national dialogues held with a short summary for all of them and links to agendas and national reports when available.

76. Rating the overall quality of this website (content, user-friendliness and access to the information) was a question asked to respondents to the surveys. Overall, respondents from both surveys are very satisfied with the quality of the website with ratings of satisfaction of 95% for survey 1 and 80% for survey 2 (HS+S). These ratings were supported by several comments such as:

- *Very high quality and ease of use;*
- *This website is rich and interesting. However, it needs some familiarization with GEF to exploit it;*
- *Very useful in downloading the documents both in English and French;*
- *Excellent information which is updated timely;*
- *Need to be also focused on the lessons learnt and impact on the contribution the National Dialogue initiative to the implementation of Rio convention;*
- *Very informative;*
- *Excellent presented and contents satisfactorily included;*
- *It's a very thought provoking website.*

<i>E-survey</i>					
How would you rate the overall quality of the National Dialogue Initiative web site?					
	HS	S	MS	U	n/a
#1	22%	73%	2%	3%	0%
#2	18%	62%	4%	3%	13%

77. However, there were also a few problems noted such as technical issues: “*A lot of delays occur while trying to update or upload the website*” and a reminder that not everybody has access to the internet (yet): “*It is necessary to have these important documents disseminated among all stakeholders (NGOs, CBO, local communities, etc) who are involved in biodiversity conservation, climate change activities, etc. Most of these people do not have access to INTERNET. It is necessary to simplify the documents for the consumption of local communities*”.

9 http://www.gefcountrysupport.org/report_detail.cfm?projectId=164

4.3.2. Collaboration among GEF Agencies

78. The cooperation in the planning and preparation of national dialogues between recipient countries, the Programme Management Team, the GEFSEC and the GEF Agencies¹⁰ works. The GEFSEC and GEF Agencies participate actively in the preparation of the agendas for these national dialogues. However, this participation also depends on how each particular agency is represented in the GEF recipient country holding a national dialogue. Nevertheless, these cooperation arrangements between the different parties involved were highly rated by respondents to survey 1 with 92% who said that these arrangements were either highly satisfactory or satisfactory.

E-survey					
Please rate the cooperation arrangements to prepare the national dialogue between Recipient Countries, GEF Focal Point, National Dialogue Initiative's Programme Management Team, GEF Sec., GEF Agencies and UNDP-Country Office?					
	HS	S	MS	U	n/a
#1	32%	60%	3%	5%	0%

79. What was noted by the review, however, was the recognition by the recipient country representatives that the more senior the representatives from the GEF Secretariat and the GEF Agencies were, the better. For instance the participation of a Team Leader from the GEF Secretariat at the *Ankara, Turkey* second national dialogue (May 2009) was highly appreciated by the stakeholders. Some interviewees even went on to say that the participation of the GEF-CEO in all national dialogues would be highly appreciated. The main reason behind this is the expressed needs of stakeholders to receive up-to-date strategic information at these national dialogues and to have a direct dialogue with GEF Secretariat and GEF Agencies (as opposed to through local representatives).

80. One mechanism for the collaboration between GEF Secretariat, the GEF Agencies and the NGO Network is the Interagency Steering Committee. As described in Section 4.3.1, this committee is composed of representatives from all these parties. It is a mechanism to keep these organizations up-to-date on the implementation of the programme and to seek their advice and inputs when needed. The committee is chaired by the GEF-CEO and it meets on average twice a year since the start of the programme in 2004. It was noted that at the time of the arrival of the new GEF-CEO, the name of the committee was changed from Advisory Committee to Steering Committee and more importantly the Advisory Committees for the National Dialogue Initiative and the Country Support Programme were merged into one “*GEF National Dialogue Initiative and Country Support Programme Steering Committee*”. The first meeting of this new steering committee was in December 2006.

81. However, it is noted by the Evaluator that the last meeting of this steering committee was on November 26, 2007, which included a presentation from India’s GEF Operational Focal Point outlining the experience of their two national dialogues. Another meeting had been planned for mid-2008 but did not happen. Instead, the Programme Management Team provided briefing documents to steering committee members (as of November 1, 2008) to keep them up-to-date on the progress of the National Dialogue Initiative. No other formal process took place since this was a briefing to update steering committee members on the progress of the programme. However, updating of Steering Committee members takes place through regular email exchanges announcing scheduling of events, new materials developed and latest website developments, and sending dialogue reports and evaluation syntheses.

82. The review indicates that the steering committee and its meetings are an important tool to communicate, exchange ideas and provide guidance to the Programme Management Team. It is a participatory process engaging the GEF Secretariat and all GEF Agencies to guide the National Dialogue Initiative, and the Evaluator recommends that this committee continue to meet twice a year as per its terms of reference. Moreover, the review of minutes of these committee meetings indicates a good record of what was discussed; however, it is also recommended to better summarize the decisions taken at these meetings. It would facilitate the follow up on these decisions and improve the transparency of decision-making for the National Dialogue Initiative (*see Section 7*).

10 UNDP, UNEP, World Bank, ADB, AfDB, EBRD, FAO, IDB, IFAD, and UNIDO.

83. An example of guidance given by this Interagency Steering Committee to the Programme Management Team was the need to link national dialogues in group-countries with other large-scale ongoing or planned environmental and/or development consultations. As a result of this decision, some national dialogues selected in 2007 were affected pending establishment of such a linkage. These included **Burkina Faso**, **Liberia**, **Suriname**, and **Turkmenistan**. Dialogues were successfully held in **Turkmenistan** (September 2007) in connection with the National Sustainable Development Strategy Planning process, and in **Burkina Faso** (January 2008) in connection to the bi-annual meeting of its Commission on Environment and Sustainable Development. In **Liberia** a dialogue was eventually held following a year and half (November 2008) linked to the country's first National Environment Forum, and in **Suriname** recently in July 2009.

4.3.3. Role of GEF Operational Focal Points / Country Ownership

84. The GEF Operational Focal Points (OFPs) play an important role in the planning and preparation of these national dialogues. They are the ones who officially request a national dialogue by sending a request to the GEF-CEO. As per the “*Guide to Conducting a GEF National Dialogue*”, the OFP takes the lead responsibility for organizing the national dialogue in close consultation with the Programme Management Team, the GEF Political Focal Point, the National Convention Focal Points, the GEF Agencies in-country, and other national partners and agencies chosen by the OFP. The GEF OFP's main responsibilities are to:

- Define the objectives and agenda of the national dialogue to meet the expressed needs of the country in relation to its GEF portfolio, global environmental priorities and plans in the context of broader national environment and development consultations, strategies, and activities;
- Ensure that the national dialogue is tailored to meet specific national needs, and that all relevant GEF projects and other initiatives in the GEF focal areas are represented;
- Oversee all local logistic arrangements;
- Invite the national dialogue participants;
- Brief national dialogue facilitators and national focal points for the GEF focal areas;
- Supervise financial arrangements based on an agreed national dialogue budget.

85. The interviews conducted for this review indicate the strong involvement of OFPs in the planning and preparation of these national dialogues. They play a key role in the overall process to hold a national dialogue. This was confirmed by the UNDP-CO staff respondents to survey 1 where 94% said that OFPs played an effective role in organizing these national dialogues. Finally, the Evaluator had a chance to witness the critical role of the OFP in coordinating the organization of a national dialogue in **Ankara, Turkey**. This second dialogue in Turkey was well organized and well attended and the excellent role of the OFP was evident throughout the two-day dialogue and certainly contributed to the success of this national dialogue.

E-survey					
How effective was the role played by the GEF Focal Point's office in the national dialogue and its organization?					
	HE ¹¹	E	ME	I	n/a
#1	35%	59%	6%	0%	0%

86. Building on the important role of the OFPs and the fact that these national dialogues are to be developed within the context of national strategies, it was also important to assess the country ownership of these national dialogues. The review indicates that the national ownership of these dialogues is strong. It is illustrated by the review of objectives and agendas of these national dialogues. Each one is well customized and aligned with the national strategies and policies (see *Section 4.1.2 and 4.1.3*); taking into account national and local realities. The participatory process to develop these agendas certainly contributed to good ownership of these national dialogues by national stakeholders.

87. This ownership is also shown through the review of national reports. They indicate an “internalization” of these national dialogues in recipient countries. An example is the report from **Mussoorie, India** where the Indian team wrote “.... *There was a general consensus that MOEF in partnership with other central ministries, state governments, private sector and civil society should drive the GEF process in India. In this light, an action plan was discussed to strengthen GEF processes in the country*”. In the case of **Turkmenistan**, an extensive action

11 HE = Highly Effective; E = Effective; ME = Marginally Effective; I = Ineffective.

plan was developed including 8 decisions documented with proposed actions and timing.

88. This ownership is confirmed by both surveys where 87% and 70% of respondents to, respectively, survey 1 and 2 said that they were satisfied with the national and local ownership of their national dialogue. When asked to provide examples, respondents answered with their own examples such as:

- *Design and conduct of the national country dialogue was fully owned by OFP and selection and invitation of participants were made jointly with the UNDP co. duplication and distribution of the documents was similarly handled by OFP;*
- *The national dialogue initiative has been prepared and organized by my office with the support of the management team and the GEFSEC. We are implementing the results and recommendations. We have already hold trainings for the civil society and NGOs on SGP, renewable energy promotion and development, MPD projects identification. We have built partnership with China and other institutions;*
- *The national stakeholders asked for the report and participated to the adoption of GEF national strategy;*
- *The wide spectrum of stakeholders present and the ongoing appropriation by many stakeholders;*
- *It was very participatory, but again more focus on the country priorities led to strive to encourage good projects development;*
- *The central government's ministry of environment and forest was well represented and they took personal efforts to get as many of the states involved as they could;*
- *Cette appropriation a été visible par la qualité de la participation aux différents ateliers organisés;*
- *Implication des conseils régionaux et des élus locaux (maires des communes rurales).*

E-survey					
Please indicate the level of national and local ownership of the national dialogue, its organization and its results?					
	HS	S	MS	U	n/a
#1	32%	55%	10%	3%	0%
#2	13%	57%	19%	9%	2%

4.3.4. Quality of National Dialogues Delivered

89. The review focused on the quality of national dialogues delivered so far and found that, as a result of good planning and preparation, these dialogues were of good quality overall. The overall good quality of these dialogues was confirmed by the surveys with 95% and 91% of respondents from, respectively, survey 1 and 2 saying that the quality of these dialogues was either highly satisfactory or satisfactory.

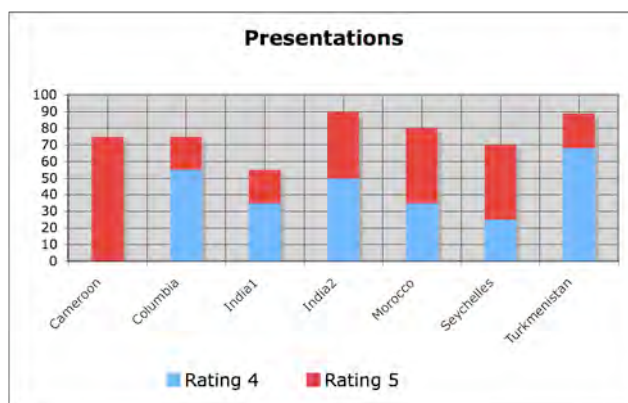
E-survey					
How would you rate the overall quality of the national dialogue you participated in?					
	HS	S	MS	U	n/a
#1	41%	54%	5%	0%	0%
#2	29%	62%	6%	3%	0%

Quality of Material Distributed, Logistics, Presentations

90. In order to support these national dialogues and the sub-regional consultations, the Programme Management Team prepared guidance and facilitation materials. It includes material reflecting the changes at GEF such as the Resource Allocation Framework (RAF), new focal areas, new support programmes, GEF strategic priorities, revised GEF project cycle, co-financing, etc. This material was published officially in the following languages: Arabic, English, French, Russian and Spanish and posted to the National Dialogue Initiative website. In addition, this material has been translated and disseminated unofficially in other languages such as Lao, Armenian and Macedonian. The website became a source of general information on GEF; it is used by participants in these national dialogues and also by the general publics.

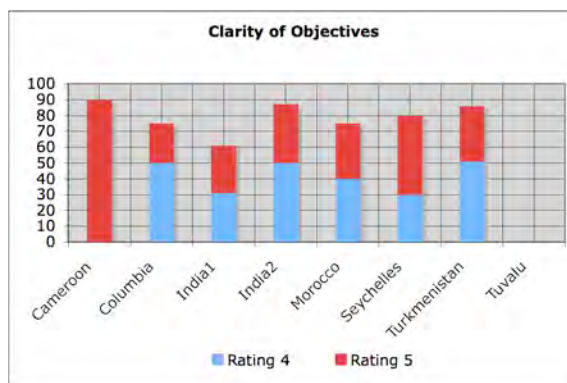
91. Participants in national dialogues also appreciated the material prepared for each national dialogue. The review of the evaluation reports (compiling evaluation forms completed at the end of the selected national dialogues) indicates that about 70% of participants rated the clarity of the material used at the national dialogues as either very clear or clear. Moreover, 70 to 80% of these same participants rated the relevance of this material as very relevant or relevant. This material was also used after the national dialogues by participants; 52% of respondents to survey 2 said that they used the material received at the national dialogue for other activities. Some comments illustrate this result:

- *Use it as a reference and to disseminate info on GEF*
- *For press releases and presentations for other national working groups*
- *Materials on SGP was used at national steering committees*
- *Didactic material*
- *Yes very useful - please.*
- *As a reference document*
- *We have been using the ideas and sharing them in making and linking scaling up proposals for the SGP. It also raised the confidence of the SGP partners in making links with officials*
- *Used in project preparation, seminars and workshops*
- *Pour la sensibilisation et la formation des élus locaux, des associations de femmes, des groupements villageois et des ONGs*
- *lors de l'atelier avec la société civile sur le financement de la gestion durable des terres*
- *a) formation b) élaboration de guide*
- *Le document dans lequel était regrouper les présentations est désormais un document de référence en matière de normes et standards internationaux liés à l'activité environnementale, et notre structure prend plaisir à s'y inspirer.*
- *Pour sensibiliser les cadres de l'administration et les partenaires*
- *Para la elaboración de un nuevo proyecto GEF que recientemente fue aprobado por la ventanilla de Biodiversidad en el tema de Áreas Marinas Protegidas.*
- *Socialización en equipos técnicos de trabajo y con investigadores.*
- *Redacción de nuevos proyectos*



Quality of National Dialogue Agendas and Objectives

92. As discussed throughout Section 4.1, the review of national dialogue objectives and agendas indicates that these are well aligned with the overall objectives of the National Dialogue Initiative and also with the environmental objectives of recipient countries and the needs of target beneficiaries. The analysis of the selected evaluation reports indicates that the perception of participants in these national dialogues was that these objectives were clear and relevant. They also found the exchange of ideas very relevant and very useful with an average of 87% who rated 4 or 5 (out of a scale of 1 to 5).



93. Following a GEF criterion that these national dialogues should be “connected” with relevant national environment and/or development events/processes, the review of agendas indicates that they were all well linked with national processes. For instance:

- ***Burkina Faso***: The national dialogue was linked with the third conference of the national committee on the environment and sustainable development;
- ***India (Mussoorie)***: One objective was to identify national development plans, strategies and priorities linked to GEF focal areas;
- ***Cameroon***: One objective was to better harmonize GEF activities with other development activities undertaken in the country;
- ***Columbia***: The national dialogue was linked with national environmental priorities and particularly priorities in biodiversity;
- ***Thailand***: Discussion took place on how to integrate GEF projects into national development plan in sustainable development;

- **Turkmenistan:** The national dialogue took place within the context of the national environmental policy, the national environmental action plan and how to integrate the environmental agenda into the sustainable development agenda.

4.3.5. Quality of Sub-regional Consultations

94. Based on the review of 2 sub-regional consultations (Kuala Lumpur and Pretoria), participants found that they provided good knowledge and a direct forum to discuss with senior GEF and Agencies representatives. Using a question and answer format, many questions were asked covering a broad range of topics related to the various presentations provided during these two-day events. It included questions about general aspects on GEF projects, RAF and CSP. The review of the evaluation reports completed at the end of each consultation reveals that the objectives of these consultations were clear and very relevant with 94% of participants to the Kuala Lumpur and 75% of participants to the Pretoria consultation who rated the clarity of the objectives 4 or 5 (out of a scale of 1 to 5). The content of these consultations were also rated high with an average of 82% of participants who rated the content either 4 or 5. Finally, participants found that the exchange of ideas was particularly useful and relevant with respectively an average of 95% who rated the usefulness either 4 or 5 and 78% who rated the relevance of these consultations either 4 or 5.

4.3.6. Cost Effectiveness

95. The total budget of the National Dialogue Initiative is USD 6,023,900. It comprises a GEF cash contribution to be administered by UNDP of USD 4,499,900; a budget of USD 1,275,000 to cover the mission costs of World Bank, UNEP and GEFSEC staff; and an in-kind contribution from recipient governments estimated at USD 249,000.

96. Based on the information reviewed by the Evaluator as of the end of December 2008, USD 3,861,443 was spent from the GEF budget administered by UNDP of USD 4,499,877 or 86%. The remaining budget of USD 638,433 is planned to be spent during the period 2009 to the start of GEF-5 in 2010. A breakdown of the UNDP administered budget is presented in the table below.

Table 4: UNDP/GEF Fund Disbursement Status

Item	Budget	to Dec. 2008	% Spent	Remain
Project Personnel	1,801,250	1,400,509	78%	400,741
Contracts	205,000	200,912	98%	4,088
Training	1,937,340	1,857,004	96%	80,336
Equipment	110,000	8,118	7%	101,882
Project Operations	122,000	108,868	89%	13,132
Execution Cost	324,287	286,033	88%	38,254
Total	4,499,877	3,861,444	86%	638,433

(*) Source: Data obtained from the Programme Management Team

97. The original budget of USD 4.5M was to deliver up to 45 national dialogues and finance the cost of up to 11 sub-regional consultations. Based on these figures, the average budget per event is about USD 80.4k. Considering that a total of 50 events took place (8 sub-regional consultations and 42 national dialogues), the

actual cost is about USD 77k per event¹²; slightly lower than anticipated.

98. Despite the fact that assessing the cost effectiveness of an initiative such as the National Dialogue Initiative remains difficult, particularly to benchmark these costs against a similar initiative, the programme is well managed and some evidence of cost-effectiveness can be found in the remaining budget. The programme was initially to run until the end of December 2007. As of January 2009, the Initiative had a remaining budget of USD 638k. The Programme Management Team is expected to carry on until the start of GEF-5 with additional dialogues and without additional financing. At the time of this review, two additional national dialogues took place, the first one in **Lahore, Pakistan** in January 2009 and the second one is **Ankara, Turkey** in May 2009; more are planned this year such as **Suriname** in July. Respondents to survey 1 also confirmed the efficient utilization of financial resources. A total of 95% of respondents said that the financial resources were utilized efficiently (HS and S).

E-survey					
Were financial resources utilized efficiently?					
	HS	S	MS	U	n/a
#1	38%	57%	5%	0%	0%

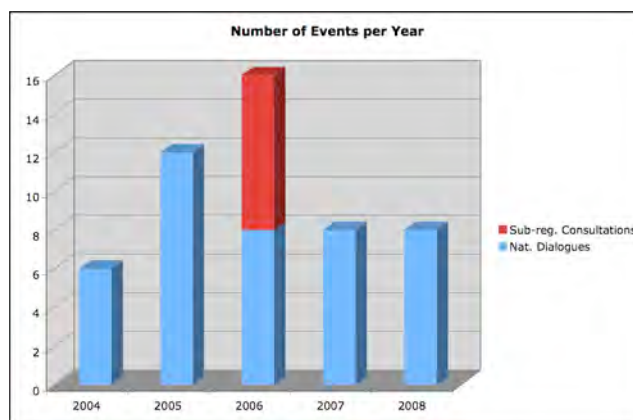
99. The co-financing of the National Dialogue Initiative is relatively low (about 4%). However, the rationale is that GEF recipient countries have limited financial resources for convening multi-stakeholder dialogues, strengthening national coordination and capacity building. Their limited funds are generally directed towards core national priorities with little capacity to launch and coordinate dialogues viewed as relating to global environmental priorities. As per the project document, the in-kind co-financing contribution was estimated to be the coordination time to prepare the national dialogues, the cost of the venue to hold national dialogues as well as, in a few cases, the costs of preparing documents for these dialogues including the possible translation costs.

4.3.7. Timeliness of Implementation

100. The National Dialogue Initiative was to deliver up to 11 sub-regional consultations and up to 45 national dialogues in four years starting mid-2004. The original work plan included in the project document indicated that the Initiative would be completed by the end of 2007. The period planned to deliver the national dialogues was three years (2005-2007) and the sub-regional consultations were to be organized over a period of 5 months in 2004-2005.

101. However, this original plan was modified, particularly the scheduling of the sub-regional consultations. These consultations were postponed to 2006 upon the request from the Inter-agency Advisory Committee. The rationale behind this decision was that it would not have been an efficient use of time and resources to bring all GEF Focal Points together to discuss the strategic priorities and directions of the GEF prior to a resolution on the RAF, which was expected to be taken at the GEF Assembly in August 2006.

102. As a result, the sub-regional consultations were implemented in 2006 and to compensate for the delay, the decision was made to start the National Dialogue Initiative with national dialogues in Least Developed Countries (LDCs) and in countries with relatively small GEF portfolio of projects. A particular focus of the Initiative in 2005 was on the Pacific SIDS to respond to their expressed needs for national dialogues. Considering the size of these countries, the Programme Management Team designed a new modality for the delivery of national dialogues based on a 1-day format to be flexible and cost effective. Otherwise, the review noted, no other



12 Financial data between sub-regional consultations and national dialogues cannot be disaggregated. However, we need to consider that the cost of a sub-regional consultation is a lot more expensive due to travel costs for all participants. Therefore, the true unit cost of a national dialogue would be lower. Additionally, these figures also include the development and maintenance costs of the website and of all materials developed and updated over time.

significant delays were reported in the delivery of these consultations. As indicated in the graph the number of events held per year is about 8 national dialogues. In 2005 a few additional one-day dialogues in Pacific SIDS were included, and in 2006 the 8 sub-regional consultations were implemented in addition to 8 national dialogues.

4.3.8. Monitoring Approach and Progress Reporting

103. The progress of the National Dialogue Initiative is monitored using a set of 11 performance indicators that are presented in the table below:

Table 5: List of Performance Indicators

Expected Result	Indicator
To promote in-depth understanding of the GEF's strategic priorities, business plan, policies and procedures, including the range of operational tools that have been developed for accessing GEF assistance, and to share lessons learned from GEF project implementation review	1. Number of countries and their corresponding GEF focal points attending the sub-regional consultations
	2. Number and variety of participants attending the national consultations
	3. Percentage of respondents able to provide some statement of GEF's strategic directions, policies and procedures they learned about, including examples of operational tools that have been developed for accessing GEF assistance and lessons learned
To conduct a dialogue with national stakeholders on national strategies, processes and implementation challenges related to global environmental issues.	Same as #2
	4. Percentage of respondents able to provide some examples of national strategies, processes and implementation challenges related to global environmental issues
To seek country inputs into the design of national level consultations to be conducted during years two to four of the projects.	5. Examples of feedback provided by participants attending the sub-regional consultation
To continue strengthening country coordination and engagement in GEF activities by promoting at the national level coordination among multiple stakeholders and synergies amongst the GEF focal areas and convention issues.	Same as #2
	6. Examples of knowledge acquired by Focal Points and his/her enhanced role
	7. Examples of coordination commitments and/or activities that can clearly be traced back to the consultations including between IAs and with other donors
	8. Some replication of consultation format by OFP after event
	9. Examples of synergies in country projects and Programmes amongst the GEF focal areas and convention issues that can clearly be traced back to the consultation
To support the efforts of countries and the Implementing Agencies to mainstream GEF activities into national planning frameworks, such as national sustainable development strategies and poverty reduction strategies.	10. Examples of integration of global environmental issues into such national strategies that can be directly related to the consultation
	11. Examples of commitment statements or actions on biodiversity, climate change, international waters, land degradation or persistent organic pollutants (POPs) that can be directly related to the consultations

Source: National Dialogue Initiative - PIR2008

104. These indicators can be grouped into two categories: (i) the first one is to track the number of sub-regional consultations and national dialogues as well as the number and variety of participants (#1 and #2); and (ii) the second category is to assess the quality of the impact of these consultations through examples. The first group is being tracked through a log kept by the Programme Management Team. This log is updated after the completion of each consultation, including the update of the "Facts and Figures" about the national dialogues. Information for the second group is somewhat more complex to obtain. It is done mostly through minutes of the sub-regional

consultations, the written evaluation forms completed by participants at the end of each national dialogue and the national reports completed by recipient governments for each national dialogue. This information was also one main source used by the Evaluator to obtain data on the sub-regional consultations and national dialogues held so far.

105. The review of these indicators shows that they are sufficient in terms of coverage to be able to assess how well the Initiative is progressing. The challenge resides in the quality of the information received to update the achievements (level) for each indicator. This is particularly true for the information provided by the evaluation forms completed by participants in national dialogues and the national reports completed by recipient governments. Based on the review of these reports, the Evaluator recommends improving the format for these two monitoring tools by adding a few questions (*see Section 7*).

106. Nevertheless, these indicators are tracked by the Programme Management Team and are updated once a year through the Project Implementation Reports (PIR). These PIRs are well written, completed with diligence and provide valuable information about the progress of the National Dialogue Initiative. As a result, the progress of the Initiative is well documented through these PIRs.

4.4. What are the Impacts of the National Dialogue Initiative?

107. This section discusses the progress made so far toward the achievement of the objectives of the programme and the likelihood that the programme achievements will have long-term impacts on the implementation of GEF funded environmental projects in GEF recipient countries where national dialogue(s) took place. As described in Section 2, the National Dialogue Initiative is expected to:

- Promote in-depth understanding of the GEF's strategic priorities, business plan, policies and procedures, including the range of operational tools that have been developed for accessing GEF assistance, and to share lessons learned from GEF project implementation reviews;
- Conduct a dialogue with national stakeholders on national strategies, processes and implementation challenges related to global environmental issues;
- Continue strengthening country coordination and engagement in GEF activities by promoting at the national level coordination among multiple stakeholders and synergies amongst the GEF focal areas and convention issues;
- Support the efforts of countries and the Implementing Agencies to mainstream GEF activities into national planning frameworks, such as national sustainable development strategies and poverty reduction strategies.

108. Achievements under each objective listed above will be examined in the Sections below.

4.4.1. Promote in-depth understanding of the GEF's strategic priorities, business plan, policies and procedures

109. The progress to achieve this objective has been measured with a set of 3 indicators:

1. Number of countries and their corresponding GEF focal points attending sub-regional consultations;
2. Number and variety of participants attending the national consultations;
3. Percentage of respondents able to provide some statement of GEF's strategic directions, policies and procedures they learned about, including examples of operational tools that have been developed for accessing GEF assistance and lessons learned.

Number of countries and their corresponding GEF focal points attending sub-regional consultations

110. As per the PIR2008, 227 Government Focal Points from 137 countries; 2 Observer States; 56 NGOs, 8 IGOs and 1 Donor participated to 8 sub-regional consultations. This is an average of 17 countries and 37 participants per regional consultation. This represents 92% of all GEF recipient countries.

111. These sub-regional consultations were delivered in 2006 and were well attended. It was an opportunity to seek country inputs into the design of national dialogues, which was one immediate objective of the National Dialogue Initiative (*see Section 2*) but also to collect views, needs and queries from national GEF Focal Points (which would also form the basis for the design of the activities carried out under the GEF Country Support Programme). As a result the Programme Management Team put together a matrix summarizing these needs. Then, under guidance of the Interagency Steering Committee, the CSP drafted a strategy paper to identify how to address these needs using existing GEF resources and also taking into account potential suggestions or solutions offered by GEF Focal Points. These needs were divided into seven categories:

- General GEF topics;
- RAF in GEF4;
- Focal Points and constituencies;
- Specific CSP issues;
- Knowledge management and institutional memory;
- GEF national coordination, mainstreaming, and communications;
- Monitoring and evaluation.

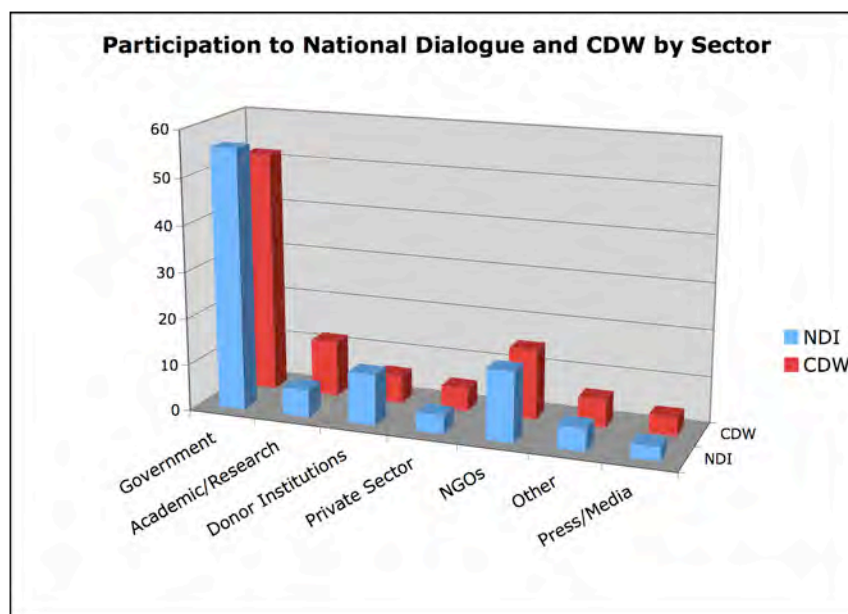
Number and variety of participants attending the national consultations

112. As described in Section 4.2.1, a total of 3,473 participants were involved in the 42 national dialogues delivered as of December 2008. It is an average of about 82 participants per dialogue. As of December 2008, the National Dialogue Initiative almost met its target that was to deliver up to 45 national dialogues. In the first part of 2009, two additional national dialogues were delivered totaling 44 national dialogues delivered as of June 2009 and a few more are planned to be delivered this year. Therefore, in terms of target, the National Dialogue Initiative will deliver more than 45 national dialogues within the allocated budget.

113. In terms of representation, as shown on the graph below, the level of participation of the government sector is significantly higher than the other represented sectors with an average of 56% (range 26-85%) of the total participants. It is also worth noting that the breakdown of participants per sector is also very similar to the breakdown of participants to the CDW conducted from 2000 to 2002¹³. However this average number of government representatives does not reflect the fact that several dialogues such as Burkina Faso, Liberia and Colombia, included significant numbers of local government representatives (regional administrators, mayors and deputy mayors of rural and urban regions). Local government representatives have different perspectives and concerns and the national dialogues provided an opportunity for coordination between the national centers and regions on priority environmental issues. Moreover, the figure of 56% also does not demonstrate the diversity of government participants by sector. The programme makes considerable efforts in all national dialogues, including cross-checking lists of participants with UNDP COs and other partners, to ensure that the relevant sector agencies are present and that national dialogues are not limited to one or two key ministries.

114. The graph below indicates that not many changes occurred over the years in terms of the diversity of representation in these dialogues. However, this average is also hiding great difference from one national dialogue to the next with a range of 26% to 85%. A review of the national dialogues held so far indicates a better balance in some countries with the government sector representing 48% in **Kenya**, 35% in **Gambia**, 28% in **Guatemala**, 26% in **Jordan**, 41% in **India (Mussoorie)**, 37% in **Morocco**, 39% in **Ecuador** and 44% in **Liberia**. However, this same percentage was high in **Djibouti** (70%), **Papua NG** (70%), **Turkey** (74%), **Indonesia** (73%), **Turkmenistan** (85%), **Iran** (73%) and **Burkina Faso** (74%). However, the case of Burkina Faso is that most of the government representation was made up of local government representatives, which was the targeted group of this national dialogue. The key objective of this national dialogue was to build capacity and awareness of local government regarding global environmental issues following a government legislation to decentralize environmental governance to the level of local collectivities.

13 Independent Evaluation of the GEF Country Dialogue Workshops Programme, October 2002.



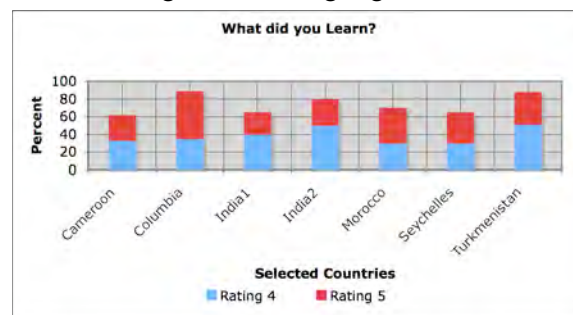
115. The interviews reveal that this indicator (sector representation) is regularly monitored and reported back to the Interagency Steering Committee. For instance, at the September 2006 Interagency Steering Committee meeting, the Global Manager reported that there was an “.... increasingly better mix of government and civil society representatives”. The “*Guide to Conducting a GEF National Dialogue*” offers guidance for the identification and invitation of participants such as “*Participants should include those key stakeholders involved in the preparation and implementation of national and global environmental and energy strategies, policies, projects, and action plans*”.

116. This subject of sector representation was already discussed in the Independent Evaluation of the CDW programme and a recommendation made to raise the interest of civil society and the private sector in these national dialogues and elicit the participation of other donors. Recognizing that each country would have a different context as to sector representation, it is recommended, however, to continue the tracking of this indicator and encourage a greater participation of other sectors during the preparation of these national dialogues (see Section 7).

Percentage of respondents able to provide some statement of GEF’s strategic directions, policies and procedures they learned about, including examples of operational tools that have been developed for accessing GEF assistance and lessons learned

117. The acquisition of knowledge about GEF’s strategic directions, policies and procedures is one of the main achievements perceived by the participants. The material provided on the Small Grants Programme (SGP) was particularly mentioned by the respondents to the surveys and led in a few cases to the request for setting-up a SGP in the country. As reviewed in Section 4.3.4, the quality of the material distributed was appreciated by participants to these national dialogues. Throughout the collection of views during this review, there were numerous examples of what participants learned at these national dialogues. One highlight is the use of documents distributed as reference material. It indicates the need for such material to be available to all. From a thematic point of view, information on the RAF was also reported in some cases as important to participants and that it helped them to understand the concept and prepare national GEF strategies.

118. The review of the feedback provided by participants in these national dialogues indicates that people learned “many new things”. As shown in the diagram, an average of 84% of



participants said that they learned many “new things” (rating 4+5). They also found the exchange of ideas excellent with 87% of participants who said that it was useful (rating 4+5).

119. In conclusion, promoting in-depth understanding of the GEF’s strategic priorities, business plan, policies and procedures has been one main objective of these national dialogues. The Programme continues to early 2010 but has almost met its target of up to 45 national dialogues. With a total number of participants of almost 3,500 people as of December 2008, the National Dialogue Initiative contributed greatly to the promotion of GEF strategic priorities, policies and procedures. However, the analysis of representation at these dialogues revealed that the participation in these dialogues is still dominated by government staff with an average of about 56%. This figure is more or less equal to CDW workshops conducted during the period 2000-2002 despite a recommendation to increase the participation of NGOs and private sector.

4.4.2. Conduct a dialogue with national stakeholders on national strategies, processes and implementation challenges

120. The progress to achieve this objective has been measured with a set of 2 indicators:

1. Number and variety of participants attending the national consultations (*same as for 4.4.1*)
2. Percentage of respondents able to provide some examples of national strategies, processes and implementation challenges related to global environmental issues

Percentage of respondents able to provide some examples of national strategies, processes and implementation challenges related to global environmental issues

121. The linkage of these national dialogues with national environment and development processes resulted in participants gaining a better understanding of GEF’s strategies and global environmental issues but also in understanding the linkages with the national and local level. The national dialogues contributed to a better understanding of these linkages, including the need to improve national coordination on these matters. As indicated in the box beside, 81% of respondents to survey 1 indicated that the national dialogue contributed to improving national coordination on matters relating to GEF and global environmental issues.

E-survey			
Did the national dialogue have any contribution in improving national coordination on matters relating to the GEF as well as global environmental issues?			
	Yes	No	Don't Know
#1	81%	13%	6%

122. Additionally, the review of national dialogue objectives and agendas (*see Section 4.3.4*) indicated that these linkages were emphasized at these national dialogues. In addition to the examples provided in Section 4.3.4, other examples are given below:

- **Liberia:** The objectives of the national dialogue were to mainstream GEF activities into national plans and programmes and fostering synergies among the three Rio Conventions; to enhance public education and awareness about the GEF and its focal areas and policies; to take stock of experiences from GEF funded projects in Liberia; to promote Public-Private-Partnership by engaging the private sector in GEF projects and to involve donors and the private sector in GEF co-financing.
- **Ecuador:** The objective of the national dialogue was to promote a thorough understanding of the strategic directions, the politics and the procedures of the GEF; to strengthen the national coordination of the GEF activities in Ecuador; to share lessons learned in the implementation of GEF projects; and to contribute to the GEF National Strategy.
- **Cambodia:** The objective was to raise awareness among national stakeholders about new GEF policies and procedures; to assess lessons learned from GEF project implementation in Cambodia for consideration in draft GEF national strategy; and to review and comment on draft GEF national strategy.
- **Mauritius:** The main objectives of the dialogue were to promote in-depth understanding of the GEF's strategic directions, policies and procedures; to strengthen country coordination and ownership in GEF operations, and sharing lessons learned from project implementation; to achieve greater mainstreaming of GEF activities into national planning frameworks and synergies among

focal areas; and to discuss pipeline projects and identify synergies and partnerships for their development.

123. Conducting national dialogues with stakeholders on national strategies, processes and implementation challenges was a main objective of these dialogues in parallel to the promotion of GEF's strategies, policies and procedures. In all national dialogues, national strategies, policies and programmes were highlighted as well as national GEF strategies.

4.4.3. Continue strengthening country coordination and engagement in GEF activities

124. The progress to achieve this objective has been measured with a set of 5 indicators:

1. Number and variety of participants attending the national consultations (*same as for 4.4.1*)
2. Examples of knowledge acquired by Focal Points and his/her enhanced role
3. Examples of coordination commitments and/or activities that can clearly be traced back to the consultations including between Implementing Agencies and with other donors
4. Some replication of consultation format by OFP after event
5. Examples of synergies in country projects and programmes amongst the GEF focal areas and convention issues that can clearly be traced back to the consultation

Examples of knowledge acquired by Focal Points and his/her enhanced role

125. The review of outputs of the sub-regional consultations indicates that the GEF Focal Points acquired new knowledge on their enhanced role to implement GEF activities in their respective country, including the implementation of the RAF at country level. However, these consultations also "collected" a long list of needs for these GEF Focal Points (*see Section 4.4.1*) to be addressed in order to increase their capacity.

126. Survey 1 asked the respondents to list the three main issues that they learned about in their participation in a national dialogue. The responses given by the GEF Focal Points or their Representatives are given below:

- *Coordination among different actors;*
- *Prioritization;*
- *GEF RAF principles and techniques;*
- *Access to information and project database;*
- *Networking with other country's best practices;*
- *Policy and procedure of The GEF and other implementing agencies;*
- *In-depth information on SGP;*
- *Need for a permanent national GEF coordination unit;*
- *In-depth information on renewable energy development;*
- *Update about GEF Policy, some lessons learned and establish national priorities according to the GEF policy;*
- *GEF Strategies and procedures;*
- *How to integrate GEF activities in national plans and policies;*
- *How to prioritize environmental issues;*
- *GEF-4, Small Grants Programme and CSP;*
- *Development of GEF strategic portfolio;*
- *Capacity building of stakeholders about GEF;*
- *Good forum for programming GEF resources + review and strengthening the portfolio.*

Examples of coordination commitments and/or activities that can clearly be traced back to the consultations including between Implementing Agencies and with other donors

127. National coordination is one of the major topics of discussion common to most national dialogues. As mentioned in the PIR2008, it is reflected in most national dialogue reports prepared by the participating GEF Focal Points. Moreover, as a follow up action, a few countries requested GEF Operational Focal Point support Funds to finance the implementation of coordination recommendations made at the national dialogues such as

FYR Macedonia, The Gambia, Morocco, Thailand, India, Cambodia. Such recommendations were made in the following national reports:

- **Burkina Faso:** Two recommendations (out of 6 total) from the national dialogues addressed national coordination issues: Implementation of a new coordination system to increase transparency and efficiency of the GEF Operational Focal Point; improve the procedures in place to guarantee better coordination and monitoring of GEF projects in the country.
- **Iran:** Among three main recommendations that emerged from the national dialogue, participants identified the need to enhance national consultations and coordination. They recognize the benefits of national consultations and recommended convening more frequently as well as strengthening the coordination among key stakeholders.
- **Seychelles:** During the national coordination session, participants identified the need to establish a Programme Implementation Unit as a mechanism for coordinating the implementation of ongoing GEF projects.
- **India:** A decision was taken at the Bhubaneswar national dialogue to follow up with a series of regional dialogues to strengthen GEF processes in the country. Another decision was to develop an effective communication strategy and mechanism to actively engage and update the concerned stakeholders in India.
- **Mozambique:** Participants in the national dialogue identified the need to improve the national coordination mechanism and committed to develop an appropriate mechanism involving different sectors.
- **Morocco:** Some recommendations to strengthen the national coordination were identified at the national dialogue: re-energize the “*Conseil National de l’Environnement*” as the inter-ministry structure for national consultation and coordination; improve the coordination with the GEF Focal Point and explore the possibilities to create a GEF national committee; improve the exchange of information among partners.
- **Liberia:** Participants in the national dialogue adopted a resolution which included a set of actions. One of them was to hold a national environmental forum (i.e. same format as the national dialogue) on an annual basis.

128. The Programme does not track these recommendations, however it does contribute to capturing the knowledge about constraints to effective coordination in specific countries and has been asked upon by the Interagency Steering Committee to provide examples of good coordination mechanisms in use in various countries at several dialogues (such as **Iran**, **Mozambique**, and **Colombia**). The National Dialogue Initiative collaborates with the CSP in developing such materials and disseminating findings from dialogues to other countries considering ways to address coordination challenges.

129. National coordination has been one of the key points discussed across all national dialogues. Performance and evaluation reports have consistently highlighted the need to strengthen GEF coordination at national level. On numerous occasions GEF focal points and other stakeholders have requested guidance and practical examples of how countries have developed and employed GEF national coordination mechanisms to facilitate cross-cutting linkages between GEF and national development plans. As a result, the National Dialogue Initiative Programme Management Team conducted a study of examples of national GEF coordination mechanisms. The final document “*GEF National Coordination – Lessons Learned (October 2005)*” contains five country case studies (Bolivia, China, Colombia, Poland and Uganda) of different national GEF coordination mechanisms and processes that offer lessons and examples that other countries may use.

130. This study concluded that these five national GEF coordination mechanisms have all contributed significantly to increasing the capacity and effectiveness of the respective GEF focal points while helping establish strategic priorities and reinforcing the credibility of national GEF activities as a country-driven process. Despite barriers that need to be overcome as well as pitfalls to be avoided (all described in this report), the net benefits from more effective national GEF coordination appear to be considerable.

Some replication of consultation format by OFP after event

131. Through both surveys, some respondents provided examples of consultations that took place as follow up to these national dialogues such as:

- *A high profile and a multi-stakeholder meeting held in Kisumu through the efforts of OFP;*
- *Meetings for further discuss on proposals preparation for programmatic approach;*
- *National Consultation on Protected Area project;*
- *In Zimbabwe the government organized a wider civil society consultation together with NGOs;*
- *The OFP continued to hold subsequent GEF meetings using funds from the focal point support programme;*
- *Launch of GEF website at country level;*
- *Constitution of technical review committee;*
- *Holding Technical Review meetings with greater participation of provinces and of relevant organizations;*
- *Dissemination of information about GEF.*

132. The feedback received from respondents to both surveys indicates that the process of organizing national consultations has been replicated and adapted many times. As indicated by the examples cited by the respondents to the surveys, national dialogues created an enabling environment that facilitates greater participation by diverse stakeholders in environmental management. When asked, “*Do you think that the National Dialogue played a catalytic role in your country?*” the responses from both surveys are clearly positive (yes) as indicated in the results shown in the table. The responses from the GEF Focal Points in survey 1 are even higher with 91% who said yes. Some examples of where national dialogues played a catalytic role are:

E-survey			
Do you think that the National Dialogue Initiative plays a catalytic role in recipient countries?			
	Yes	No	Don't Know
#1	77%	7%	16%
#2	74%	26%	-

- *Cameroon, because of the national dialogue the environmental actors understood that to be more efficient they should work together and that is what we saw during the meeting to adopt the GEF national strategy;*
- *National dialogue, funding mechanisms brings all the players around the table;*
- *At least it is triggering partners to think beyond environmental issues;*
- *It provides a comprehensive picture of GEF;*
- *NEMA organized a few dialogue meetings in the country targeting key institutions and individuals with potential of engaging GEF in the future;*
- *It is important for organizations that are interested in environmental issues and it is an opportunity to coordinate and exchange knowledge between different groups;*
- *Les études d'impact environnementales des projets sont devenues un passage obligé pour tous les projets de developpement;*
- *Un engouement pour lutter contre la desertification, pour la reforestation, la récupération des sols, surtout au niveau des services qui sont en dehors du Ministère de l'environnement et du cadre de vie;*
- *Base pour le démarrage des consultations nationales sur le FEM;*
- *Oui, mon pays a soumis au FEM plusieurs projets;*
- *Des projets ont été initiés;*
- *Se generaron ideas de proyecto.*

Examples of synergies in country projects and programmes amongst the GEF focal areas and convention issues that can clearly be traced back to the consultation

133. Integrating GEF focal areas and convention issues in national projects and programmes was discussed at most national dialogues. Considering the feedback received through both surveys and the interviews, it is evident that these national dialogues are contributing to greater integration of global environmental issues into national strategies and programmes and to greater synergies among focal areas. However, tracing back the attribution of any achievements in this area to the national dialogues is difficult to quantify. Moreover, as discussed above, the

National Dialogue Initiative does not have a national dialogue follow-up component; hence, not much information exists on the subject.

134. Nevertheless, based on a decision of the Interagency Steering Committee in June 2007, all national dialogues now need to ensure the active participation of all convention Focal Points along with the OFPs. In addition, thematic working group sessions have been held during most dialogues and the question of synergies among GEF focal areas and convention issues was part of some national dialogue objectives and recommendations such as:

- **Burkina Faso:** One objective of the national dialogue was to identify crosscutting synergies and linkages among GEF focal areas;
- **Cameroon:** One specific objective of the national dialogue was to build consensus on Cameroon's focal area priorities and strategy for GEF 4 (including identification of project concepts in the framework of the Congo Basin Forest Initiative) and general priority areas for GEF 5. Most of the second day of the dialogue was spent on discussing thematic areas, including synergies, crosscutting themes and coordination. One particular recommendation was to acknowledge the need to align and ensure the coherence of the national GEF strategy with national priorities in all environmental sectors. As a result of these working groups an extensive follow-up action plan was accepted as a follow up to the national dialogue.
- **Turkmenistan:** One recommendation of the national dialogue was to integrate the national sustainable development strategy (NSDS) and the national GEF strategy, including the participation of the OFP in the NSDS process. The participants in the national dialogue also recommended improving the coordination between the OFP and the convention focal points.

135. In conclusion, the National Dialogue Initiative contributes to the strengthening of country coordination and the engagement of these countries in GEF activities. Through the national dialogues, OFPs have been gaining knowledge about GEF and global environmental issues. The need for better national coordination mechanisms has been discussed during these national dialogues and recommendations were made to improve this coordination. These national dialogues also played a catalytic role for greater stakeholder consultation. As a result of the dialogues, several in-country consultations took place. Finally, greater synergies among GEF focal areas were discussed at most national dialogues, however, measuring the contribution of these dialogues towards greater synergies in country projects and programmes remains difficult.

4.4.4. Support the efforts of countries and Implementing Agencies to mainstream GEF activities into national planning frameworks

136. The progress to achieve this objective has been measured with a set of 2 indicators:

1. Examples of integration of global environmental issues into such national strategies that can be directly related to the consultation
2. Examples of commitment statements or actions on biodiversity, climate change, international waters, land degradation or persistent organic pollutants (POPs) that can be directly related to the consultations

Examples of integration of global environmental issues into such national strategies that can be directly related to the consultation

137. As discussed in the above section about examples of greater synergies among focal areas due to national dialogues, the same approach applies here: tracing back the attribution of any achievements in this area to the national dialogues is difficult to quantify. However, some examples of recommendations identified at these national dialogues are:

- **Iran:** To revisit and refocus national priorities by convening additional focal area consultations to discuss Iran's national priorities in greater depth and to ensure that GEF priorities fit with Iran's national development plans.
- **Mozambique:** One national dialogue objective was to integrate GEF activities into national planning. In addition, it was proposed to establish an Environment Conventions Coordination Unit

under the supervision of the CONDES Technical Council, as a way to lessen difficulties in implementing convention commitments and to identify and maximize synergies. It was also proposed to establish a National Platform for Implementation of Activities under GEF-4 to improve the coordination with national priorities.

- **Seychelles:** Recommended that each thematic area steering committee should make use of existing national committees and that it should be reflected in the terms of reference.
- **Liberia:** One objective of the national dialogue was to mainstream GEF activities into national plans and programmes and foster synergies among the three Rio Conventions.
- **Cameroon:** One recommendation from the national dialogue was to monitor the national GEF strategy that was underway and ensure it is aligned and coherent with the national priorities in all focal areas.

Examples of commitment statements or actions on biodiversity, climate change, international waters, land degradation or persistent organic pollutants (POPs) that can be directly related to the consultations

138. Due to the fact that the National Dialogue Initiative does not systematically track follow-up activities to these national dialogues, it is difficult to assess if there are any national commitment statements or actions in GEF focal areas that can be directly related to these national dialogues. Additionally, when such statements or actions happened, assessing the contribution of these dialogues remains difficult. Nevertheless, most national dialogues had time to discuss these issues through thematic working group sessions. Some highlights of these discussions and recommendations were recorded in national reports and are presented below:

- **Cameroon:** Following working group sessions, the participants in the national dialogue produced four matrices: Biodiversity and Desertification; Climate Change; International Waters and Waste; and POPs. For each matrix, a list of national priorities was established, linkages with GEF priorities identified and implementation of each priority was detailed. A total of 28 thematic priorities were identified. Following the national dialogue, additional consultations took place during a 6-month period resulting in the production of a comprehensive strategy document titled “*Document de strategie nationale du fond pour l’environnement mondiale: 2006-2010 et 2011-2015 (FEM 4/FEM 5)*” and published in February 2009. This strategy has been circulated to a large group of national stakeholders who participated in the national dialogue.
- **Morocco:** Thematic working group sessions were organized during the national dialogue, which identified thematic national priorities. The participants also recommended the development of a national GEF programme based on these priorities.
- **Seychelles:** Participants in the national dialogue agreed to continue discussions on biodiversity for future project submissions. Additionally, recommendations provided by stakeholders in a national dialogue working group on the start-up of the Small Grant Programme (SGP) formed the basis for the eventual structure of the national selection committee of the SGP, agreement on its host institution, and key aspects of its by-laws. A separate SGP start-up mission to the Seychelles was deemed unnecessary as the discussions at the national dialogue were considered sufficiently participatory and reached clear conclusions about civil society preferences.
- **Cambodia:** The national dialogue revolved around discussions, critique, and suggestions for improving a draft GEF national strategy that had been prepared by the Ministry of Environment. Subsequently, the draft was modified to reflect the suggestions and recommendations made by a diverse set of government (cross-sectoral) and civil society stakeholders during the national dialogue.
- **Pakistan:** The recent national dialogue held in January 2009 in Lahore provides also examples of national commitments. The GEF Coordinator in the Ministry of Environment (Assistant to the GEF OFP) informed the Programme of some follow-up actions to the national dialogue:
 - A proper GEF library has been established in the Ministry of Environment
 - A GEF Cell is being strengthened by increasing the human capital and resources have been mobilized and allocated under the One UN program/UNDP.
 - Field visits of GEF projects have been carried out. Recently, the GEF Focal Point (April 2009) and the Federal Minister for Environment (May 2009) have visited SGP projects in Karachi and surrounding areas, along with the GEF Cell.

- Almost 92% of RAF allocation is endorsed at country level. UNDP, UNEP, IFAD, FAO, UNIDO and World Bank are involved in GEF current portfolio implementation.
- First ever meeting of GEF constituency was recently held.
- A Pakistan GEF website is being developed and will be launched soon.
- Training session on GEF projects are being planned for the following quarters.
- A proper two-year annual work plan have been consultatively developed to streamline GEF Cell activities.
- A documentary on GEF projects in Pakistan is being prepared.
- For the upcoming GEF national Technical Review Committee meeting in July, 2009, it is requested that representatives of relevant federal government departments, provincial governments, GEF project and SGP proponents for their participation, as per the recommendation made during the national dialogue to involve all stakeholders.
- A brochure containing basic information about GEF, its project cycle, portfolio of Pakistan with updated status and country level coordination mechanism will be developed for GEF awareness among stakeholders and beneficiaries.

139. It is difficult to assess the contribution of national dialogues to the mainstreaming of GEF activities into national planning frameworks. However, it is a theme that was part of most dialogue objectives and agendas and it was debated at most national dialogues reviewed. Moreover, the participants include stakeholders across focal areas. For them, these dialogues are part of larger national processes where thematic debates take place about national strategies and the implementation of conventions. What is unique in these national dialogues is the grouping of all focal areas, globally and locally, into one event with participants coming from all sectors. From this point of view, it is similar to National Capacity Self-Assessments (NSCAs) conducted in most countries and funded by GEF.

5. CONCLUSION

140. During the period July 2004-December 2008, the Initiative has delivered 8 sub-regional consultations and 42 national dialogues with a total participation in these dialogues of 3,473 people or an average of 82 participants per national dialogue. The government sector is well represented in these dialogues with an average of about 56% of all participants, followed by NGOs (15%) and donor institutions (11%). The major strengths of these national dialogues include the multi-stakeholder consultation process, good organization and up-to-date information and a catalytic role so that national stakeholders come together. However, there is a consensus that the lack of follow up activities to these national dialogues is preventing greater impacts.

141. The assessment of the National Dialogue Initiative reveals that it is progressing well and that it is meeting its targets and objectives. It is highly relevant in the context of GEF as the financial instrument to support the implementation of multi-lateral environmental agreements and to address global environmental issues. Based on requests from GEF recipient countries, national dialogues are organized and delivered in GEF recipient countries. The review indicates that all dialogue agendas and objectives include the familiarization with current GEF strategies, policies and procedures. These dialogues are also consistent with the recommendations from OPS2 and OPS3 as well as from the independent evaluation of the CDW and they try to align GEF activities with national environmental policies, particularly the more recent dialogues. The Initiative benefits from the experience acquired through the CDW programme and also from the fact that it is implemented in tandem with the CSP. As a result, the concept of the National Dialogue Initiative is coherent and conducive for the organization of successful national dialogues.

142. A small efficient Programme Management Team based at UNDP-New York and composed of 4 staff coordinates the Initiative jointly with the Country Support Programme for GEF Focal Points (CSP). This well regarded Team is in charge of the day-to-day management of the programme and it receives strategic guidance from an Interagency Steering Committee chaired by the GEF-CEO. This committee includes representatives from the 10 GEF Agencies and the GEF NGO Network. In addition the PMT collaborates closely with each Agency during the preparation of these national dialogues. The Programme Management Team benefits from

access to the UNDP Country Office system which provides a global network of professionals who can provide information and contacts and support the local preparation for these national dialogues. Procedures to plan and prepare these dialogues are now well established – including a guide for conducting these dialogues - and provide sufficient flexibility to adapt each dialogue to the realities and capacity of each country. The GEF OFPs have the responsibility to organize these national dialogues in consultation with the Programme Management Team and the surveys conducted within the context of this review revealed that these OFPs are strongly involved in the preparation of these dialogues. The quality of these national dialogues was rated as good by the participants with clear objectives and relevant material distributed at these dialogues. As of December 2008, the Initiative spent a total of USD 3.9M out of a total budget of USD 4.5M, that is, an average cost of USD 77k per organized event¹⁴ (8 sub-regional workshops and 42 national dialogues). The decision was taken to continue programme implementation with the remaining budget until the start of GEF-5 in 2010.

143. Assessing the impacts of such an initiative remains difficult. Nevertheless, the review of the performance indicators indicates good progress to meet the expected targets. The National Dialogue Initiative has contributed to the promotion of GEF strategic priorities, policies and procedures. However, the analysis of representation at these dialogues revealed that it is much dominated by government Officers with an average of about 56%, which is equal to CDW workshops conducted during the period 2000-2002. More effort is needed in this area to improve the participation of NGOs and private sector. In parallel to the promotion of strategic information on GEF, these national dialogues also include a review of national strategies, policies and programmes and the identification of potential linkages between GEF activities and national programmes and projects. The National Dialogue Initiative contributes to the strengthening of country coordination and the engagement of these countries in GEF activities. The need for better national coordination mechanisms has been discussed during these national dialogues during which recommendations were made to improve these coordination mechanisms. These national dialogues also played a catalytic role for greater stakeholder consultations. As a result of the dialogues, several in-country consultations took place. Finally, it is difficult to assess the contribution of national dialogues to the mainstreaming of GEF activities into national planning frameworks. However, it is a theme that was part of most dialogue objectives and agendas and it was debated at most national dialogues reviewed, which included stakeholders from different sectors.

6. LESSONS LEARNED

144. Based on the review of documents, interviews with key informants and the analysis of the information collected, several lessons learned from the implementation of the National Dialogue Initiative are presented below:

- There is an evident need for a direct dialogue between stakeholders in countries and the GEF Secretariat and GEF Agencies. All interviewed stakeholders mentioned the benefits of this type of dialogue, including the need to dialogue with senior GEF Secretariat and Agency representatives. Moreover, the high interest in these national dialogues by stakeholders leads to a demand that these dialogues should not be a “one shot deal” but a regular communication/dialogue mechanism between GEF, its implementing partners and GEF recipient countries, timed with major milestones such as the GEF replenishment cycle.
- The participation of senior GEF Secretariat and Agency representatives in these national dialogues is viewed as critical by stakeholders for dialoguing on GEF matters. It also guarantees the presence of national decision-makers at the appropriately senior level at these dialogues and, as a consequence, raises the profile of these national dialogues and their potential long-term impacts.
- It is important to keep a clear line of communication between the GEF Operational Focal Point, the UNDP-CO and the Programme Management Team when planning and preparing a national dialogue.

¹⁴ As mentioned in Section 4.3.5, financial data between sub-regional consultations and national dialogues cannot be disaggregated. However, we need to consider that the cost of a sub-regional consultation is a lot more expensive due to travel costs for all participants. Therefore, the true unit cost of a national dialogue would be lower. Additionally, these figures also include the cost of development and maintenance of the website and of all materials developed and updated over time.

The preparation of a dialogue necessitates a lot of communication and involves all GEF partners (GEF Secretariat and Agencies). The Programme Management Team should continue to coordinate and communicate on behalf of the 10 GEF Agencies and support the GEF Operational Focal Point to coordinate the process at the national level and to communicate with UNDP-CO and local GEF Agencies.

- The provision of materials in local languages is a must as well as quality simultaneous interpretation during the national dialogues. It is particularly true when these dialogues are enlarging the traditional sphere of stakeholders. The National Dialogue Initiative always translates the material in the local languages and website should offer information at least in English, French, Spanish and Russian. Stakeholders are requesting information in their own languages and often this material becomes reference material for many stakeholders.
- In order to deliver quality national dialogues, there is a need for a flexible approach to customize each national dialogue to the realities of the country in which it is organized, reflecting the context and the capacity of the country. It is particularly true when the emphasis is on linking national and local issues with global environmental issues and integrating GEF activities into national strategies, policies and programmes. This flexibility should be applied to content and format of these dialogues but also to the GEF team of resource persons.
- Within the context of implementing in-country GEF activities, greater national coordination is a need perceived by most stakeholders. It is also well studied in the document “*GEF National Coordination – Lessons Learned (October 2005)*” that includes 5 case studies. It also goes in line with greater and more varied participation of stakeholders. However, each country has specific conditions and capacity to structure the appropriate coordination mechanism. Therefore, a “cookie-cutter” approach for a standardized coordination mechanism may not be the solution in most cases; each country needs to develop its best coordination mechanism.
- The National Dialogue Initiative is one more instrument to break down the “silo” approach to global environmental management. It is a fact that national environmental management is often divided into clear “silos” such as climate change, biodiversity, land degradation, etc. National dialogues offer the opportunity for stakeholders to meet together and discussed linkages, synergies and the need for better cross-coordination. From this point of view it is complementary to the National Capacity Self-Assessment (NCSA) conducted in most countries.
- Implementing this type of consultation necessitates much communication among partners and marshalling a great deal of information to prepare adequately these national dialogues. To succeed, the implementing agency needs to have access to a global network of professionals who can provide information and contacts and support the local preparation for such an event. It is a critical success factor for these national dialogues, and the UNDP Country Office system provides this network facility.

7. RECOMMENDATIONS

145. Considering the results of this review and the feedback gathered from stakeholders, the National Dialogue Initiative is responding to the need for a multi-stakeholder dialogue between the GEF Secretariat, GEF Agencies and the GEF recipient countries. Moreover, this dialogue process provides an efficient platform to transfer information and gather feedback on GEF related matters; including the important topic of coordinating and integrating GEF activities into national strategies, plans and programmes. Overall, it is recommended to pursue this GEF corporate initiative with the same format and procedures under GEF-5, integrated within the Country Support Programme and with the strong support of the senior management from the GEF Secretariat and the GEF Agencies. Few specific recommendations for improving the implementation, the results and the governance of the National Dialogue Initiative are made below:

Recommendation #1
Emphasize time management of these national dialogues to keep the dialogues on track with the agendas by either preparing less ambitious agendas or longer dialogues, and leave end of session discussions as planned to ensure stakeholder interaction.
Issue to Address Some complaints in the surveys were related to time management and the Evaluator had a chance to observe the same at the national dialogue in <i>Ankara, Turkey</i> . Moreover, often in this type of consultation the risk is to have presentations fill all the time allocated to a particular session, preventing the question period/discussion from taking place. However, participants particularly appreciated the interaction among stakeholders at these national dialogues; it is important to continue this emphasis.
Recommendation #2
In addition to the national dialogue initiative material that is always translated in local languages, continue to translate other GEF material in more languages including information accessible through the website.
Issue to Address As per a comment in the PIR2008, language is the single most important consideration when engaging in a productive dialogue with countries. The importance of providing translated materials in local languages and providing high quality simultaneous interpretation during the Dialogues cannot be overestimated. Countries have repeatedly stated that they would feel more actively engaged with the GEF and have a greater sense of ownership if more materials were available in their local language and systematically made available on the web and through other sources; not just English, French and Spanish, but also Russian, Arabic, Lao, Armenian and Macedonian for example.
Recommendation #3
Improve the feedback/evaluation form used at the end of each dialogue by adding a few additional questions: Did the dialogue meet your expectations? Do you think that the objectives were met? What are the three (or only one?) main things that you learned at this dialogue?
Issue to Address The current form is adequate to assess the quality of a national dialogue. However, the result does not provide direct answers from participants about whether their expectations were met and what they learned at the dialogue.
Recommendation #4
In addition to the traditional list of participants in these national dialogues, add a column to keep track of participants by gender.
Issue to Address The addition of this column would allow for disaggregating participant information by gender.
Recommendation #5
Review the guidelines for national reports that are prepared by national organizers by giving a more standardized and detailed table of contents emphasizing the need for summaries of key points discussed per session and a set of recommendations or action plan.
Issue to Address The quality of these national reports varies from one country to the next and any attempt at summarizing them is difficult due to lack of reporting standards. Better reports would provide a great source of information to be used by the National Dialogue Initiative PMT and its Interagency Steering Committee.
Recommendation #6
Review the management of stakeholders' expectations after the national dialogues are completed and ensure some follow up activities.

<p><i>Issue to Address</i></p> <p>The success of these national dialogues leads to a rise in expectations from stakeholders. Then, after the national dialogues are completed, it is left to the GEF OFPs to pursue any initiatives discussed at the dialogue, without any support from GEF. Based on survey 2 targeting participants in national dialogues, the lack of continuity between the decisions made at the dialogues and any follow up activities leads to disappointment and in some cases frustration.</p>
<p>Recommendation #7</p> <p>Compile an electronic mailing list of participants (list of email addresses) in these national dialogues (with their acceptance when they provide their email addresses) and use this list as a means to disseminate information about GEF activities.</p>
<p><i>Issue to Address</i></p> <p>Feedback from respondents to the survey indicates a strong need for more information about GEF. Using the dialogues as a starting point, compiling these email addresses into a mailing list (using a tool such as listvery) would be a low-cost way to develop an electronic network to be used for knowledge dissemination.</p>
<p>Recommendation #8</p> <p>Enhance the website of the National Dialogue Initiative, particularly the access to some pages such as information on national dialogues prior to January 2007 (this earlier period does not appear to have been included). Additionally, a one-page table summarizing and giving access to the documents per country and per dialogue would be valuable and give a global view about the National Dialogue Initiative.</p>
<p><i>Issue to Address</i></p> <p>There is a need to merge both sites (before and after 2006) and build a unified site. A table on sub-regional consultations (2006) exists and provides easy access to documents. The same would be good for all national dialogues.</p>
<p>Recommendation #9</p> <p>Continue the participation/presentation at national dialogues by senior representatives from the GEF Secretariat and GEF Agencies.</p>
<p><i>Issue to Address</i></p> <p>Stakeholders expressed a need to receive up-to-date strategic information and to have a direct dialogue with the GEF Secretariat and GEF Agencies at these national dialogues. Stakeholders view this as critical for dialoguing on GEF matters. It also guarantees the presence of national senior decision-makers at these dialogues and, as a consequence, raises the profile of these national dialogues and their potential long-term impacts.</p>
<p>Recommendation #10</p> <p>The Interagency Steering Committee should continue to meet twice a year as per its terms of reference. Moreover, the review of minutes of these committee meetings indicates a good record of what was discussed; however, it is also recommended that the decisions taken at these meetings be better summarized.</p>
<p><i>Issue to Address</i></p> <p>The review indicates that the steering committee and its meetings are an important tool to communicate, exchange ideas and provide guidance to the Programme Management Team. It is a participatory process that engages the GEF Secretariat and GEF Agencies in guiding the National Dialogue Initiative. Additionally, better summaries of decisions taken at these meetings would facilitate the follow up on these decisions and improve the transparency of decision-making for the National Dialogue Initiative.</p>
<p>Recommendation #11</p> <p>Emphasize the need for more balanced multi-stakeholder participation in the set of selection criteria used to assess a request for a national dialogue, and continue to monitor the sector representation at these national dialogues in order to encourage greater participation by other sectors particularly NGOs and the private sector.</p>
<p><i>Issue to Address</i></p>

The review indicates that the existing criteria are clear, comprehensive yet simple enough. However, in order to address the balance of sector representation at these national dialogues (more NGO and private sector representation), it is recommended that this criterion be used when assessing the requests for hosting national dialogues. Moreover, greater participation of these sectors was already the object of a recommendation in the Independent Evaluation of the CDW programme; it is reiterated in this review. However, it is recognized that no “magic” mix exists and each country context would indicate a different set of participants.

Recommendation #12

Merge the CSP and the National Dialogue Initiative into one GEF corporate programme.

Issue to Address

Both Initiatives already have the same Interagency Steering Committee. Moreover, this is a topic of discussion underway and, based on this review, the Evaluator recommends merging both programmes for the next phase.

Annex 1: Terms of Reference

Independent Evaluation of the GEF National Dialogue Initiative GLO/03/G34

Background

The GEF National Dialogue Initiative (GLO/03/G34) is a corporate, global GEF programme implemented by UNDP and executed by UNOPS on behalf of the GEF Secretariat and the 10 GEF Agencies. The programme began implementation in April 2004 and the overall project budget is \$6.1m. It is governed by an Inter-Agency Steering Committee chaired by the GEF CEO and including representation of all GEF Agencies. The GEF National Dialogue Initiative has been a part of GEF's efforts to engage national stakeholders and foster dialogue and participation on global environment issues.

The National Dialogue Initiative follows and builds upon an earlier programme – the GEF Country Dialogue Workshops (GLO/98/G34) (1999-2003) – which was designed to strengthen country coordination and capacity and to promote country ownership and awareness through targeted, participatory workshops. Whereas Country Dialogue Workshops aimed to inform national stakeholders about the GEF – its mission, strategy, policies and procedures – and provide practical information on how to propose, prepare and implement GEF-financed activities, National Dialogues have been designed to respond to a wider range of country needs and to help realize specific national objectives associated with countries' GEF portfolios and pipelines through flexible scheduling and organization.

The National Dialogue Initiative is aligned with a fundamental principle of the GEF Instrument which highlights the GEF's commitment “to facilitating continued effective participation, as appropriate, of major groups and local communities and to promoting opportunities for mobilizing outside resources in support of GEF activities”. The programme has also been designed in response to the following guidance received over successive years:

- *Second Overall Performance Study of the GEF (OPS2)*: “The GEF should continue ongoing efforts to support capacity development of operational focal points, the national GEF coordinating structures, and the country dialogue workshops”.
- *Third Overall Performance Study of the GEF (OPS3)*: Participants recommended that the GEF address specific country needs through country and regional dialogue workshops and the Implementing Agencies' country Programming efforts, and consult with the country on the range of operational tools policies and procedures that have been developed for accessing GEF assistance with a view to using the most appropriate tools to address the county needs and to enhance performance and effectiveness at the country level.
- *Independent Evaluation of the Country Dialogue Workshops (CDW)*: The evaluation recommended “an expanded second phase for the CDWs, which takes into account a series of recommendations¹⁵...and (which) should also be understood and supported within a broader context of capacity development for OFPs (Operational Focal Points) and other concerted efforts to address and enhance country level coordination and knowledge related to the actual implementation of the global conventions.”

Objectives and Activities of the Programme

The global objectives of the National Dialogue Initiative are to assist participating countries by:

- Promoting in-depth understanding of the GEF's strategic directions, policies and procedures;
- Strengthening country coordination and ownership in GEF operations and sharing lessons learned from project implementation; and

¹⁵ See Annex II for further information about the recommendations of the Independent Evaluation of the CDW programme, which were considered in the design of the National Dialogue Initiative.

- Achieving greater mainstreaming of GEF activities into national planning frameworks and coordination and synergies amongst the GEF focal areas and convention issues at the national level.

National Dialogues provide a forum for GEF Focal Points to dialogue with key stakeholders from government and civil society representing a wide range of national and local interests and areas of expertise, as well as with GEF partners and other donors. At the country level, each National Dialogue is managed as a collaborative effort involving the national GEF Focal Points, the GEF Secretariat, and the GEF Agencies. Recent dialogues have assisted countries to address a range of different objectives including:

- increasing understanding of the GEF's strategic directions, policies and procedures;
- strengthening country coordination and ownership in GEF operations;
- reflecting on and agreeing upon national priorities for the GEF;
- sharing lessons and experiences from GEF portfolio and projects;
- enhancing synergy and linkages among GEF and Convention related activities at the national level;
- building partnerships with other key players active on environment and sustainable development issues
- facilitating greater integration of GEF themes in national planning and policy frameworks

In addition to national level multi-stakeholder dialogues, the National Dialogue Initiative organized a series of Sub-Regional Consultations in 2006 leading up to the fourth replenishment of the GEF¹⁶. These Sub-Regional meetings were designed to enable GEF partners to consult with national Operational and Political Focal Points in GEF recipient countries on a range of issues, including the design and implementation of the Resource Allocation Framework due to be applied in GEF4. These consultations also facilitated inputs by GEF focal points towards the design of another corporate GEF programme, the Country Support Programme (CSP), which was developed to address knowledge and exchange needs of national focal points and to help strengthen capacity to address GEF issues at the national, sub-regional, and constituency level.

In the course of GEF 4 the National Dialogue Initiative has also taken on board new/emerging country concerns and priorities associated with the RAF such as support to national focal points in national priority-setting processes, as well as assisting countries to become familiar with revised/new GEF policies such as the Project cycle and Focal Area strategies.

The National Dialogue Initiative is jointly managed and implemented in coordination with the Country Support Programme (CSP) (2006-2010) – which enables the programmes to schedule and sequence complementary activities involving GEF recipient countries and GEF partners. National Dialogues are designed to complement the three components of the CSP – the online Knowledge Facility, Direct Support Funding, and Sub-regional Workshops for GEF Focal Points.

Scope of the Evaluation

As an integral part of the project cycle, the evaluation of the “National Dialogue Initiative (GLO/03/G34)” will analyze the contribution of the project against its objectives as stated in the project document, as well as in taking on board the guidance received from the programme’s Inter-Agency Steering Committee.

The evaluation will consider the effectiveness, efficiency, relevance, impact and sustainability¹⁷ of the project. It will also identify factors that have affected project implementation and facilitated or impeded the achievement of the objectives and attainment of results. Given that this is a multi-focal area GEF corporate programme, the evaluation will assess the programme’s relevance in terms of consistency with the GEF Instrument, the

16 A complete list of National Dialogues and Sub-Regional Consultations supported by the National Dialogue Initiative is provided in Annex III.

17 With regard to sustainability, in the context of this project this is less relevant as a criterion as the project has been designed to deliver upon a series of national level Dialogues and Sub-Regional consultations designed to assist GEF recipient countries and build their capacity within the short term. Where longer term impact has been realized as a follow-up to project activities – for example through the establishment/strengthening of GEF coordination mechanisms in a country following a Dialogue – other specific national factors generally also contribute towards such results, making it difficult to attribute such developments solely to the intervention of the project.

recommendations of OPS2 and OPS3, the CDW Independent Evaluation, and the overall GEF 4 Business plan.

While a thorough assessment of the implementation to date is important, the evaluation is expected to also lead to recommendations and lessons learned to assist in defining the future directions of the ongoing multi-stakeholder dialogue process involving participating countries and the GEF partners.

The evaluation will assess the following specific aspects of the project:

- (1) *Project design*: Review the original program objectives and assess quality of design for delivery of planned outputs in the context of the ongoing evolution of the GEF and taking into consideration the country needs as outlined in the successive Overall Performance Studies of the GEF (OPS2 and OPS3).
- (2) *Project implementation*: Assess the effectiveness of:
 - a. project management arrangements, i.e., effectiveness of UNDP's overall management on behalf of the GEF partners and the GEF Focal Points, and the role of the Inter-Agency Steering Committee as an oversight and advisory body
 - b. quality and timeliness of outputs and activities,
 - c. cooperation among GEF partners in project implementation including GEF Secretariat, UNDP, UNEP, World Bank, ADB, AfDB, EBRD, FAO, IDB, IFAD, UNIDO, and UNOPS.
 - d. degree of responsiveness of project management to adapt to and implement changes in program execution based on:
 - i. feedback received from countries (e.g. through the CSP Sub-Regional workshops, National Dialogue participant evaluations etc.) and
 - ii. feedback received from GEF partners (e.g. strategic guidance provided by the programme's Inter-Agency Steering Committee in the course of implementation).
 - e. use of sound monitoring and evaluation systems within the project to track progress and results.
- (3) *Project Impact*: Assess the
 - a. achievements of the project against the original objectives, outputs and activities and using the indicators as defined by the project document.
 - b. catalytic role of the project – whether it was able to produce any catalytic or replication effects in the countries supported

It is expected that the findings of this independent evaluation will inform the Fourth Overall Performance Study (OPS4) which will be ongoing during the period July 2008 – January 2010 with the Interim OPS4 report scheduled to be ready in April 2009. OPS4 is an independent study to assess the overall performance of the GEF during its fourth replenishment. It will provide recommendations to be considered in the negotiations leading up to the fifth replenishment of GEF-financed activities.

Products expected from evaluation

Based on the above points, the final evaluation report should assess what project activities, outputs and impacts have been achieved to date, and reflect in specific upon the following aspects:

- (1) the extent to which project objectives have been met and noting where gaps are evident;
- (2) lessons learned from the experiences of the project, particularly considering those elements that have worked well and those that have not; and
- (3) recommendations to strengthen the ongoing multi-stakeholder dialogue process between GEF and participating countries, taking into consideration country needs and recommendations outlined in the OPS2 and OPS3 Reports.

Methodology & Sources of Information

The evaluation methodology will rely on two main elements:

- (1) **review of documents**, including the project document, presentation and reference materials, dialogue evaluation synthesis reports, dialogue summary reports prepared by the operational focal points, monitoring reports including Annual project reviews/Project implementation reviews (APR/PIRs) prepared annually by the project, statistics and facts and figures recorded by the project based upon registered lists of participants and reports to and minutes of the Steering Committee meetings; and
- (2) **synthesis of questionnaires distributed, and/or telephone interviews** with, key project stakeholders including:
 - a. *project beneficiaries*: GEF operational focal points, and representatives from other government agencies and civil society from countries who have hosted a GEF National Dialogue, and;
 - b. *individuals involved in project implementation*: including GEF National Dialogue Initiative programme staff, GEF Secretariat staff, UNDP Country Office staff in countries which have hosted Dialogues, UNOPS principal manager, and relevant staff in UNDP, UNEP, World Bank, ADB, AfDB, EBRD, FAO, IDB, IFAD, and UNIDO.

Questionnaires will be distributed to, and/or interviews will be conducted with, a sampling of National Dialogue host countries. In addition Sub-Regional Consultations conducted by the National Dialogue Initiative in 2006 will also be considered¹⁸. Effort will be made to ensure a balanced representation with regard to regional distribution, country size, country context (e.g. LDC status, SIDS, economy in transition, etc.), as well as the size of a country's Resource Allocation Framework (RAF) resources under GEF4.

In addition, the OPS 4 will provide an additional source of information to this evaluation on national experiences gathered from visits to those countries that have hosted National Dialogues in the course of their overall evaluation.

Profile of Evaluator

The evaluation will be conducted by one senior evaluator. The evaluator is expected to have the following knowledge and competencies:

- Extensive knowledge of global environmental frameworks and multilateral environment agreements;
- Understanding of capacity development, institutional strengthening, and mainstreaming environmental issues;
- Strong evaluation expertise
- Prior experience in public participation, stakeholder consultations and facilitating multi-stakeholder dialogue;
- Knowledge and understanding of the GEF procedures, policies and institutional structure;
- Extensive experience working on environmental issues in a wide variety of developing countries;
- Language skills to facilitate interviews with some national stakeholders, particularly in French, Spanish and Russian speaking countries, would be a plus.

Timing

The evaluation is proposed to be carried out by the evaluator within a four-month period from December 2008 – March 2009¹⁹.

¹⁸ It is suggested that a sample size of approximately 25% of programme activities be reviewed in depth – this would include approximately 10 National Dialogues and at least 2 Sub-Regional Consultations.

¹⁹ A suggested time-table for organizing key tasks and deliverables in the course of the evaluation is provided in Annex I.

Guidance

The evaluation report and recommendations should be guided by the following relevant guidelines:

- The GEF Monitoring and Evaluation Policy, GEF Evaluation Office, Evaluation Document, 2006, No. 1
- Guidelines for Implementing and Executing Agencies to Conduct Terminal Evaluations, GEF Evaluation Office, May 9, 2007
- The Evaluation Policy of UNDP, Executive Board of the UNDP and UNFPA, May 2006

In addition, the Evaluation is expected to be in line with the Standards and Norms for Evaluation in the UN System, issued by the UN Evaluation Group in April 2005.

Reporting

This independent evaluation is being commissioned by the programme implementing unit on behalf of its Inter-Agency Steering Committee.

An independent advisory panel including a representative of UNDP Evaluation Office and the GEF Evaluation Office will review the Terms of Reference of the Evaluation as well as the interim and final drafts of the Evaluation Report.

The National Dialogue Initiative Steering Committee will approve the final TOR as well as accept the final Evaluation Report.

The programme staff will furnish all necessary materials, information, inputs and contacts to the Evaluator and will be available to respond to questions and provide additional clarifications as necessary in the course of the evaluation.

Evaluation TOR - ANNEX I

Time Table for the Independent Evaluation of GEF National Dialogue Initiative – GLO/03/G34 December 2008 – March 2009

22-23 December	Desk review of relevant documents (2 days)
6-7 January	Briefing in NY with GEF National Dialogue Initiative & CSP Team, UNDP Evaluation Office, UNDP/GEF Executive Coordinator & Deputy Executive Coordinator, and UNOPS principal manager (1-2 days)
8 January	Briefing in DC with the GEF Secretariat: External Relations and Thematic Cluster staff, GEF Evaluation Office; World Bank; and UNEP (1 day - includes travel)
12-14 January	Conduct telephone interviews with additional GEF Agency staff and resource persons (3 days)
16 January	Prepare draft interview questionnaires for National Dialogue participants (1 day)
20 January	Review of draft interview questionnaire undertaken by UNDP/GEF and UNDP EO
21 January	Prepare final interview questionnaire (1 day)
22 January	Send questionnaires to select countries (1 day)
26-30 January	Conduct telephone interviews as appropriate with project beneficiaries in ~10 select countries (5 days)
2-6 February	Process interview data and review of documents (outline under #1 'Methodology' in TOR) (5 days)
13 February	Prepare first draft of Report (5 days)
16-23 February	Review of first draft of Report by GEFSEC and Agencies
27 February	Prepare second draft of Report (2 days, this may include 1 day of mtgs in NY)
5 March	Prepare final Report (2 days)

Evaluation TOR - ANNEX II

Design of the GEF National Dialogue Initiative

In designing the GEF National Dialogue Initiative full consideration was given to the conclusions and recommendations of the independent evaluation of the Country Dialogue Workshops Project over the period 1999-2002. Among the principal recommendations of the evaluation were the following:

- (a) Refocus workshops to deal more explicitly with national level prioritization processes and implementation challenges. In countries with an on-going GEF portfolio, focus of workshops should be on project implementation rather than development of projects.
- (b) Develop and implement clear criteria/guidelines/requirements to ensure diverse groups of stakeholder can be identified and participate in workshops (political and operational focal points, all convention focal points, sectoral ministries, NGOs, indigenous people, private sector, bilateral donors, regional and local representatives).
- (c) Increase the policy level dialogue taking place prior to and after the workshop to further the strategic dialogue process between the GEF and countries. Special efforts will need to be made to broaden such dialogue to include a wider range of stakeholders.
- (d) Increase focus on the issue of mainstreaming as more central to the CDW implementation process, in order to ensure further impact in terms of integration of global environmental issues into poverty reduction strategies and national sustainable development planning.
- (e) Increase the use of the workshops as a vehicle to continue to enhance coordination amongst GEF agencies at the country level (Implementing Agencies and Executing Agencies) as well as coordination and joint planning with other donors.
- (f) Ensure workshop organization and management is sufficiently flexible to respond to needs of the country and the differences amongst countries with regard to experience in working with the GEF.
- (g) Strengthen follow-up, both within and outside the mandate of the project.
- (h) Increase the dialogue and sharing of experiences amongst diverse stakeholders at the workshops.
- (i) Include more information on country role in GEF governance so as to increase understanding of GEF decision-making processes.
- (j) Expand the functions of the website.

Evaluation TOR - ANNEX III

National Dialogue Initiative - GLO/03/G3 List of National Dialogues & Sub-Regional Consultations (2004 – 2008)

Year	Country/Region	Dates	Location
2004	1) Kenya	12-14 July	Nairobi
	2) Gambia	22-24 September	Banjul
	3) Senegal	27-29 September	Dakar
	4) Armenia	14-16 October	Yerevan
	5) Lesotho	30 Nov – 2 December	Maseru
	6) Guatemala	2-3 December	Guatemala City
2005	7) East Timor	26-28 January	Dili
	8) Panama	12-14 April	Panama City
	9) Djibouti	16-18 April	Djibouti
	10) Mali	17-19 May	Bamako
	11) FYR Macedonia	21-23 June	Skopje
	12) Jordan	19-21 September	Amman
	13) Solomon Islands*	23 September	Honiara
	14) Papua New Guinea*	28 September	Port Moresby
	15) Tuvalu*	30 September	Funafuti
	16) Samoa*	17 November	Apia
	17) Tonga*	22 November	Nuku'alofa
	18) Cook Islands*	25 November	Rarotonga
2006	19) Thailand	19-21 January	Bangkok
	20) Micronesia*	2 February	Pohnpei
	21) Marshall Islands*	5 February	Majuro
	22) India	15-17 February	Mussorie
	23) Morocco	15-17 March	Marrakech
	24) Central & West Africa ²⁰	20-21 April	Dakar
	25) East & Southern Africa ²¹	24-25 April	Pretoria
	26) Middle East, N. Africa, S. & W. Asia ²²	18-19 May	Alexandria
	27) Europe & CIS ²³	22-23 May	Bratislava
	28) East & South-East Asia ²⁴	13-14 June	Kuala Lumpur
	29) Turkey	26-27 June	Ankara
	30) Latin America ²⁵	6-7 July	Panama City
	31) Caribbean ²⁶	10-11 July	Bridgetown
	32) Pacific SIDS ²⁷	3-4 August	Nadi

* These 1 day dialogues differ from other full-fledged dialogues in terms of their overall emphasis on awareness raising about the GEF. These were designed as a cost-effective means to address capacity needs of small countries and in many cases were held back to back within a particular region and often supported by GEF Agency staff based in that region.

20 23 countries from Central and West Africa participated in this Sub-Regional Consultation which was hosted by Senegal

21 19 countries from East and Southern Africa participated in this Sub-Regional Consultation which was hosted by South Africa

22 16 countries from the Middle East, North Africa, and South and West Asia participated in this Sub-Regional Consultation which was hosted by Egypt

23 24 countries from Europe & CIS participated in this Sub-Regional Consultation which was hosted by Slovakia

24 11 countries from East and South-East Asia participated in this Sub-Regional Consultation which was hosted by Malaysia Xx countries from Latin America participated in this Sub-Regional Consultation which was hosted by Panama

25 16 countries from Latin America participated in this Sub-Regional Consultation which was hosted by Panama

26 16 countries from the Caribbean participated in this Sub-Regional Consultation which was hosted by Barbados

27 12 countries from the Pacific region participated in this Sub-Regional Consultation which was hosted by Fiji

2007	33) Vietnam	5-7 October	Hanoi
	34) Cuba	13-15 November	Havana
2008	35) Honduras	20-22 February	Tegucigalpa
	36) Iran	April 30 to 2 May	Tehran
	37) Mozambique	10-11 May	Maputo
	38) Seychelles	21-22 June	Mahé
	39) Mauritius	25-26 June	Port Louis
	40) Turkmenistan	14-16 September	Ashgabat
	41) Indonesia	17-18 September	Jakarta
	42) India	30 Oct – 1 Nov	Bhubaneswar
	43) Burkina Faso	15-17 January	Bobo-Dioulasso
	44) Saint Lucia*	19 March	Saint Lucia
	45) Cambodia	25-27 March	Phnom Penh
	46) Cameroon	16-17 June	Yaoundé
	47) Colombia	16-18 July	Anapoima
	48) Ecuador	10-12 September	Quito
	49) Liberia	20-21 November	Monrovia
	50) Egypt	14-15 December	Cairo

As of 1 December 2008, 49 Dialogues/Consultations have been conducted by the National Dialogue Initiative, including 40 National Dialogues and 8 Sub-Regional Consultations. These activities have involved 138 countries.

Annex 2: Evaluation Matrix

The evaluation matrix below served as a general guide for the evaluation. It provided directions for the evaluation; particularly for the collect of relevant data. It was used as a basis for interviewing people and reviewing project documents. It also provided a basis for structuring the evaluation report as a whole.

Evaluated Component	Sub-Question	Indicators	Sources	Data Collection Method
Evaluation criteria: Relevance - How does the National Dialogue Initiative relate to the main objectives of the GEF and to the environment challenges faced by Recipient Countries?				
<i>Is the National Dialogue Initiative relevant to global environmental agenda and GEF objectives?</i>	<ul style="list-style-type: none"> How does the National Dialogue Initiative support the strategic priorities of the GEF; including the GEF4 Business Plan? Is the National Dialogue Initiative consistent with the recommendations of OPS2, OPS3 and of the CDW independent evaluation? Did the National Dialogue Initiative take on board the guidance received from the programme's Inter-Agency Steering Committee? How does the National Dialogue Initiative support the objectives of the global environmental agenda; including the MEAs? How does the National Dialogue Initiative support the objectives of GEF 10 Agencies and the GEF-NGO Network with respect to their participation in the GEF? 	<ul style="list-style-type: none"> Level of coherence between National Dialogue Initiative objectives and those of the GEF Degree of coherence between the National Dialogue Initiative and national priorities in recipient countries related to the global environmental agenda and their GEF portfolio and pipeline Environmental status in recipient countries 	<ul style="list-style-type: none"> Project documents, including PIRs GEF-4 Business Plan OPS2, OPS3 and CDW evaluation reports Conventions documents Agencies in country strategies and programmes Key Informants from GEF and 10 Agencies Inter-Agency Steering Committee Meetings Minutes GEF and Conventions web sites 	<ul style="list-style-type: none"> Documents analyses Web sites review Interviews Survey
<i>Is the National Dialogue Initiative relevant to recipient countries' environment objectives?</i>	<ul style="list-style-type: none"> How does the National Dialogue Initiative support the development objectives of recipient countries? How country-driven are the Dialogues? Does the National Dialogue Initiative adequately take into account the country needs - in terms of institutional framework and programming - in its design and its implementation? To what extent were national partners involved in the design of national dialogues? 	<ul style="list-style-type: none"> Degree to which the National Dialogue Initiative support national environmental objectives Degree of coherence between the National Dialogue Initiative and related national priorities, policies and strategies Appreciation from national stakeholders with respect to adequacy of National Dialogue Initiative design and implementation to national realities and existing capacities? Level of involvement of Government officials and other partners into the project Coherence between needs expressed by national stakeholders and GEF policies and strategies 	<ul style="list-style-type: none"> Project documents, including PIRs OPS2, OPS3 and CDW evaluation reports Conventions and NCSA reports GEF FPs, other key government officials and other partners National policies and strategies related to the global environmental agenda 	<ul style="list-style-type: none"> Documents analyses Interviews Survey
<i>Does the National Dialogue Initiative address the needs of target beneficiaries?</i>	<ul style="list-style-type: none"> How does the National Dialogue Initiative support the needs of target beneficiaries? Is the implementation of the National Dialogue Initiative been inclusive of all relevant Stakeholders? Are local beneficiaries and stakeholders adequately involved in the design and implementation of national dialogues? 	<ul style="list-style-type: none"> Strength of the link between expected results from the National Dialogue Initiative and the needs of target beneficiaries Degree of involvement and inclusiveness of beneficiaries and stakeholders in National Dialogue Initiative design and implementation 	<ul style="list-style-type: none"> Beneficiaries and stakeholders Needs assessment studies Conventions and NCSA documents OPS2, OPS3 and CDW evaluation reports 	<ul style="list-style-type: none"> Document analysis Interviews with beneficiaries and stakeholders Survey

Evaluated Component	Sub-Question	Indicators	Sources	Data Collection Method
			<ul style="list-style-type: none"> Project documents 	
<i>Is the National Dialogue Initiative internally coherent in its design?</i>	<ul style="list-style-type: none"> Is there a direct and strong link between expected results of the National Dialogue Initiative (log frame) and its design (in terms of Project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc)? How does the National Dialogue Initiative design fit within the ongoing evolution of GEF Is the length of the National Dialogue Initiative conducive to achieve its outcomes? 	<ul style="list-style-type: none"> Level of coherence between National Dialogue Initiative expected results and project design internal logic Level of coherence between the National Dialogue Initiative design and implementation approach Level of coherence between the National Dialogue Initiative implementation (and its adaptation) and the evolution of GEF 	<ul style="list-style-type: none"> Project documents GEF strategies and GEF Council/Assembly documents Key project stakeholders Programme management team 	<ul style="list-style-type: none"> Document analysis Key Interviews Survey
<i>How is the National Dialogue Initiative relevant in light of other bi-lateral donors?</i>	<ul style="list-style-type: none"> With regards to the recipient countries, does the National Dialogue Initiative remain relevant in terms of areas of focus and targeting of key activities? How do GEF-funds help to fill gaps (or give additional stimulus) that are crucial but are not covered by other donors? 	<ul style="list-style-type: none"> Degree to which the National Dialogue Initiative was coherent and complementary to other donor programming in the recipient countries List of programs and funds in which the future developments, ideas and partnerships of the National Dialogue Initiative are eligible? 	<ul style="list-style-type: none"> Other Donors' policies and programming documents Other Donor representatives Project documents 	<ul style="list-style-type: none"> Documents analyses Interviews with other Donors Survey
Future directions for the National Dialogue Initiative	<ul style="list-style-type: none"> What lessons have been learnt and what changes could have been made to the National Dialogue Initiative in order to strengthen the alignment between the National Dialogue Initiative and the recipient countries' priorities and needs? How could the National Dialogue Initiative better target and address the priorities and environmental challenges of targeted beneficiaries? 		<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Interviews Survey Document analysis
Evaluation criteria: Effectiveness – To what extent are the expected outcomes of the National Dialogue Initiative being achieved?				
<i>How is the National Dialogue Initiative effective in achieving its expected outcomes?</i>	<ul style="list-style-type: none"> Is the National Dialogue Initiative being effective (quality and timeliness) in achieving its expected outcomes? <ul style="list-style-type: none"> Promote in-depth understanding of the GEF's strategic priorities, business plan, policies and procedures, including the range of operational tools that have been developed for accessing GEF assistance, and to share lessons learned from GEF project implementation reviews Conduct a dialogue with national stakeholders on national strategies, processes and implementation challenges related to global environmental issues Seek country inputs into the design of national level consultations to be conducted during years two to four of the project Continue strengthening country coordination and engagement in GEF activities by promoting at the national level coordination among multiple stakeholders and synergies amongst the GEF focal areas and convention issues 	<ul style="list-style-type: none"> Statements from stakeholders of GEF's strategic directions, policies and procedures they learned about, including operational tools that have been developed for accessing GEF assistance and lessons learned Examples of national strategies, processes and implementation challenges related to global environmental issues Examples of feedback provided by participants attending the sub-regional consultation Examples of knowledge acquired by Focal Points and his/her enhanced role Examples of coordination commitments and/or activities that can be traced back to the National Dialogue Initiative, including between Agencies and other donors Examples of synergies in country projects and programmes amongst the GEF focal areas and 	<ul style="list-style-type: none"> Project documents, including PIRs GEF Focal Points Key stakeholders/beneficiaries National dialogues evaluation reports Programme management team Key Informants from GEF and 10 Agencies UNDP-CO Staff Inter-Agency Steering Committee Meetings Minutes 	<ul style="list-style-type: none"> Documents analysis Meetings with project management team Interviews Survey

Evaluated Component	Sub-Question	Indicators	Sources	Data Collection Method
<p><i>How is risk and risk mitigation being managed?</i></p> <p>Future directions for the National Dialogue Initiative</p>	<ul style="list-style-type: none"> o Support the efforts of countries and the Implementing Agencies to mainstream GEF activities into national planning frameworks, such as national sustainable development strategies and poverty reduction strategies. ▪ Any implementation gaps? 	<p>convention issues that can clearly be traced back to the consultation</p> <ul style="list-style-type: none"> ▪ Examples of integration of global environmental issues into such national strategies that are related to the consultation ▪ Examples of commitments or actions on biodiversity, climate change, international waters, land degradation or persistent organic pollutants (POPs) that are related to the consultations ▪ Number and variety of participants attending the national consultations ▪ Number of countries and their corresponding GEF focal points attending the sub-regional consultations ▪ Change to the quantity and strength of barriers such as change in: <ul style="list-style-type: none"> o Knowledge about global environmental issues and national incentives in this area o Cross-institutional coordination and inter-sectoral dialogue o Knowledge of global environmental management practices by beneficiaries o Coordination of policy and legal instruments incorporating global environmental strategies 		
	<ul style="list-style-type: none"> ▪ How well are risks and assumptions being managed? ▪ What was the quality of risk mitigation strategies developed? Were these sufficient? ▪ Are there clear strategies for risk mitigation related with long-term sustainability of the National Dialogue Initiative? 	<ul style="list-style-type: none"> ▪ Completeness of risk identification and assumptions during the planning of the National Dialogue Initiative ▪ Quality of existing information systems in place to identify emerging risks and other issues? ▪ Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> ▪ Project documents, including PIRs ▪ Programme management team ▪ UNOPS and UNDP-CO Staff involved in national dialogues ▪ Key Informants from GEF and 10 Agencies ▪ Inter-Agency Steering Committee Meetings Minutes 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
	<ul style="list-style-type: none"> ▪ What lessons have been learnt for the National Dialogue Initiative to achieve its outcomes? ▪ What changes could be made (if any) to the design of the National Dialogue Initiative in order to improve its effectiveness? ▪ How could the National Dialogue Initiative be more effective in achieving its results? ▪ Any lessons and/or recommendations valuable for OPS4? 		<ul style="list-style-type: none"> ▪ Data collected throughout evaluation 	<ul style="list-style-type: none"> ▪ Interviews ▪ Survey ▪ Document analysis
<p>Evaluation criteria: <i>Efficiency</i> - How efficiently is the National Dialogue Initiative implemented?</p>				
<p><i>Is support to the</i></p>	<ul style="list-style-type: none"> ▪ Was adaptive management used or needed to ensure efficient 	<ul style="list-style-type: none"> ▪ Availability and quality of progress and financial 	<ul style="list-style-type: none"> ▪ Project documents, including 	<ul style="list-style-type: none"> ▪ Document analysis

Evaluated Component	Sub-Question	Indicators	Sources	Data Collection Method
<i>National Dialogue Initiative channeled in an efficient way?</i>	<p>resource use?</p> <ul style="list-style-type: none"> Did the National Dialogue Initiative logical framework and work plans and any changes made to them use as management tools during implementation? Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information? Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes? Was the project M&E system effective in tracking progress and results? Was the National Dialogue Initiative implementation as cost effective as originally proposed (planned vs. actual) Were financial resources utilized efficiently? Could financial resources have been used more efficiently? How was RBM used during project implementation? How was UNDP effective in the overall management of the National Dialogue Initiative? Was the Inter-Agency Steering Committee effective as an oversight and advisory body? Was the Project Management Team responsive to adapt and implement changes in the execution of the project based on feedback received from countries, UNDP-CO and other Agencies? Were there an institutionalized or informal feedback or dissemination mechanisms to ensure that findings, lessons learned and recommendations were shared among stakeholders, UNDP, GEF Secretariat and other relevant organizations for ongoing project adjustment and improvement? Did the National Dialogue Initiative mainstream gender considerations into its implementation? 	<p>reports</p> <ul style="list-style-type: none"> Timeliness and adequacy of reporting provided Level of discrepancy between planned and utilized financial expenditures Planned vs. actual funds leveraged Adequacy of project choices in view of existing context, infrastructure and cost Quality of RBM reporting (progress reporting, monitoring and evaluation) Level of project progress review done by the Inter-Agency Steering Committee Occurrence of change in design/ implementation approach (ie restructuring) when needed to improve project efficiency Existence, quality and use of M&E, feedback and dissemination mechanism to share findings, lessons learned and recommendation on effectiveness of project design. Cost associated with delivery mechanism and management structure compare to alternatives Gender disaggregated data in project documents 	<p>PIRs</p> <ul style="list-style-type: none"> Programme management team UNOPS Staff Key Informants from GEF and 10 Agencies Inter-Agency Steering Committee Meetings Minutes GEF Focal Points UNDP-CO Staff involved in National Dialogue National Dialogue evaluation reports 	<ul style="list-style-type: none"> Interviews Survey Meetings with project management team
<i>How efficient are partnership arrangements for the National Dialogue Initiative?</i>	<ul style="list-style-type: none"> To what extent partnerships/linkages between institutions/ organizations were encouraged and supported? Which partnerships/linkages were facilitated? Which one can be considered sustainable? What was the level of efficiency of cooperation and collaboration arrangements? (UNDP-CO, Programme Management Team, GEF Sec., GEF Focal Points and recipient countries)? What was the cooperation among GEF partners (GEF Sec., UNDP, the other 9 Agencies and UNOPS)? Which methods were successful or not and why? 	<ul style="list-style-type: none"> Specific activities conducted to support the development of cooperative arrangements between partners, Examples of supported partnerships Evidence that particular partnerships/linkages will be sustained Types/quality of partnership cooperation methods utilized 	<ul style="list-style-type: none"> Project documents Programme management team Key Informants from GEF Sec. and 10 Agencies GEF Focal Points UNDP-CO staff Key beneficiaries National Dialogue evaluation reports Inter-Agency Steering Committee Meetings Minutes 	<ul style="list-style-type: none"> Document analysis Interviews Survey

Evaluated Component	Sub-Question	Indicators	Sources	Data Collection Method
<p><i>Does the National Dialogue Initiative efficiently utilize local capacity in implementation?</i></p> <p>Future directions for the National Dialogue Initiative</p>	<ul style="list-style-type: none"> Did the National Dialogue Initiative take into account local capacity in design and implementation of the project? 	<ul style="list-style-type: none"> Proportion of total expertise utilized taken from the recipient countries 	<ul style="list-style-type: none"> Project documents Programme management team GEF Focal Points UNDP-CO staff National Dialogue evaluation reports 	<ul style="list-style-type: none"> Document analysis Interviews Survey
	<ul style="list-style-type: none"> What lessons can be learnt from the National Dialogue Initiative on efficiency? How could the National Dialogue Initiative have more efficiently addressed its key priorities (in terms of management structures and procedures, partnerships arrangements etc...)? 		<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Interviews Survey Document analysis
Evaluation criteria: <i>Impacts</i> - What are the potential and realized impacts of activities carried out in the context of the National Dialogue Initiative?				
<p><i>How is the National Dialogue Initiative effective in achieving its long-term objectives?</i></p>	<ul style="list-style-type: none"> Will the National Dialogue Initiative achieve its objectives that are to: <ul style="list-style-type: none"> Promote in-depth understanding of the GEF's strategic directions, policies and procedures; Strengthen country coordination and ownership in GEF operations and sharing lessons learned from project implementation; Achieve greater mainstreaming of GEF activities into national planning frameworks and coordination and synergies amongst the GEF focal areas and convention issues at the national level. Any gaps in the National Dialogue Initiative achieving its objectives? 	<ul style="list-style-type: none"> Statements from Stakeholders of GEF's strategic directions, policies and procedures they learned about, including operational tools that have been developed for accessing GEF assistance and lessons learned Examples of knowledge acquired by Focal Points and his/her enhanced role Examples of synergies in country projects and Programmes amongst the GEF focal areas and convention issues that can be traced back to the consultation Examples of integration of global environmental issues into national strategies that are related to the consultation Examples of commitments or actions on biodiversity, climate change, international waters, land degradation or persistent organic pollutants (POPs) that are related to the consultations Number and variety of participants attending the national consultations Number of countries and their corresponding GEF focal points attending the sub-regional consultations Changes related to mainstreaming of GEF activities in national planning frameworks: <ul style="list-style-type: none"> Change in strategies/programmes/practices related to global environmental agenda Change in capacity for knowledge acquisition and sharing Change in capacity for awareness raising; 	<ul style="list-style-type: none"> Project documents, including PIRs GEF Focal Points Key stakeholders/beneficiaries National dialogue evaluation reports Programme management team Key Informants from GEF Sec. and 10 Agencies UNDP-CO Staff 	<ul style="list-style-type: none"> Documents analysis Meetings with project management team Interviews Survey

Evaluated Component	Sub-Question	Indicators	Sources	Data Collection Method
Future directions for the National Dialogue Initiative		<ul style="list-style-type: none"> stakeholder involvement and government awareness; change in stakeholder behavior ○ Change in capacity in policy making and planning for mainstreaming GEF activities in national planning frameworks ○ Change in capacity in mobilizing resources 		
	<ul style="list-style-type: none"> How could the National Dialogue Initiative build on its successes and learn from its weaknesses in order to enhance the potential for impact of ongoing and future initiatives? How can the experience and good project practices influence strategies mainstreaming global environment into national planning frameworks? Are national decision-making institutions in recipient countries ready to improve their strategy for mainstreaming global environment into national planning frameworks? Any recommendations to be considered for GEF-5? 		<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Interviews Survey Document analysis
Evaluation criteria: Sustainability - Are the results of the National Dialogue Initiative allowing for continued benefits?				
Were sustainability issues adequately integrated in the design of the National Dialogue Initiative?	<ul style="list-style-type: none"> Were sustainability aspects integrated into the design and implementation of the National Dialogue Initiative? Did the National Dialogue Initiative adequately address financial and economic sustainability issues? What is the level of political commitment to build on the results of the national dialogues? Is there evidence that beneficiaries will continue the results from national dialogues? 	<ul style="list-style-type: none"> Evidence/Quality of sustainability strategy Evidence/Quality of steps taken to address sustainability Level and source of future financial support to be provided to relevant activities in the recipient countries after the National Dialogue Initiative end Evidence of political commitments through speeches, strategies, programmes and resource allocation to priorities 	<ul style="list-style-type: none"> Project documents GEF Focal Points Key stakeholders/beneficiaries National dialogue evaluation reports Programme management team Key Informants from GEF Sec. and 10 Agencies UNDP-CO staff 	<ul style="list-style-type: none"> Interviews Survey Document analysis
Organizations arrangements and continuation of activities	<ul style="list-style-type: none"> Did participants and their organizations assimilate results of efforts made during the National Dialogue Initiative implementation well? What degree is there of local ownership of dialogues and their results? 	<ul style="list-style-type: none"> Degree to which National Dialogue Initiative activities and results have been taken over by local counterparts or institutions/organizations Level of financial support to be provided to relevant sectors and activities by in-country actors after the National Dialogue Initiative end 	<ul style="list-style-type: none"> Project documents GEF Focal Points Key stakeholders/beneficiaries National dialogue evaluation reports Programme management team Key Informants from GEF and 10 Agencies UNDP-CO staff 	<ul style="list-style-type: none"> Document analysis Interviews Survey
Replication	<ul style="list-style-type: none"> Were any national dialogues and results replicated and/or scaled up in countries supported and also in other countries? Does the National Dialogue Initiative have a catalytic role in recipient countries? What was the National Dialogue Initiative contribution to replication or scaling up of innovative practices or mechanisms? 	<ul style="list-style-type: none"> Number/quality of replicated initiatives led by GEF Focal Points Number/quality of replicated innovative initiatives 	<ul style="list-style-type: none"> Project documents, including PIRs GEF Focal Points Key stakeholders/beneficiaries National dialogue evaluation reports 	<ul style="list-style-type: none"> Document analysis Interviews Survey

Evaluated Component	Sub-Question	Indicators	Sources	Data Collection Method
Challenges to sustainability of the National Dialogue Initiative Future directions for the National Dialogue Initiative	that support the GEF objectives and the mainstreaming of GEF activities into national planning frameworks?		<ul style="list-style-type: none"> Programme management team Key Informants from GEF Sec. and 10 Agencies UNDP-CO staff 	
	<ul style="list-style-type: none"> What are the main challenges that may hinder sustainability of efforts? Have any of these been addressed through the management of the National Dialogue Initiative? What could be possible measures to further contribute to the sustainability of efforts achieved with the National Dialogue Initiative? 	<ul style="list-style-type: none"> Challenges for long-term sustainability of National Dialogue Initiative results Changes which may have presented new challenges to the National Dialogue Initiative 	<ul style="list-style-type: none"> Project documents National dialogue evaluation reports GEF Focal Points Beneficiaries Programme management team Key Informants from GEF Sec. and 10 Agencies UNDP-CO staff 	<ul style="list-style-type: none"> Document analysis Interviews Survey
	<ul style="list-style-type: none"> Which areas/arrangements under the National Dialogue Initiative show the strongest potential for lasting long-term results? What are the key challenges and obstacles to the sustainability of results that must be directly and quickly addressed? 		<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Interviews Survey Document analysis

Annex 3: List of Documents Reviewed

Baastel, October 11, 2002, *Independent Evaluation of the GEF Country Dialogue Workshops Programme – Evaluation Report*

Bocanegra Carolina, 20-22 febrero 2007, *Experiencia de Honduras*

Gareth Porter, Raymond Cléménçon, Waafas Ofosu-Amaah, Michael Phillips, *Study of GEF's Overall Performance (OPS1)*

GEF, *Project Executive Summary - Country Support Program for GEF Focal Points*

GEF, *Project Executive Summary: GEF National Consultative Dialogue Initiative*

GEF, May 26, 2009, *Fourth Overall Performance Study of The GEF (OPS4) - Interim Report (Prepared By The GEF Evaluation Office)*

GEF, January 25, 2002, *The First Decade of the GEF - Second Overall Performance Study*

GEF, June 2005, *OPS3: Progressing Toward Environmental Results – Complete Results*

GEF, June 2005, *OPS3: Progressing Toward Environmental Results – Executive Version*

GEF, October 30, 2008, *Mid-Term Review of the GEF Resource Allocation Framework (Full Report) - (Prepared by the GEF Evaluation Office)*

GEF, CSP, April 2008, *Viet Nam's Experience in Integrating GEF into National Development Plans – GEF Programming Strategies at National, Regional and Local Levels 2000-2007*

GEF, UNDP, June 2008, *Joint Evaluation of the GEF Small Grants Programme - Conclusions et recommandations en français, Conclusiones y recomendaciones en español*

GEF Country Support Program for Focal Points, *Summary of Needs Assessment*

GEF Evaluation Office, November 11, 2008, *Mid-Term Review of the Resource Allocation Framework – 34th Council Meeting, Agenda Item 8*

GEF National Dialogue Initiative, *Armenia's GEF National Dialogue – Evaluation Synthesis, Yerevan, 14-16 October 2004*

GEF National Dialogue Initiative and Country Support Program, *Needs Assessment Matrix Based on the GEF National Dialogue Initiative Sub-regional Consultations*

GEF National Dialogue Initiative, *The Gambia's GEF National Consultation – Evaluation Synthesis, Banjul, 22-24 September 2004*

GEF National Dialogue Initiative, *Guatemala's GEF National Dialogue – Evaluation Synthesis, Antigua Guatemala, 2-3 December 2004*

GEF National Dialogue Initiative, *Lesotho's GEF National Dialogue – Evaluation Synthesis, Maseru, 30 November – 2 December 2004*

GEF National Dialogue Initiative, *Liberia GEF National Dialogue Initiative – Evaluation Synthesis, Monrovia, 20-21 November 2008*

GEF National Dialogue Initiative, *FYR Macedonia GEF Dialogue Evaluation, Skopje, 21-23 June 2005*

GEF National Dialogue Initiative, *Mali GEF Dialogue Evaluation, Bamako, 17-19 May 2005*

GEF National Dialogue Initiative, *Mozambique GEF Dialogue Evaluation 2007*

GEF National Dialogue Initiative, *Panama GEF Dialogue Evaluation, Panama City, 12-14 April 2005*

GEF National Dialogue Initiative, *Timor Leste GEF Dialogue Evaluation, Dili, 25-27 January 2005*

GEF National Dialogue Initiative, December 2008, *Guide to Conducting a Global Environment Facility (GEF) National Dialogue 2004* (English, French and Spanish versions)

GEF National Dialogue Initiative, October 2005, *GEF National Coordination - Lessons Learned: Bolivia, China, Colombia, Poland, Uganda*

GEF National Dialogue Initiative, *Current Status and Future Directions (DRAFT, FOR INTERNAL DISCUSSION)*

GEF National Dialogue Initiative, *NDI Activities (2004-2008)* (log)

GEF, July 6, 2006, *Letter of Commendation: Stephen Gold (Team Leader), Frances Lim, Gloria Wightman, Margaret Chi, Fatou Diarra and Marion Yap*

GEF National Dialogue Initiative, *Advisory Committee Meeting #2 – Minutes - 31 March 2004, by teleconference*

GEF National Dialogue Initiative, *Advisory Committee Brainstorming Meeting #3 – Minutes - 21 October 2004*

GEF National Dialogue Initiative, *Advisory Committee Brainstorming Meeting #4 – Minutes – 12 May 2005*

GEF National Dialogue Initiative, *Advisory Committee Brainstorming Meeting #5 – Minutes – 5 January 2006*

GEF National Dialogue Initiative, *Advisory Committee Brainstorming Meeting #7 – Minutes - 25 September 2006*

GEF National Dialogue Initiative and Country Support Program (CSP), *Steering Committee Meeting #8 - Minutes - 2 December 2006, Washington, D.C.*

GEF National Dialogue Initiative and Country Support Program (CSP), *Steering Committee Meeting #9 - Minutes – 8 June 2007, Washington, D.C.*

GEF National Dialogue Initiative and Country Support Program (CSP), *Steering Committee Meeting #10 - Minutes - 12 November 2007, Washington, D.C.*

GEF National Dialogue Initiative and Country Support Program (CSP), *Steering Committee Briefing Documents – 1 November 2008*

Ministry of Environment, *National Dialogue on Global Environment Facility (Dialogue Report) – Lahore, 27-28 January 2009*

Sarikaya Z. Hasan (Dr.), *Turkey's Experiences: Priority Setting in the context of the GEF*

UNDP, *Annual Project Report (APR) for UNDP/GEF Projects 2005*

UNOPS, UNDP, *Project Document: GLO/03/G34 – GEF National Consultative Dialogue Initiative*

_____, August 2008, *GEF-NDI Proposal*

_____, November 2008, *Liberia GEF National Dialogue*

_____, November 20, 2008, *GEF National Dialogue Initiative and National Environmental Forum of Liberia – Notes*

_____, *Resolution Adopted at the First National Environmental Forum of Liberia*

_____, November 22, 2008, *National Environmental Forum (NEF) of Liberia - Key Findings and Recommendations from the National Dialogue Workshop*

_____, November 22, 2008, *Presentations Given to the National Dialogues*

_____, *Iran GEF National Dialogue – Evaluation Results , Tehran, 31 April – 1 May 2—7 2007*

_____, *Evaluation Report on GEF National Dialogue Initiative – Mauritius, 25-26 June 2007*

_____, July 2006, *UNDP GEF APR/PIR 2006 (1 July 2005 to 30 June 2006)*

_____, June 2007, *UNDP GEF APR/PIR 2007 (1 July 2006 to 30 June 2007)*

_____, May 2008, *UNDP EEG and GEF Annual Performance Report (APR) – Project Implementation Review (PIR) 2008 (reporting period - 1 July 2007 to 30 June 2008)*

_____, *Modalities for Reinforcing FP Capacity/Knowledge*

_____, *GEF Country Dialogue Workshops/National Dialogues – Facts and Figures*

_____, May 31, 2006, *Draft Notes: GEF Sub-Regional Consultation Europe and the CIS Bratislava, Slovak Republic, 22-23 May 2006*

_____, *GEF Sub-Regional Consultation for the Caribbean, Bridgetown, Barbados, 10-11 July 2006*

_____, *GEF Sub-Regional Consultation For Latin America, Panama City, Panama, 6-7 July 2006*

_____, June 5, 2006, *Draft Notes: GEF Sub-Regional Consultation North Africa, Middle East, South and West Asia, Alexandria, Egypt. 18-19 May 2006*

_____, *Draft Notes: GEF Sub-Regional Consultation for the Pacific SIDS, Nadi, Fiji, 3-4 August 2006*

_____, *Notes to the Sub-Regional Consultation, Dakar, 20-21 April 2006*

_____, *Atelier de Dialogue National au Burkina Faso sur le FEM - Du 15 au 17 Janvier 2008, Bobo-Dioulasso, Burkina Faso – Rapport Synthese*

_____, *National Dialogue Agenda – Tuvalu – 30 September 2005*

_____, Various Documents – including Agenda and List of Participants - on the National Dialogue in Cuba – 13-15 November 2006

_____, Various Documents – including Agenda, List of Participants, Notes on Workshop, Evaluation Synthesis - on the Sub-regional Consultation for East and Southeast Asia, Kuala Lumpur, Malaysia, 13-14 June 2006

_____, Various Documents – including Agenda, List of Participants, Notes on Workshop, Evaluation Synthesis - on the Sub-regional Consultation for Eastern and Southern Africa, Pretoria, South Africa, 24-25 April 2006

_____, Various Documents – including Agenda, List of Participants, Presentations - on the Second National Dialogue in Ankara, Turkey – 25-26 May 2009

_____, Various Documents – including Evaluation Synthesis, Agenda, List of Participants, Presentations - on the National Dialogue in Burkina Faso – 15-17 January 2008

_____, Various Documents – including Evaluation Synthesis, Agenda, List of Participants, Presentations - on the National Dialogue in Cameroon – 16-17 June 2008

_____, Various Documents – including Evaluation Synthesis, Agenda, List of Participants, Presentations - on the National Dialogue in Columbia – 16-18 July 2008

_____, Various Documents – including Evaluation Synthesis, Agenda, List of Participants, Presentations - on the National Dialogue in Mussoorie, India – 15-17 February 2006

_____, Various Documents – including Evaluation Synthesis, Agenda, List of Participants, Presentations - on the National Dialogue in Bhubaneswar, India – 30 October – November 1, 2007

_____, Various Documents – including Evaluation Synthesis, Agenda, List of Participants, Presentations - on the National Dialogue in Morocco – 15-17 Mars 2006

_____, Various Documents – including Evaluation Synthesis, Agenda, List of Participants, Presentations - on the National Dialogue in Seychelles – 21-22 June 2007

_____, Various Documents – including Evaluation Synthesis, Agenda, List of Participants, Presentations - on the National Dialogue in Thailand – 19-21 January 2006

_____, Various Documents – including Evaluation Synthesis, Agenda, List of Participants, Presentations - on the

National Dialogue in Turkmenistan – 14-15 September 2007

Main Web Sites Consulted:

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

GEF Evaluation Office: <http://gefweb.org/MonitoringandEvaluation/MEAbout/meabout.html>

UNDP-GEF M&E: <http://www.undp.org/gef/05/monitoring/policies.html>

GEF National Dialogue Initiative: http://www.gefcountrysupport.org/report_detail.cfm?projectId=164

GEF Country Support Programme: <http://www.gefcountrysupport.org>

NCSA: <http://ncsa.undp.org/index.cfm>

Annex 4: Interview Guide

Note: This is only a guide for the interviewers and a simplified version of the evaluation matrix. Not all questions will be asked to each interviewee; it is a reminder for the interviewer about the type of information required to complete the evaluation exercise and a guide to prepare the semi-structured interviews.

I. RELEVANCE - *How does the National Dialogue Initiative relate to the main objectives of the GEF and to the environment challenges faced by Recipient Countries?*

- I.1. Is the National Dialogue Initiative relevant to the global environmental agenda and GEF objectives?
- I.2. Is the National Dialogue Initiative relevant to the recipient countries' environment objectives?
- I.3. Does the National Dialogue Initiative address the needs of target beneficiaries?
- I.4. Is the National Dialogue Initiative internally coherent in its design?
- I.5. How is the National Dialogue Initiative relevant in light of other donors?

Future directions for the National Dialogue Initiative

- I.6. What lessons have been learnt and what changes could have been made to the National Dialogue Initiative in order to strengthen the alignment between the National Dialogues and the recipient countries' priorities and needs?
- I.7. How could the National Dialogue Initiative better target and address the priorities and environmental challenges of targeted beneficiaries?

II. EFFECTIVENESS – *To what extent are the expected outcomes of the National Dialogue Initiative being achieved?*

- II.1. How is the National Dialogue Initiative effective (quality and timeliness) in achieving its expected outcomes?
 - Promote in-depth understanding of the GEF's strategic priorities, business plan, policies and procedures, including the range of operational tools that have been developed for accessing GEF assistance, and to share lessons learned from GEF project implementation reviews
 - Conduct a dialogue with national stakeholders on national strategies, processes and implementation challenges related to global environmental issues
 - Seek country inputs into the design of national level consultations to be conducted during years two to four of the project
 - Continue strengthening country coordination and engagement in GEF activities by promoting at the national level coordination among multiple stakeholders and synergies amongst the GEF focal areas and convention issues
 - Support the efforts of countries and the Implementing Agencies to mainstream GEF activities into national planning frameworks, such as national sustainable development strategies and poverty reduction strategies.
- II.2. Any implementation gaps?
- II.3. How is risk and risk mitigation being managed?

Future directions for the National Dialogue Initiative

- II.4. What lessons have been learnt for the National Dialogue Initiative to achieve its outcomes?
- II.5. What changes could have been made (if any) to the design of the National Dialogue Initiative in order to improve the achievement of its expected results?
- II.6. Any lessons and/or recommendations valuable for OPS4?

III. EFFICIENCY - *How efficiently is the National Dialogue Initiative implemented?*

- III.1. Was adaptive management used or needed to ensure efficient resource use?
- III.2. Did the National Dialogue Initiative logical framework and work plans and any changes made to them use as management tools during implementation?
- III.3. Were the accounting and financial systems in place adequate for managing the project and producing accurate and timely financial information?
- III.4. Were progress reports produced accurately, timely and respond to reporting requirements including adaptive management changes?
- III.5. Was the project M&E system effective in tracking progress and results?
- III.6. Was the National Dialogue Initiative implementation as cost effective as originally proposed (planned vs. actual)?
- III.7. How was RBM used during project implementation?
- III.8. How was UNDP effective in the overall management of the National Dialogue Initiative?
- III.9. Was the Inter-Agency Steering Committee effective as an oversight and advisory body?
- III.10. Was the Project Management Team responsive to adapt and implement changes in the execution of the project based on feedback received from countries and from GEF partners?
- III.11. Were there an institutionalized or informal feedback to ensure that findings, lessons learned and recommendations pertaining to National Dialogue Initiative design and implementation effectiveness were shared among stakeholders, UNDP, GEF Secretariat and other relevant organizations for ongoing project adjustment and improvement?
- III.12. Did the National Dialogue Initiative mainstream gender considerations into its implementation?
- III.13. What was the level of efficiency of cooperation and collaboration arrangements? (Recipient Countries, Programme Management Team, GEF Sec., and GEF Agencies, UNDP-CO and UNOPS)
- III.14. Did the National Dialogue Initiative take into account local capacity in design and implementation of the Project?

Future directions for the National Dialogue Initiative

- III.15. What lessons can be learnt from the National Dialogue Initiative on efficiency?
- III.16. How could the National Dialogue Initiative have more efficiently addressed its key priorities (in terms of management structures and procedures, partnerships arrangements etc...)?

IV. IMPACTS - *What are the potential and realized impacts of activities carried out in the context of the National Dialogue Initiative?*

- IV.1. Will the National Dialogue Initiative achieve its objectives that are to (i) promote in-depth understanding of the GEF's strategic directions, policies and procedures; (ii) strengthen country coordination and ownership in GEF operations and sharing lessons learned from project implementation; and, (iii) achieve greater mainstreaming of GEF activities into national planning frameworks and coordination and synergies amongst the GEF focal areas and convention issues at the national level.
- IV.2. Any gaps in the National Dialogue Initiative achieving its objectives?

Future directions for the National Dialogue Initiative

- IV.3. How could the National Dialogue Initiative build on its apparent successes and learn from its weaknesses in order to enhance the potential for impact of ongoing and future initiatives?
- IV.4. How can the experience and good project practices influence strategies mainstreaming global environment into national planning frameworks?
- IV.5. Are national decision-making institutions in recipient countries ready to improve their strategy for mainstreaming global environment into national planning frameworks?
- IV.6. Any recommendations to be considered for GEF-5?

V. SUSTAINABILITY - *Are the initiatives and results of the National Dialogue Initiative allowing for continued benefits?*

- V.1. Were sustainability issues adequately integrated in the National Dialogue Initiative design and implementation?
- V.2. What is the level of political commitment to build on the results of national dialogues?
- V.3. Were the results of efforts made during the Project implementation period well assimilated by organizations and their internal systems and procedures?
- V.4. Is there evidence that beneficiaries will continue the results from national dialogues?
- V.5. What degree is there of local ownership of dialogues and their results?
- V.6. Were National Dialogue Initiative activities and results being replicated elsewhere and/or scaled up in recipient countries and in other countries?
- V.7. Does the National Dialogue Initiative have a catalytic role in recipient countries?

Future directions for the National Dialogue Initiative

- V.8. Which areas/arrangements under the National Dialogue Initiative show the strongest potential for lasting long-term results?
- V.9. What are the key challenges and obstacles to the sustainability of results that must be directly and quickly addressed?

VI. ANY OTHER COMMENTS ON THE NATIONAL DIALOGUE INITIATIVE?

Annex 5: List of People Interviewed

Name	Organization / Position
Abaci Koray	MDG Achievement Fund
Akhtar Tehmina	National Dialogue Initiative, Programme Management Team
Armstrong Angela	World Bank
Ayaz Salih	Division Director of Externally Supported Projects, MOEF, Turkey
Ehlers William	Team Leader, GEFSEC
Gold Stephen	Global Manager, National Dialogue Initiative, Programme Management Team
Karadeniz Nursen	MOEF, Turkey
Kozuharova Gordana	Regional Environmental Center (REC) for Central and Eastern Europe, Hungary and former GEF OFP of Macedonia
Lalanne Rebecca	UNDP Seychelles and former advisor to GEF OFP in the Seychelles
Lebot Benoit	Climate Change Technical Advisor, UNDP, Senegal
Mamaev Vladimir	UNDP, Bratislava
McDade Susan	UN Resident Coordinator, UNDP Resident Representative, Cuba
Munoz Giovanni	Land and Water Officer, FAO
Oyewole Funke	World Bank and former Team Leader, Corporate Programmes, GEF Secretariat
Pehlivan Ozgur	Deputy General Director for Foreign Economic Relations, Under-secretariat of Treasury (representing GEF Political Focal Point), Turkey
Pratt Neil	Convention on Biological Diversity Secretariat and formerly Senior Programming Officer, UNEP, and representative on Inter-Agency Advisory Committee of the National Dialogue Initiative
Qayum Seemin	National Dialogue Initiative, Programme Management Team
Richardson GOLINSKI Ulrika	UN Resident Representative, UNDP, Turkey
Sakalian Marieta	UNEP, Rome
Salazar Henry	Senior Country Relations Officer, GEFSEC
Sarikaya Hasan Z. (Dr.)	Undersecretary, Ministry of Environment and Forestry, GEF Operational Focal Point, Turkey
Silva Carmen	Advisor to GEF OFP, Ministry of Environment, Columbia
Sow Ibrahima	Program Manager, Chemicals Specialist, GEFSEC
Van Den Berg Robert	Director, GEF Evaluation Office
Watanabe Yoko	Program Manager, Senior Biodiversity Specialist, GEFSEC
Wedderburn Sam	World Bank
Zaim Katalin	Programme Manager, Environment and Sustainable Development, UNDP, Turkey

Annex 6: Online Survey Questionnaires

Survey 1

Welcome to the GEF National Dialogue Initiative E-Survey

The objective of this e-survey is to collect views and recommendations of selected stakeholders who were involved in at least one of the events supported by the programme: either a national dialogue or a sub regional consultation (in 2006).

This e-survey forms parts of an independent evaluation of the "GEF National Dialogue Initiative" currently underway. The objective is to analyze the achievements of the GEF National Dialogues, to identify the lessons learned and to lead to recommendations to assist the GEF Partners in defining future directions of the ongoing multi-stakeholder dialogue process involving participating countries and GEF partners.

This evaluation is commissioned by the GEF National Dialogue Initiative's Programme Management Team on behalf of its Inter-Agency Steering Committee, and conducted by an independent consultant, Mr. Jean-Joseph Bellamy. Your input through this questionnaire is considered extremely valuable. Please fill out this questionnaire and submit it by clicking on the submit button at the end of the questionnaire.

Your cooperation in the completion of this e-survey is very much appreciated. All information provided will be kept strictly confidential and no specific reference to individuals will be made in the analysis and reporting.

Thank you in advance for your cooperation.

The survey is open until April 20, 2009.

Note: If you have questions or in case you cannot submit your input electronically, please contact Mr. Jean-Joseph Bellamy - Email: JJ@Bellamy.net -

Respondent Information

Please select which GEF National Dialogue Initiative event(s) you were involved in:

<p>Please Select GEF National Dialogue (Select "0" None" if not applicable)</p> <p>0) None</p> <p>1) Nairobi, Kenya, 12-14 July 2004</p> <p>2) Banjul, Gambia, 22-24 September 2004</p> <p>3) Dakar, Senegal, 27-29 September 2004</p> <p>4) Yerevan, Armenia, 14-16 October 2004</p> <p>5) Maseru, Lesotho, 30 Nov – 2 December 2004</p> <p>6) Guatemala City, Guatemala, 2-3 December 2004</p> <p>7) Dili, East Timor, 26-28 January 2005</p> <p>8) Panama City, Panama, 12-14 April 2005</p> <p>9) Djibouti, Djibouti, 16-18 April 2005</p> <p>10) Bamako, Mali, 17-19 May 2005</p> <p>11) Skopje, FYR Macedonia, 21-23 June 2005</p> <p>12) Amman, Jordan, 19-21 September 2005</p> <p>13) Honiara, Solomon Islands, 23 September 2005</p> <p>14) Port Moresby, Papua New Guinea, 28 September 2005</p> <p>15) Funafuti, Tuvalu, 30 September 2005</p> <p>16) Apia, Samoa, 17 November 2005</p> <p>17) Nuku'alofa, Tonga, 22 November 2005</p> <p>18) Rarotonga, Cook Islands, 25 November 2005</p> <p>19) Bangkok, Thailand, 19-21 January 2006</p> <p>20) Pohnpei, Micronesia, 2 February 2006</p> <p>21) Majuro, Marshall Islands, 5 February 2006</p> <p>22) Mussoorie, India, 15-17 February 2006</p> <p>23) Marrakech, Morocco, 15-17 March 2006</p> <p>24) Ankara, Turkey, 26-27 June 2006</p> <p>25) Hanoi, Vietnam, 5-7 October 2006</p> <p>26) Havana, Cuba, 13-15 November 2006</p> <p>27) Tegucigalpa, Honduras, 20-22 February 2007</p> <p>28) Tehran, Iran, April 30 to 2 May 2007</p> <p>29) Maputo, Mozambique, 10-11 May 2007</p> <p>30) Mahe, Seychelles, 21-22 June 2007</p> <p>31) Port Louis, Mauritius, 25-26 June 2007</p> <p>32) Ashgabat, Turkmenistan, 14-16 September 2007</p> <p>33) Jakarta, Indonesia, 17-18 September 2007</p>	<p>Please Select GEF Sub-Regional Consultation (2006) (Select "0" None" if not applicable)</p> <p>0) None</p> <p>1) Dakar, Central & West Africa, 20-21 April 2006</p> <p>2) Pretoria, East & Southern Africa, 24-25 April 2006</p> <p>3) Alexandria, Middle East, N. Africa, S. & W. Asia, 18-19 May 2006</p> <p>4) Bratislava, Europe & CIS, 22-23 May 2006</p> <p>5) Kuala Lumpur, East & South-East Asia, 13-14 June 2006</p> <p>6) Panama City, Latin America, 6-7 July 2006</p> <p>7) Bridgetown, Caribbean, 10-11 July 2006</p> <p>8) Nadi, Pacific SIDS, 3-4 August 2006</p>
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34)	Bhubaneswar, India, 30 Oct – 1 Nov 2007	
35)	Bobo-Dioulasso, Burkina Faso, 15-17 January 2008	
36)	Saint Lucia, Saint Lucia, 19 March 2008	
37)	Phnom Penh, Cambodia, 25-27 March 2008	
38)	Yaoundé, Cameroon, 16-17 June 2008	
39)	Anapoima, Colombia, 16-18 July 2008	
40)	Quito, Ecuador, 10-12 September 2008	
41)	Monrovia, Liberia, 20-21 November 2008	
42)	Cairo, Egypt, 14-15 December 2008	
43)	Lahore, Pakistan, 27-28 January 2009	

In what capacity did you participate in the GEF National Dialogue Initiative event(s)?

GEF Focal Point or Representative

GEF Secretariat/GEF Agency

UNDP-CO Staff

NGO

Other

Other (please specify)

I. Efficiency

How efficiently was the GEF National Dialogue implemented in your country?

I.1. How would you rate the overall quality of the National Dialogue you participated in?

Highly Satisfactory

Satisfactory

Marginally Satisfactory

Unsatisfactory

Not Applicable

I.2. Could you specify what use you made afterwards, if any, of materials/presentations distributed or presented at the dialogue/ consultation?

I.3. How would you rate the content, user-friendliness, access to the information and overall quality of the National Dialogue Initiative web site (www.gefcountrysupport.org/report_detail.cfm?projectId=164)?

Highly Satisfactory

Satisfactory

Marginally Satisfactory

Unsatisfactory

Not Applicable

Any comments about the web site?

I.4. Was the local capacity in planning and implementation taken into account in organizing the National Dialogue?

Highly Satisfactory

Satisfactory

Marginally Satisfactory

Unsatisfactory

Not Applicable

I.5. Were financial resources utilized efficiently?

Highly Satisfactory

Satisfactory

Marginally Satisfactory

Unsatisfactory

Not Applicable

I.6. Did UNDP - as the implementing agency - play an effective role in overall support of the National Dialogue process?

Highly Satisfactory

Satisfactory

Marginally Satisfactory

Unsatisfactory

Not Applicable

Any comments?

I.7. How effective was the role played by the GEF Focal Point's office in the National Dialogue and its organization?

Highly Effective
Effective
Marginally Effective
Ineffective
Not Applicable

Any comments?

I.8. Please rate the cooperation arrangements to prepare the National Dialogue between Recipient Countries, GEF Focal Point, National Dialogue Initiative's Programme Management Team, GEF Sec., GEF Agencies and UNDP-Country Office?

Highly Satisfactory
Satisfactory
Marginally Satisfactory
Unsatisfactory
Not Applicable

Any comments about these collaboration arrangements?

I.9. Please rate the responsiveness of the National Dialogue Initiative's Programme Management Team to adapt to and implement changes in the execution of the National Dialogue based on feedback received from Recipient Countries, UNDP-CO and other Agencies?

Highly Responsive
Responsive
Marginally Responsive
Unresponsive
Not Applicable

I.10. How could the management of the National Dialogue Initiative be improved in terms of management structures and procedures, partnerships arrangements, etc...)?

II. Effectiveness of the GEF National Dialogue Initiative Overall

To what extent are expected outcomes of the GEF National Dialogue Initiative being achieved?

II.1. Do you think that the GEF National Dialogue Initiative has been effective in achieving its expected outcomes?

"Promote in-depth understanding of GEF's strategic priorities, business plan, policies and procedures, operational tools, and to share lessons learned from GEF projects."

"Conduct a dialogue with national stakeholders on national strategies, processes and implementation challenges related to global environmental issues."

"Continue strengthening country coordination and engagement in GEF activities by promoting at the national level coordination among multiple stakeholders and synergies amongst GEF focal areas and convention issues."

"Support efforts of Countries and Agencies to mainstream GEF activities into national planning frameworks, such as national sustainable development strategies and poverty reduction strategies."

Highly
Satisfactory
Satisfactory

Marginally
Satisfactory
Unsatisfactory N/A

Please provide examples of achievements as per statements above:

II.2. What were the main Strengths of the National Dialogue you participated in?

II.3. What were the main Weaknesses of the National Dialogue you participated in?

II.4. What are the three main issues you learned about through your participation in a National Dialogue?

II.5. In your view, what lessons can be learned through the National Dialogue you participated in?

II.6. What changes could be made (if any) to the design of the National Dialogue to improve its effectiveness?

III. Sustainability

Are event(s) and results of the GEF National Dialogue Initiative allowing for continued benefits?

III.1. To what extent do you think participants and national organizations/ Stakeholders benefited from consultations during the National Dialogue event(s)?

Highly Satisfactory
Satisfactory
Marginally Satisfactory
Unsatisfactory
Not Applicable

III.2. Is there evidence that beneficiaries will build on their learning beyond the National Dialogue?

Yes
No
I don't know

Please provide examples:

III.3. Please indicate the level of national and local ownership of the National Dialogue, its organization and its results?

Highly Satisfactory
Satisfactory
Marginally Satisfactory
Unsatisfactory
Not Applicable

Please provide examples:

III.4. Do you know of any National Dialogues replicated and/or scaled up in countries supported by the GEF National Dialogue Initiative or in other countries?

Yes
No
I don't know

Please provide examples:

III.5. Do you think that the National Dialogue Initiative plays a catalytic role in recipient countries?

Yes
No
I don't know

Please provide examples:

III.6. Did the National Dialogue contributed to the dissemination of innovative practices or mechanisms that support GEF objectives?

Yes
No
I don't know

Please provide examples:

III.7. Do you have any proposals to enhance the National Dialogue process between the GEF, its Agencies and your country?

IV. Impact of the GEF National Dialogue Initiative

What are the potential and actual impacts of activities carried out in the context of the GEF National Dialogue?

IV.1. Please rate the extent to which the GEF National Dialogue is likely to achieve its objectives:

"Promote in-depth understanding of GEF's strategic directions, policies and procedures."

"Strengthen country coordination and ownership in GEF operations and sharing lessons learned from project implementation."

"Achieve greater mainstreaming of GEF activities into national planning frameworks and coordination and synergies amongst the GEF focal areas and convention issues at the national level."

Highly Satisfactory
Satisfactory
Marginally Satisfactory
Unsatisfactory N/A

IV.2. Did the National Dialogue have any contribution in improving national coordination on matters relating to the GEF as well as global environmental issues?

Yes
No
I don't know

Please provide examples:

IV.3. Do you know of any actual and/or potential follow up activities that took place due to the National Dialogue?

Yes
No
I don't know

Please provide examples:

IV.4. Were there any issues preventing the National Dialogue from achieving its objectives?

Yes
No
I don't know

Please provide examples:

IV.5. How could the National Dialogue Initiative build on its successes and learn from its weaknesses in order to enhance the potential for impact from ongoing and future activities?

V. Relevance of the GEF National Dialogue Initiative Overall

How does the GEF National Dialogue Initiative relate to the main objectives of the GEF and to environmental challenges faced by Recipient Countries?

V.1. How relevant is the National Dialogue Initiative to the global environmental agenda and GEF objectives?

Highly Relevant
Relevant
Marginally Relevant
Irrelevant
Not Applicable

In what way?

V.2. How relevant is the National Dialogue Initiative to recipient countries' environmental objectives?

Highly Relevant
Relevant
Marginally Relevant
Irrelevant
Not Applicable

In what way?

V.3. To what extent does the National Dialogue Initiative address needs of Stakeholders?

Fully
Mostly
Partly
Not at All
Not Applicable

In what way?

V.4. How coherent is the design of the National Dialogue Initiative?

Fully
Mostly
Partly
Not at All
Not Applicable

In what way?

V.5. How relevant is the National Dialogue Initiative in light of other donors?

Highly Relevant
Relevant
Marginally Relevant
Irrelevant
Not Applicable

V.6. In what ways could the alignment between National Dialogues and recipient countries' priorities and needs be strengthened?

V.7. Please provide any recommendations to be considered for GEF-5 (Fifth Replenishment of the GEF)?

Any other comments regarding the GEF National Dialogue Initiative?

Thank You

Thank you very much for your valuable responses to this questionnaire. If you have further information, please send it to the email below.

Jean-Joseph Bellamy

Independent Evaluator
(JJ@Bellamy.net)

Survey 2

Welcome to the GEF National Dialogue Initiative E-Survey

The objective of this e-survey is to collect views and recommendations from participants who were involved in a GEF National Dialogue.

This e-survey forms parts of an independent evaluation of the "GEF National Dialogue Initiative" currently underway. The objective is to analyze the achievements of the GEF National Dialogues, to identify lessons learned and to lead to recommendations to assist GEF Partners in defining future directions of the ongoing multi-stakeholder dialogue process involving participating countries and GEF partners.

This evaluation is commissioned by the GEF National Dialogue Initiative's Programme Management Team on behalf of its Inter-Agency Steering Committee, and conducted by an independent consultant, Mr. Jean-Joseph Bellamy. Your input through this questionnaire is considered extremely valuable. Please fill out this questionnaire and submit it by clicking on the submit button at the end of the questionnaire.

Your cooperation in the completion of this e-survey is very much appreciated. All information provided will be kept strictly confidential and no specific reference to individuals will be made in the analysis and reporting.

Thank you in advance for your cooperation.

The survey is open until April 20, 2009.

Note: If you have questions or in case you cannot submit your input electronically, please contact Mr. Jean-Joseph Bellamy - Email: JJ@Bellamy.net -

Respondent Information

Please select which GEF National Dialogue you participated in:

Please Select GEF National Dialogue

- 1) Funafuti, Tuvalu, 30 September 2005
- 2) Bangkok, Thailand, 19–21 January 2006
- 3) Mussorie, India, 15–17 February 2006
- 4) Marrakech, Morocco, 15–17 March 2006
- 5) Havana, Cuba, 13–15 November 2006
- 6) Mahe, Seychelles, 21–22 June 2007
- 7) Ashgabat, Turkmenistan, 14–16 September 2007
- 8) Bhubaneswar, India, 30 Oct – 1 Nov 2007
- 9) Bobo-Dioulasso, Burkina Faso, 15–17 January 2008
- 10) Yaoundé, Cameroon, 16–17 June 2008
- 11) Anapoima, Colombia, 16–18 July 2008

In what capacity did you participate in the GEF National Dialogue?

Government
Non-Government Organization
Academic/Research
Private Sector
Other
Other (please specify)

I. Efficiency

How efficiently was the GEF National Dialogue implemented in your country?

I.1. How would you rate the overall quality of the National Dialogue you participated in?

Highly Satisfactory
Satisfactory

Marginally Satisfactory
Unsatisfactory
Not Applicable

I.2. Did you use the materials/presentations distributed or presented at the National Dialogue afterwards?

Yes
No

Please provide examples:

I.3. How would you rate the content, user-friendliness, access to the information and overall quality of the National Dialogue Initiative web site (www.gefcountrysupport.org/report_detail.cfm?projectId=164)?

Highly Satisfactory
Satisfactory
Marginally Satisfactory
Unsatisfactory
Not Applicable

Any comments about the web site?

II. Effectiveness of the GEF National Dialogue

To what extent were the objectives of the GEF National Dialogue achieved in your country?

II.1. Do you think that the National Dialogue has been effective in achieving its objectives?

Highly Satisfactory
Satisfactory
Marginally Satisfactory
Unsatisfactory
Not Applicable

Please provide examples:

II.2. What were the main Strengths of the National Dialogue you participated in?

II.3. What were the main Weaknesses of the National Dialogue you participated in?

II.4. What are the three main issues you learned about through your participation in a National Dialogue?

II.5. In your view, what lessons can be learned through the National Dialogue you participated in?

II.6. What changes could be made (if any) to the design of the GEF National Dialogue to improve its effectiveness?

III. Sustainability

Are results of the GEF National Dialogue allowing for continued benefits in your country?

III.1. To what extent do you think - as a participant - you benefited from consultations during the National Dialogue?

Highly Satisfactory
Satisfactory

Marginally Satisfactory
Unsatisfactory
Not Applicable

In what way?

III.2. Did you build on the learning acquired through the National Dialogue?

Yes
No

Please provide examples:

III.3. How would you rate the level of national ownership of the National Dialogue, its organization and its results?

Highly Satisfactory
Satisfactory
Marginally
Satisfactory
Unsatisfactory
Not Applicable

Please provide examples:

III.4. Do you know if the National Dialogue were replicated and/or scaled up in your country?

Yes
No
I don't know

Please provide examples:

III.5. Do you think that the National Dialogue played a catalytic role in your country?

Yes
No

Please provide examples:

III.6. Did the National Dialogue contributed to the dissemination in your country of innovative practices or mechanisms that support GEF objectives?

Yes
No
I don't know

Please provide examples:

III.7. Do you have any proposals to enhance the National Dialogue process between the GEF, its Agencies and your country?

IV. Impact of the GEF National Dialogue

What are the impacts in your country of activities carried out in the context of the GEF National Dialogue?

IV.1. Did the National Dialogue have any contribution in improving national coordination on matters relating to the GEF as well as global environmental issues?

Yes
No
I don't know

Please provide examples:

IV.2. Do you know of any actual and/or potential follow up activities that took place due to the National Dialogue?

Yes
No
I don't know

Please provide examples:

IV.3. Would you know of any issues that prevented the National Dialogue from achieving its objectives in your country?

Yes

No

I don't know

Please provide examples:

V. Relevance of the GEF National Dialogue in your country

How does the GEF National Dialogue in your country relate to the main objectives of the GEF and to environmental challenges faced by your country?

V.1. What were your main interests and needs in participating in the National Dialogue?

V.2. How relevant is your National Dialogue to your country's environmental objectives?

Highly Relevant

Relevant

Marginally Relevant

Irrelevant

Not Applicable

In what way?

V.3. To what extent does your National Dialogue address needs of Stakeholders?

Fully

Mostly

Partly

Not at All

Not Applicable

In what way?

V.4. In what ways could the alignment between your National Dialogue and your country's priorities and needs be strengthened?

V.5. How relevant is your National Dialogue to the global environmental agenda and GEF objectives?

Highly Relevant

Relevant

Marginally Relevant

Irrelevant

Not Applicable

In what way?

V.6. How could the National Dialogue Initiative build on its successes and learn from its weaknesses in order to enhance its impact from ongoing and future activities?

Thank You

Any other comments regarding the GEF National Dialogue?

Thank you very much for your valuable responses to this questionnaire. If you have further information, please send it to the email below.

Jean-Joseph Bellamy

Independent Evaluator

(JJ@Bellamy.net)

Annex 7: Facts and Figures

GEF National Dialogues - FACTS and FIGURES

2004	Kenya (12-14 July)	Gambia (22-24 Sept.)	Senegal (27-29 Sept.)	Armenia (14-16 October)	Lesotho (30 Nov – 2 Dec)	Guatemala (1-3 Dec.)
Total # of Participants	145	65	117	95	85	75
Sectors Represented						
▪ Government	69 48%	23 35%	65 56%	64 (17) 67%	No final list	21 (7) 28%
▪ Academic/Research	14 10%			3 3%		13 17%
▪ Donor Institutions	2 1%	9 14%	8 7%	10 11%		5 7%
▪ Private Sector	7 5%	7 11%	12 10%	3 3%		6 8%
▪ NGOs	27 (15) 19%	11 (11) 17%	13 (13) 11%	9 (9) 9%		20 (17) 27%
▪ Other	20 14%	10 15%	7 6%	6 6%		10 13%
▪ Press/Media	6 4%	5 8%	12 10%	-		-

2005	East Timor (25-27 January)	Panama (12-14 April)	Djibouti (16-18 April)	Mali (17-19 May)	FYR Macedonia (21-23 June)	Jordan (19-21 Sept.)
Total # of Participants	121	87	77	81	67	156
Sectors Represented						
▪ Government	60 (19) 50%	55 (14) 62%	54 (12) 70%	49 (20) 60%	29 (13) 43%	40 (18) 26%
▪ Academic/Research	9 7%	6 7%	-	3 4%	7 10%	10 6%
▪ Donor Institutions	2 2%	3 3%	6 8%	1 1%	6 9%	21 13%
▪ Private Sector	9 7%	4 5%	-	4 5%	9 13%	9 6%
▪ NGOs	15 (12) 12%	14 (14) 17%	9 (9) 12%	16 (16) 20%	4 (3) 6%	72 (33) 46%
▪ Other	12 10%	5 6%	8 10%	2 2%	10 15%	2 1%
▪ Press/Media	14 12%	-	-	6 7%	2 3%	2 1%
2005 (cont.)	Solomon Islands (23 September)	Papua NG (28 September)	Tuvalu (30 September)	Samoa (17 November)	Tonga (22 November)	Cook Islands (25 November)
Total # of Participants	34	66	40	60	40	40
Sectors Represented						
▪ Government	19 (13) 58%	46 (14) 64%	No list submitted	No list	No list	No list
▪ Academic/Research	2 5%	5 9%				
▪ Donor Institutions	6 18%	6 11%				
▪ Private Sector	2 5%	-				
▪ NGOs	3 (3) 9%	7 (5) 13%				
▪ Other	2 5%	-				
▪ Press/Media	-	2 4%				

2006	Thailand (19-20 January)	Micronesia (2 February)	Marshall Islands (6 February)	India (15-17 February)	Morocco (15-17 March)	Turkey (27-28 June)
Total # of Participants	128	45	45	96	71	169
Sectors Represented		No list submitted	No list submitted			
▪ Government	66 (8) 56%			39 (25) 40%	26 (13) 37%	125 (32) 74%
▪ Academic/Research	17 14%			7 7%	5 7%	20 12%
▪ Donor Institutions	16 14%			13 14%	20 28%	4 2%
▪ Private Sector	1			11 11%	3 4%	6 4%
▪ NGOs	17 (12) 14%			21 (21) 22%	7 (7) 10%	14 (14) 8%
▪ Other	-			5 5%	4 6%	-
▪ Press/Media	1				6 8%	-
2006 (cont.)	Vietnam (5-7 October)	Cuba (13-15 November)				
Total # of Participants	100 (TBC)	95				
Sectors Represented						
▪ Government						
▪ Academic/Research						
▪ Donor Institutions						
▪ Private Sector						
▪ NGOs						
▪ Other						
▪ Press/Media						

2007	Honduras 20-22 Feb	Iran 30 April–1 May	Mozambique 9-11 May	Seychelles 21-22 June	Mauritius 25-26 June
Total # of Participants	68	122	63	45	70 (TBC)
Sectors Represented					
▪ Government	33 (7) 49%	89 (16) 73%	43 (7) 68%	23 (8) 66%	
▪ Academic/Research	-	12 10%	4 6%	-	
▪ Donor Institutions	16 24%	5 4%	10 16%	5 14%	
▪ Private Sector	2 3%	4 3%	2 3%	-	
▪ NGOs	7 (7) 10%	12 (3) 10%	4 (2) 6%	7 (6) 20%	
▪ Other	10 15%	-	-	-	
▪ Press/Media	-	-	-	-	
2007 (cont.)	Turkmenistan 14-16 September	Indonesia 17-18 September	India 30 Oct. – 1 Nov		
Total # of Participants	53	107	86		
Sectors Represented					
▪ Government	45 (14) 85%	78 (21) 73%	54 (25) 63%		
▪ Academic/Research	-	4 4%	7 8%		
▪ Donor Institutions	7 13%	8 7%	9 10%		
▪ Private Sector	-	-	3 3%		
▪ NGOs	1 2%	13 (11) 12%	4 (4) 5%		
▪ Other	-	4 4%	9 10%		
▪ Press/Media	-	-	-		

2008	Burkina Faso 15-17 January	Cambodia 25-26 March	St. Lucia 19 March	Cameroon 16-17 June	Colombia 16-18 July	Ecuador 10-12 September
Total # of Participants	87	92	45 (TBC)	137 (TBC)	67	109
Sectors Represented						
▪ Government	64 74%	60 65%		64 55%	42 63%	42 39%
▪ Academic/Research	-			6 5%	3 5 %	12 11%
▪ Donor Institutions	19 20%	18 20%		15 13%	5 7%	19 17%
▪ Private Sector	-			10 9%	1 1%	
▪ NGOs	4 5%	6 7%		15 13%	14 21%	36 33%
▪ Other	-	8 9%		7 6%	2 3%	
▪ Press/Media	-	-		-		
2008 (cont.)	Liberia 19-20 November	Egypt 14-15 December				
Total # of Participants (Not including Resource persons)	122					
Sectors Represented						
▪ Government	54 44%					
▪ Academic/Research	7 6%					
▪ Donor Institutions	19 16%					
▪ Private Sector	7 6%					
▪ NGOs	14 11%					
▪ Other	-					
▪ Press/Media	21 17%					