



## Index

List of acronyms .....	3
Foreword .....	5
Acknowledgements .....	7
<b>Section 1. The Global Environment Facility</b> .....	8
The history of the GEF .....	8
The structure of the GEF .....	9
The GEF via the numbers .....	17
<b>Section 2. The global environmental scope of the GEF</b> .....	21
Impact of GEF projects .....	23
<b>Section 3. The Operational Programs</b> .....	25
Biodiversity .....	27
Climate change .....	40
International Waters .....	52
Multi Focal Area .....	59
Persistent Organic Pollutants .....	62
Land degradation .....	66
<b>Section 4. Building partnerships in projects</b> .....	72
Choosing the appropriate type of project .....	73
<b>Section 5. Small Grants Programme (SGP)</b> .....	75
Participating Countries .....	76
The unique nature of the SGP management .....	77
How to access to SGP funding .....	79
<b>Section 6. Medium Sized Projects</b> .....	83
Project idea .....	83
Project proposal .....	90
Project implementation .....	98
Checklist .....	98
Avoiding frequent weaknesses .....	100



<b>Section 7. Full Sized Projects</b> .....	101
Project idea (pipeline entry) .....	101
Project proposal (Work Program inclusion) .....	103
CEO endorsement .....	106
Project implementation .....	106
NGO Partnership in Full Sized Projects .....	106
<b>Section 8. Incremental Costs</b> .....	108
Calculating incremental costs .....	110
<b>Section 9. Building partnerships in policy</b> .....	112
How NGOs got involved with the GEF .....	113
The GEF-NGO Network .....	115
NGOs at the Council meetings .....	120
NGO Accreditation Process .....	123
NGO accreditation form .....	125
<b>Useful contacts</b> .....	127
List of contacts .....	127
List of useful websites .....	127
Glossary .....	129
Credits .....	143



## List of Acronyms

ADB .....	Asian Development Bank
AfDB .....	African Development Bank
CBD .....	Convention on Biological Diversity
CCD .....	Convention to Combat Desertification
CEO .....	Chief Executive Officer
COP .....	Conference of the Parties
CBO .....	Community Based Organization
CPMT .....	Central Programme Management Team
CFP .....	Central Focal Point
ExA .....	Executing Agency
FAO .....	Food and Agriculture Organization (UN)
FSPs .....	Full Sized Projects
GEF .....	Global Environment Facility
IA .....	Implementing Agency
IADB .....	Inter-American Development Bank
IFC .....	International Finance Corporation
IPCC .....	Intergovernmental Panel on Climate Change
M&E .....	Monitoring and evaluation
MSPs .....	Medium Sized Projects
NC .....	National Coordinator
NSC .....	National Steering Committee
NGO .....	Non-Governmental Organization
OP .....	Operational Program
PDF .....	Project Development Facility
POPs .....	Persistent Organic Pollutants
RFP .....	Regional Focal Point
SAP .....	Strategic Action Programme
SGP .....	Small Grants Programme
SIDS .....	Small Island Developing States



## The A to Z of the GEF

---

STAP.....	Scientific and Technical Advisory Panel
UNDP .....	United Nations Development Programme
UNEP .....	United Nations Environment Programme
UNFCCC .....	UN Framework Convention on Climate Change
UNIDO .....	United Nations Industrial Development Organization
WB.....	World Bank



# The A to Z of the GEF

---

## Foreword

The Global Environment Facility (GEF) helps developing countries fund projects and programs to address global environmental issues and sustainable development.

The GEF is the largest funder of projects designed to protect the global environment. Since its inception in 1991, the GEF has committed more than \$7.5 billion US dollars in grants and leveraged \$16 billion US dollars in co-financing for 1,900 projects in 140 recipient countries. The GEF has also provided more than 6,000 small grants directly to community based organizations (CBOs) and non governmental organizations (NGOs).

GEF projects are implemented through the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), the World Bank, regional development banks, and other specialized United Nations agencies.

NGOs play a variety of important roles both in the development and the execution of GEF projects, as well as in influencing GEF policies.

At the project level, actions undertaken by NGOs have helped preserve biodiversity, reduce greenhouse gas emissions, protect international waters, and ultimately, achieve sustainable development. By partnering with a government agency or accessing directly to its funds, NGOs have made a significant contribution to the GEF portfolio of projects.

At the policy level, NGOs contribute through a unique participatory mechanism, presenting case studies and influencing decisions at the Council meetings and through the GEF-NGO Consultations.

This Guide is intended to help NGOs understand how the GEF operates, how to access to its funds, and how to influence its policies. **It is done by NGOs, for NGOs.**

Also, this Guide is a work in progress as the GEF evolves and adopts new policies.



## The A to Z of the GEF

---

One of the most significant new policies is the Resource Allocation Framework (RAF), adopted in September 2005. The RAF is a system for allocating resources to countries based on global environmental priorities and the capacity, policies and practices of countries relevant to successful implementation of GEF projects. The RAF will be operational in the GEF's Fourth Phase, starting July 2006, for biodiversity and climate change projects.

Updates and amendments to this Guide will provide information on how to access to GEF funding once the RAF is operational.



## Acknowledgements

This publication was made possible through the support provided by the Communications and Outreach Team of the GEF Secretariat.

Any project of this size and complexity necessarily involves many people, too numerous to thank individually. However we are grateful to the individuals and organizations that have made the preparation of this publication possible by responding to our requests for information and verification.

Special thanks and recognition go to Djimingue Nanasta (Environnement et Développement du Tiers Monde – ENDA, Senegal); German Rocha (Instituto Biodiversidad, Colombia) Rajen Awotar (Mauritius Council for Development, Environmental Studies and Conservation – MAUDESCO, Mauritius), and Liliana Hisas (Fundación Ecológica Universal – FEU, Argentina).

This Guide is dedicated to the memory of Hutton G. Archer



## Section I. The Global Environment Facility

The Global Environment Facility (GEF) provides financing aimed at global environmental protection within a framework of sustainable development.

The GEF supports actions to address critical threats to the **global environment** by building capacity in recipient countries, and by influencing the behavior of governments, its Implementing and Executing Agencies, non-governmental organizations (NGOs) and other institutions and stakeholders. Through projects developed in more than 140 recipient countries, the GEF has proven that encouraging, building and strengthening partnerships is the most effective and cost-efficient way to achieve its objective.

The GEF is not a project financier, but a project *co-financier* providing “new and additional” funds to address global environmental issues. A key to understanding the GEF, and to assessing whether a project is eligible for GEF support, is the fact that the GEF co-finances projects—it does not finance them.

The GEF funds only the additional –or **incremental costs**—of activities that produce benefits to the global environment. All other costs of the project are considered to be baseline and must be covered from other sources. Commitments by multiple partners increase the chances for attaining permanent results.

Since its inception in 1991, the GEF has committed more than \$7.5 billion US dollars in grants and leveraged \$16 billion US dollars in co-financing for 1,900 projects in 140 recipient countries.

### The history of the GEF

The GEF was established in 1991 to build international cooperation and finance actions to address critical threats to the global environment. It started as a response to the concern from the international community for global environmental issues. Of the many ideas for financing environmentally beneficial projects proposed by various governmental and non-governmental institutions, the GEF was the one which finally received the necessary political and financial support.





More than a year of negotiations ensued before the GEF was officially established on October 1991. At the time it was created as a 3 year experiment, and referred to as the GEF Pilot Phase. A tripartite arrangement between the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), and the World Bank was agreed on where the organizations acted as the Implementing Agencies of the GEF.

Some of the reasons why the Pilot Phase agreements were achieved so quickly includes its experimental nature; the partnership with existing organizations; the fact that the size of donor countries contributions were not fixed at a minimum level; and that it focused on global environment issues. Another important element was that the contributions from donor countries were supposed to be *in addition* to what they were already giving for development activities.

In 1992, the United Nations Conference on Environment and Development (UNCED), held in Rio de Janeiro, Brazil, adopted the Biodiversity and Climate Change Conventions. The Conventions included provisions for a financial mechanism. Participants in the GEF agreed on the need for the GEF to support these Conventions. Donor governments were particularly interested in avoiding a proliferation of new funding mechanisms, and therefore pressed that one *facility* administered by existing institutions, serve the global environmental conventions.

The Pilot Phase ran from 1991 to mid 1994.

Toward the end of the Pilot Phase, an independent evaluation of the GEF concluded that the GEF should be replenished for another three year period.

In 1994, the ***Instrument for the Establishment of the Restructured Global Environment Facility*** was adopted, describing the governance, operational, financial and administrative oversight procedures for the GEF.

### The structure of the GEF

The GEF is the **designated financial mechanism** for three international conventions which provide guidance to the governing bodies of the GEF, including the GEF Council and the GEF Assembly: the Convention on Biological Diversity (CBD), the United Nations Framework Convention

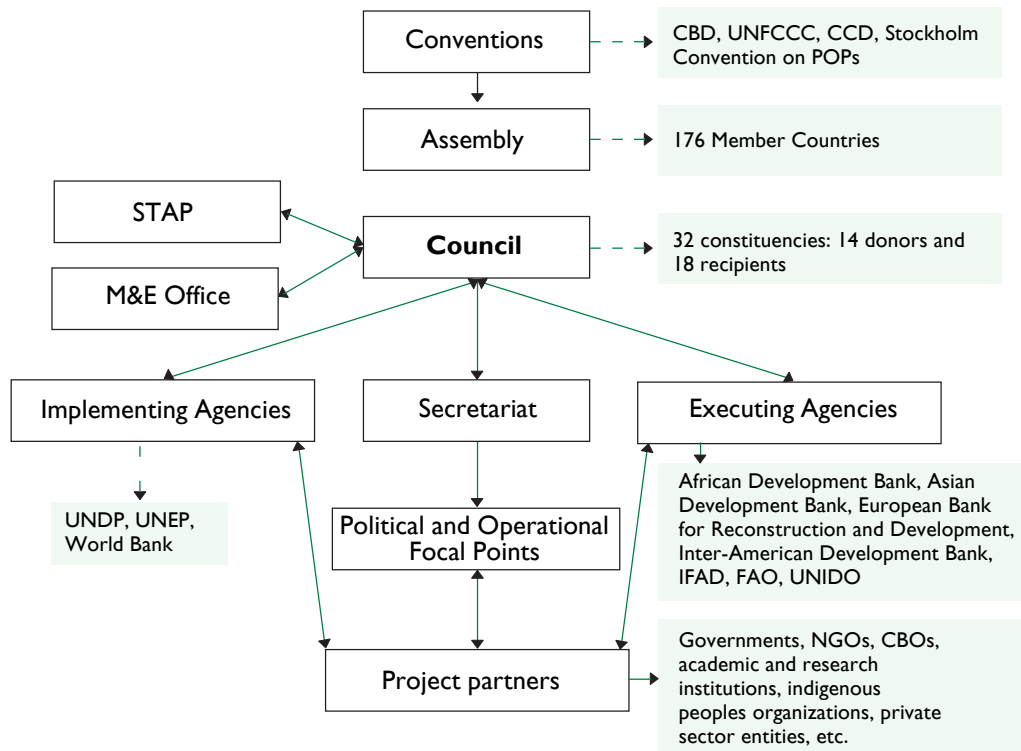


## The A to Z of the GEF

on Climate Change (UNFCCC), one of the financial mechanisms for CCD, and the Stockholm Convention on Persistent Organic Pollutants (POPs).

Its governing structure is composed of: the Assembly, the Council, the Secretariat, three Implementing Agencies; seven Executing Agencies, a Scientific and Technical Advisory Panel (STAP), and the Independent Office of Monitoring and Evaluation.

The organizational structure of the GEF is summarized in the following chart:





## The Assembly

The GEF **Assembly** is composed of all 176 member countries, or Participants. It meets every four years at the ministerial level to:

1. Review the general policies,
2. Review and evaluate the operation of the GEF on the basis of reports submitted by the Council;
3. Keep under review the membership of the Facility; and
4. Consider, for approval by consensus, amendments to the *Instrument for the Establishment of the Restructured Global Environment Facility* on the basis of recommendations by the Council.

## The Council

The **Council** is the main governing body of the GEF comprising 32 Members appointed by constituencies of GEF member countries: 14 from donor constituencies and 18 from recipient constituencies. The constituencies are formulated and distributed taking into account the need for balanced and equitable representation of all Participants and giving due weight to the funding efforts of all donors. Council Members rotate every three years, or until a new Member is appointed by the constituency.

### Donor constituencies

1. Austria, Belgium, Czech Republic, Hungary, Luxembourg, Slovak Republic, Slovenia, Turkey
2. Australia, New Zealand, Republic of Korea
3. Canada
4. France
5. Denmark, Latvia, Lithuania, Norway
6. Estonia, Finland, Sweden
7. Greece, Ireland, Portugal, Spain
8. Italy
9. Germany
10. Japan
11. Switzerland, Azerbaijan, Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, Uzbekistan
12. The Netherlands
13. United States
14. United Kingdom



### **Recipient constituencies**

1. Afghanistan, Jordan, Lebanon, Pakistan, Syria, Yemen
2. Argentina, Bolivia, Chile, Paraguay, Peru, Uruguay
3. Brazil, Colombia, Ecuador
4. Antigua & Barbuda, Bahamas, Barbados, Belize, Cuba, Dominica, Dominican Republic., Grenada, Guyana, Haiti, Jamaica, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Suriname, Trinidad and Tobago
5. Cambodia, Korea DPR, Lao PDR, Malaysia, Mongolia, Myanmar, Thailand, Vietnam
6. Cook Islands, Fiji, Indonesia, Kiribati, Marshall Islands, Micronesia, Nauru, Niue, Papua New Guinea, Philippines, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu, Palau.
7. Algeria, Egypt, Morocco, Tunisia
8. Iran
9. Albania, Bulgaria, Croatia, Georgia, Moldova, FYR Macedonia, Poland, Romania, Ukraine.
10. Benin, Cote d'Ivoire, Ghana, Guinea, Nigeria, Sierra Leone, Togo.
11. Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia, Zimbabwe.
12. Burkina Faso, Cape Verde, Chad, Guinea-Bissau, Mali, Mauritania, Niger, Senegal, The Gambia.
13. Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Sudan, Tanzania, Uganda.
14. Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Venezuela
15. Burundi, Cameroon, Central African Republic, Congo, D. R. of Congo
16. Armenia, Belarus, Russian Federation
17. Bangladesh, Bhutan, India, Maldives, Nepal, Sri Lanka
18. China

The Constituencies for the following new member countries are yet to be determined: Bosnia Herzegovina, Equatorial Guinea, Gabon, Israel, Liberia, Libya, Malta, Sao Tome and Principe, Serbia and Montenegro, and Timo-Leste (DR)



The Council meets every six months and is responsible for developing, adopting and evaluating the operational policies and programs for GEF-financed activities, as well as reviewing and approving the work program (projects submitted for approval). The Council acts in conformity with the policies, program priorities and eligibility criteria decided by the Conference of the Parties of the Conventions concerned.

As decisions are made by consensus, two-thirds of the Members of the Council constitute a quorum.

### **The Secretariat**

The GEF **Secretariat** coordinates the overall implementation of GEF activities. It services and reports to the Assembly and the Council.

The Secretariat's main functions are to implement the decisions of the Assembly and the Council; coordinate the formulation and monitor the implementation of program activities; ensure the effective implementation of the project cycle, in consultation with the IAs; chair interagency group meetings to ensure the effective execution of the Council's decisions and to facilitate coordination and collaboration among the IAs; coordinate with the Secretariats of other relevant international bodies; among others.

The Secretariat is headed by the Chief Executive Officer (CEO), who is appointed to serve for three years, and may be reappointed by the Council.

The staff of the Secretariat includes a Corporate Affairs Team, a Operations and Business Strategy Team, a Biodiversity Team, a Climate Change and Chemical Team, a Land and Water Resources Team, and a Outreach and Communications Team which ensure the effective functioning and communications.

### **Implementing Agencies**

The **Implementing Agencies** (IAs) are the operational arm of the GEF. The GEF develops its projects through three Implementing Agencies: the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP) and the World Bank.



The IAs work closely with project proponents to help them develop projects from the idea stage to the point where they have a good chance of receiving approval from the GEF Council. Thereafter, they assist with project implementation, particularly regarding monitoring and evaluation of results.

Each IA applies its special expertise to help project proponents build and implement GEF projects.

- **UNDP** specializes in technical assistance, especially for projects that develop change and institutional capacities, and it manages two corporate programmes: the Small Grants Programme and the National Dialogue Initiative;
- **UNEP** specializes in environmental assessments, gap analysis, and projects that generate knowledge that can help further environmental management interventions; projects that develop and /or test tools and methods for furthering environmental management or that demonstrate a particular approach; projects that entail management of transboundary ecosystems; and provides secretariat support to STAP.
- **The World Bank** plays the primary role in ensuring the development and management of investment projects. As part of the World Bank, the International Finance Corporation (IFC) works with the private sector.

The three IAs remain accountable to the GEF Council for preparing projects, ensuring their cost effectiveness and implementing the GEF's policies and programmes.

### Executing Agencies

In May 1999, the GEF Council agreed to expand the opportunities for involving four Regional Development Banks (RDBs) and other UN agencies in the GEF's operations as project executing agencies, with responsibilities for project development and management. These organizations are known as **Executing Agencies** (ExAs) under the GEF's policy of Expanded Opportunities.

The consideration taken into account by the Council for expanding opportunities for these Executing Agencies include: a) strengthening collaboration with executing agencies having special expertise



and close contacts in recipient countries would increase the capacity to deliver projects; b) increasing the number of innovative project ideas and diversify the experience on which the GEF as a whole can draw; and c) expansion of opportunities for agencies with a capacity to co-finance and mobilize additional finance for GEF projects will leverage additional resources for the global environment.

The seven Executing Agencies are:

- The African Development Bank (AfDB)
- The Asian Development Bank (ADB)
- The European Bank for Reconstruction and Development (EBRD)
- The Inter-American Development Bank (IAD)
- The International Fund for Agricultural Development (IFAD)
- The United Nations Food and Agricultural Organization (FAO)
- The United Nations Industrial Development Organization (UNIDO)

### **Scientific and Technical Advisory Panel**

The **Scientific and Technical Advisory Panel** (STAP) provides independent advice to recommend to the GEF on scientific and technical aspects of programs and policies.

UNEP provides the STAP's Secretariat and operates as the liaison between the GEF and the STAP. Through UNEP, STAP ensures scientific analysis and environmental assessments. The members of STAP are appointed by the Executive Director of UNEP, in consultation with the GEF's CEO, the Administrator of UNDP, and the President of the World Bank.

STAP consists of a group of 15 members from developed and developing countries with expertise in various GEF focal areas who provide technical advice to the Council and review projects. They serve for 2 years, except for the Chair and Vice-Chair who serve for 4 years.

STAP engages with the scientific and technical community in the following ways:



1. Through its members, and their access to scientific networks
2. Through a roster of experts. STAP has appointed roster of more than 250 experts worldwide to assess scientific and technical soundness of full-sized projects and enabling activities prior to submission to GEF Council
3. Through targeted research, defined as “Goal-oriented research that supports the GEF operational strategy by providing information, knowledge and tools that improve the quality and the effectiveness of the development and implementation of GEF projects and programs”.
4. Through technical workshops on POPs, Rehabilitation and Restoration of Drylands, Groundwater, Mainstreaming Biodiversity, among other issues.

### **Independent Office of Monitoring and Evaluation**

An independent **Office of Monitoring and Evaluation** (M&E) was established by a Council’s decision, in July 2003.

The Office of M&E provides a basis for decision-making on amendments and improvements of policies, strategies, program management, procedures and projects; promotes accountability for resource use against project objectives, by the GEF Secretariat, Implementing and Executing Agencies and other partners, including participating countries; and documents and provides feedback to subsequent activities, and promote knowledge management on results, performance and lessons learned.

The Office of M&E reports directly to the Council. It is headed by a Director, appointed by Council for five years, who coordinates a team of specialized evaluators.

### **Focal Points (Country Representatives)**

Each GEF member country has designated government officials responsible for GEF activities. These officials, known as **GEF Focal Points**, play a key role in ensuring that GEF projects are country-driven and based on national priorities.





There are two types of GEF country Focal Points:

1. **Political Focal Points**, who are responsible for GEF governance issues and policies and communications with their constituencies. All member countries have Political Focal Points. Usually, the Political Focal Points are those who follow the Council discussions.
2. **Operational Focal Points** are responsible for reviewing project ideas and concepts, to endorse their consistency with respect to the national programs and priorities, to facilitate broad consultation among involved stakeholders, and to provide feedback on GEF activities in the country. The Operational Focal Points help ensure that projects arise from their country's own priorities. Only countries eligible for GEF funding are expected to designate Operational Focal Points.

To be considered to receive GEF funding, a project has to be endorsed by the country or countries where it will be implemented. The Operational Focal Point is responsible for the endorsement letter, except for global projects.

The complete list of GEF Focal Points, including name, position, government agency, complete address, phone, fax and e-mail, can be accessed at: [http://www.thegef.org/participants/Focal\\_Points/Focal\\_1/focal\\_1.html](http://www.thegef.org/participants/Focal_Points/Focal_1/focal_1.html)

### **Project partners**

Lastly, the most important actors of the GEF: the range of organizations and entities implementing projects on the ground, including governments, national institutions, international organizations, local communities, non-governmental organizations, academic and research institutions and private sector entities.

### **The GEF via the numbers**

GEF is open to membership for countries who have ratified the Conventions in which GEF is its financial mechanism. Currently, 176 countries are members. Donor countries provide the financial



contributions for the GEF trust fund, which is replenished every four years. Since 1991, donor contributions have totaled 8.75 billion US dollars for projects in recipient countries (see Table I).

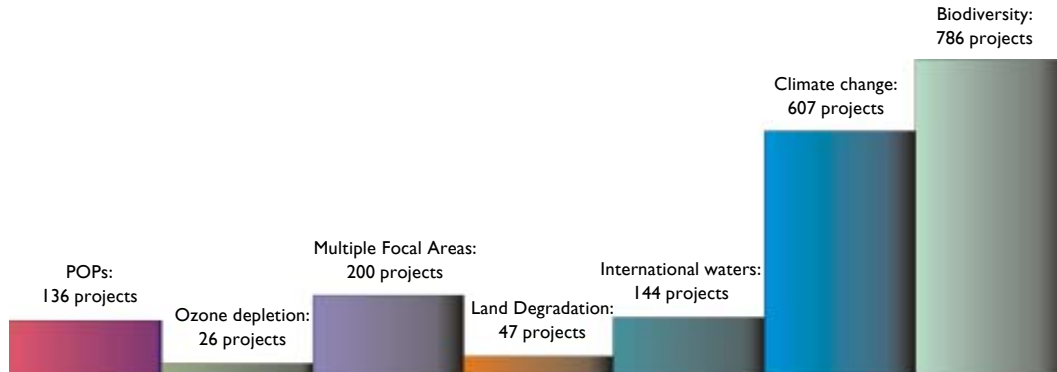
GEF Pilot Phase	1991-1994	\$1 billion US dollars
First Phase (GEF-1)	1995-1998	\$2.0 billion US dollars
Second Phase (GEF-2)	1998-2002	\$2.75 billion US dollars
Third Phase (GEF-3)	2002-2006	\$3.0 billion US dollars

**Table I:** Amount of GEF funding committed by donor countries

Projects are generated in the countries. Governments, non-governmental organizations (NGOs), academic and research institutions, private sector entities, among others stakeholders, can submit a project to be considered by the GEF through an Implementing or Executing Agency. These projects can address one of the Focal Areas or inter-relate them. Projects can focus on activities at the national or regional levels. Other projects are generated at the international level. It is up to each project proponent to design the project that will best meet national priorities and benefit the global environment.

Breaking down the amount of projects per Focal Area, biodiversity and climate change projects have the biggest share of the GEF portfolio. Land Degradation and Persistent Organic Pollutants (POPs) were included as Focal Areas in 2002.

The tables below illustrate the amount of projects and the total GEF allocations, since 1991. These are total figures, which include global, regional, national projects, of those projects already completed, under execution, and in the pipeline (those under consideration for final approval).



**Table 2:** Amount of projects financed per Focal Area (1991-2005)



**Table 3:** Total GEF allocation per Focal Area (1991-2005) in million US dollars

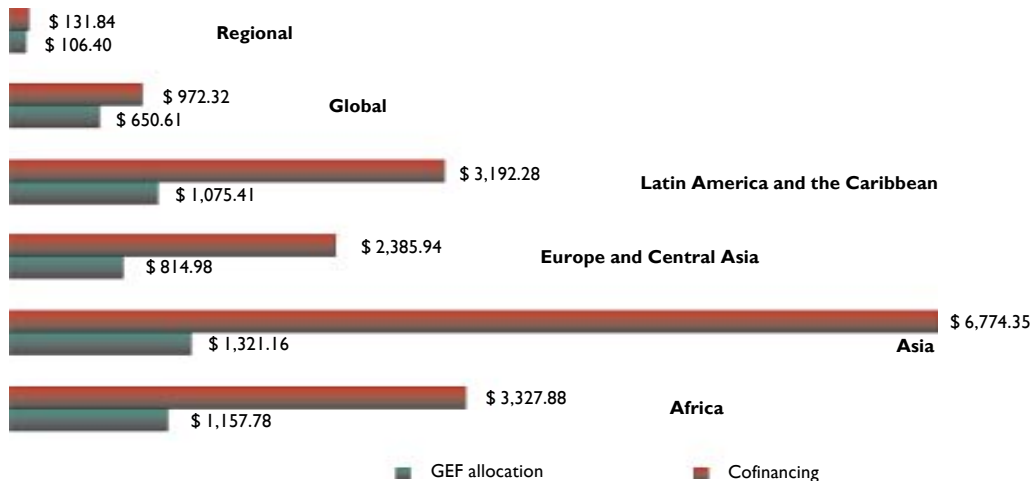


## The A to Z of the GEF

[www.gefonline.org/home.cfm](http://www.gefonline.org/home.cfm). You can search the status and projects documents by Country, by Focal Area, by Operational Program, by Implementing Agency, by Project type or by amount of GEF allocation.

Project proponents determine where GEF funding is allocated through project design, selection and partnerships to achieve the best possible solutions to address global environmental threats.

As the GEF will not be the only source of financing for your project, various sources of co-financing, include: multilateral and bilateral institutions, governments, foundations, the private sector and NGOs. Table 4 illustrates the amounts of GEF and Co-financing allocated per region.



**Table 4:** Allocations per region (1991-2004) in million US dollars



## Section 2. The global environmental scope of the GEF

Although all levels of the environment are interrelated, the GEF focuses specifically on those aspects that can be characterized as **global**.

Projects that receive GEF support to achieve global environmental benefits are focused on:

- **Biological diversity:** The GEF funds and supports practical measures to encourage the conservation and sustainable use of biodiversity, which improves the livelihoods of those dependent on natural resources. As the financial mechanism for the United Nations Convention on Biological Diversity, the GEF supports a biodiversity portfolio that centers on critical, life-supporting systems and the interactions among them: drylands, forests, mountains, agricultural biodiversity, and coastal, marine, and freshwater resources.

*More than 700 GEF projects address the loss of globally significant biodiversity, including safeguarding parks and protected areas that cover 300 million hectares at over 1,000 sites.*

- **Climate change:** As the financial mechanism for the United Nations Framework Convention on Climate Change, the GEF is helping recipient countries promote the use of clean energy and reduce the consumption of fossil fuel. The GEF is the largest funder of renewable energy in the developing world, supporting energy efficient lights as well as solar, wind, geothermal, biomass, and small hydropower energy. All of GEF's climate programs help countries to adapt to the adverse effects of climate change.

*GEF's clean energy portfolio has grown to more than \$1.9 billion in grants and leveraged over \$10 billion in co-financing*



- **International waters:** The world's marine and freshwater resources are under enormous stress, threatening the future of the ecosystems, people, and economic development that depend on them. Transboundary waters, coastal and marine areas, lakes, wetlands, coral reefs and other water resources are being degraded by pollution from land-based activities, poor management practices, the introduction of non-native species, overfishing, and other exploitation. The GEF works with countries on projects to strengthen the integrated management of land and water resources that are so vital to keeping international waters healthy.

*GEF's work with more than 135 countries to restore and protect transboundary water bodies helps prevent conflict among nations competing for scarce water*

- **Land degradation:** Around the world, land degradation, especially desertification and deforestation, is reaching alarming levels. Each year 12 million hectares are lost through desertification—that is enough land to grow 20 million tons of grain. In the tropics alone, deforestation claims 15.2 million hectares of forests annually. The GEF's land degradation strategy recognizes that land and water resources are key to sustainable development in the world's dry areas. The GEF is one of the financial mechanisms for the United Nations Convention to Combat Desertification.

*GEF projects to reduce land degradation will bring an additional 17 million hectares under sustainable land management in the next few years.*

- **Persistent organic pollutants (POPs):** Persistent organic pollutants (POPs) pose a global threat. They are particularly dangerous to developing countries, which often lack the technical or financial means to introduce alternative technologies to reduce their use or dispose of them safely. As the interim financial mechanism for the Stockholm Convention



on Persistent Organic Pollutants, the GEF is assisting more than 100 countries with national implementation plans. These countries are building their national capacity to handle POPs and raising awareness of the problem. Through GEF-supported activities, they are preparing for the phase-out and elimination of POPs and the switch to sustainable alternative chemicals, technologies, and practices.

*GEF is helping more than 100 countries develop national plans to eliminate persistent organic pollutants and other dangerous chemicals.*

### Impact of GEF projects

- In South Africa, GEF funding is creating jobs in and around Cape Town by training national park staff and the unemployed to combat invasive species, which threaten one of the world's six floral kingdoms located on the Cape Peninsula. The area harbors more than 9,000 plant species, 70 percent of which are found nowhere else in the world.
- GEF projects have contributed to the global market for solar home systems, which now totals more than 1 million rural households. In India, wind power generation capacity increased from zero to over 1200 megawatts –enough to power more than 5 million typical homes.
- Off the coasts of Belize, Ghana and Indonesia, the GEF is helping shield the rich undersea biodiversity of barrier reefs and other marine systems. These marine systems support vital industries, including tourism, fisheries and agriculture.
- In the coffee fields of Central America, the GEF is working with farmers to raise incomes by increasing their harvest of shade grown coffee. Thus type of coffee helps protect biodiversity, reduce dependence on expensive pesticides and safeguard earth's climate.
- In China, the GEF is helping public transit companies in Beijing and Shanghai obtain pollution-free fuel-cell buses and operate them over a total distance of 1.6 million kilometers.



## The A to Z of the GEF

---

- GEF funding to restore degraded wetlands in Romania has resulted in the removal of an estimated 55 tons of phosphorus, 1200 tons of nitrogen, and 40,000 tons of sediment from the Danube River before it enters the Black Sea.
- Projects in the humid tropics, Amazonia, Guyana Shield, the Caucasus and the Himalayas collectively work to conserve the largest remaining tracts of tropical rainforests, home to million of species.
- The countries of Southern Mexico and Central America are helping restore the MesoAmerican Biological Corridor through a GEF-supported project which combines nature conservation with improving the standard of living for people in the area.
- Brazilian technicians are designing a biomass gas turbine that runs on the residue and waste from sugar refining, including trash from harvesting and bagasse, a residue from processing, to take advantage of all available energy. The new turbines provide twice the available fuel supply, allowing year-round operation and increasing power generation efficiency.
- Thanks to new solar home system technology, rural areas in Sri Lanka that once relied on candles or kerosene lamps are now using the sun's energy for electricity. In addition to energy benefits, the new solar systems have also created opportunities for small businesses in the area.





## Section 3. The Operational Programs

The GEF has identified six focus areas for its global efforts: biodiversity, climate change, international waters, land degradation, persistent organic pollutants and multi focal area.

The basis for GEF's efforts in these areas was defined in the Operational Strategy, approved by the Council in 1995. This strategy incorporates guidance from relevant conventions and provides the framework for GEF activities.

The Operational Strategy, approved by Council in 1995, sets the basis for GEF's efforts in the focal areas and the operational programs. The strategy incorporates guidance from conventions, providing the framework that will sequence GEF's actions.

In accordance with the strategy, each of the six focal areas are divided into operational programs (OP), which provide a framework for the planning, implementation and coordination of a set of projects designed to achieve global environmental benefits in a particular focal area. By gathering a set of similar projects, the use of GEF resources can be maximized for greater and longer-term impact. Within the focal areas, the 15 operational programs are:

### **Biodiversity**

- OP 1. Arid and Semi-Arid Zone Ecosystems
- OP 2. Coastal, Marine, and Freshwater Ecosystems
- OP 3. Forest Ecosystems
- OP 4. Mountain Ecosystems
- OP 13. Conservation and Sustainable Use of Biological Diversity Important to Agriculture



### **Climate Change**

- OP 5. Removing Barriers to Energy Efficiency and Energy Conservation
- OP 6. Promoting the Adoption of Renewable Energy by Removing Barriers and Reducing

### **Implementation Costs**

- OP 7. Reducing the Long-Term Costs of Low Greenhouse Gas Emitting Energy Technologies
- OP 11. Promoting Environmentally Sustainable Transport

### **International Waters**

- OP 8. Waterbody-based Operational Program
- OP 9. Integrated Land and Water Multiple Focal Area Operational Program
- OP 10. Contaminant-Based Operational Program

### **Multi Focal Area**

- OP 12. Integrated Ecosystem Management

### **Persistent Organic Pollutants**

- OP 14. Draft Operational Program on Persistent Organic Pollutants

### **Land Degradation**

- OP 15. Operational Program on Sustainable Land Management



Each operational program includes guidance, specific objectives, expected outcomes and assumptions and risks to achieving those outcomes, project outputs, public involvement, and potential GEF activities –including examples of the types of activities that could be financed.

A summary of the objectives and types of activities for each of the 15 OPs follows. The complete version of each Operational Program can be accessed at:  
[http://www.thegef.org/Operational\\_Policies/operational\\_programs/operational\\_programs.html](http://www.thegef.org/Operational_Policies/operational_programs/operational_programs.html)

In Addition, Strategic Objectives have been defined for each focal area. These objectives identify the major themes or approaches under which resources would be allocated within each of the focal areas and establish priorities which are consistent with the Operational Programs, guidance from the Conventions, and the priorities of countries in each focal area. Too, they reflect incorporate lessons from the portfolio by sequencing the response to Convention priorities; responding to national priorities, incorporating scientific and technical advice and identifying portfolio gaps.

The Council approved the Strategic Objectives in May, 2003, through the document *Strategic Business Planning: Directions and Targets*. A summary of the specific objectives follows each set of Operational Programs. The complete document can be accessed at:  
[http://www.thegef.org/Documents/Council\\_Documents/GEF\\_C21/C21.Inf.11-\\_Strategic\\_Business\\_Planning.pdf](http://www.thegef.org/Documents/Council_Documents/GEF_C21/C21.Inf.11-_Strategic_Business_Planning.pdf)

### Biodiversity

The United Nations Convention on Biological Diversity (UNCBD), an international instrument to address biodiversity conservation and sustainable use, recognizes the intrinsic value of biological diversity and its importance for the evolution and sustenance of life support systems throughout the biosphere. The GEF's objectives in biological diversity derive from the objectives set forth in the CBD, which states: *“The conservation of biological diversity, the sustainable use of its components and the fair and equitable sharing of the benefits arising out of the utilization of genetic resources, including the appropriate access to genetic resources and the appropriate transfer of relevant technologies”*.

In this focal area, the GEF has developed a series of ecosystem-based OPs to secure global biodiversity benefits: Arid and Semi-Arid Zone Ecosystems (OPI); Coastal, Marine and Freshwater Ecosystems



(OP2); Forest Ecosystems (OP3); and Mountain Ecosystems (OP4). As a response to guidance from CBD's CoP, an additional OP was added on Conservation and Sustainable Use of Biological Diversity Important to Agriculture (OPI3).

### → OPI. Arid and Semi-Arid Ecosystems

GEF activities in this operational program focus on the conservation and sustainable use of endemic biodiversity in the dryland ecosystems, including grasslands, primarily in Africa, and in Mediterranean type ecosystems, where biodiversity is threatened by increased pressure from intensified land uses, drought, and desertification, which often lead to land degradation. GEF-financed activities emphasize the prevention and control of land degradation through sustainable methods of biodiversity conservation and integrated approaches to the management of natural habitats and freshwater systems, including protected areas, the introduction of land use planning, and strategic interventions to rehabilitate degraded areas.

To achieve these objectives, GEF can support investment, technical assistance, capacity building, policy, public education, and targeted research.

Typical conservation activities include:

- a. demarcating, gazettement, strengthening, expanding, and consolidating conservation areas;
- b. assessing the impact of natural disturbances and the compound effect of anthropogenic stress;
- c. control of alien, invasive species;
- d. capacity building for biosafety activities formulated on a case-by-case basis in the context of a specific project responding to country-driven national priorities;
- e. identifying processes and categories of activities which have or are likely to have significant adverse impacts on the conservation of biodiversity;



- f. piloting selected activities that are country-driven national priorities and which develop and/or test methods and tools, such as rapid biological/ecological/social assessment, geographic information systems, and data analysis systems of importance for the conservation of biodiversity;
- g. demonstrating and applying techniques to conserve biodiversity important to agriculture, such as wild relatives of domesticated plants and animals;
- h. collaboration with indigenous and local communities to conserve and maintain their knowledge, innovation, and practices relevant to conservation of biological diversity;
- i. incorporating components for targeted research important for biological diversity conservation when relevant to project objectives and consistent with national priorities; and
- j. including sustainable use awareness components when relevant to project objectives and consistent with national priorities.

**Project Example: Lake Baringo Community-based Integrated Land and Water Management Project (Kenya)**

**Description:** The project seeks to introduce sustainable land management by building capacity among local stakeholders for the conservation and sustainable use of globally significant biodiversity in lake Baringo. The activities are focused on: a) strengthening capacity of the communities in sustainable land management by introducing resource use techniques for water, pasture and cultivated land that will minimize resource deterioration; b) extending conservation benefits to biologically important community controlled land and slow down the environmentally negative ongoing land use patterns by increasing the capacity of local authorities to promote and support community based conservation enterprises; and c) ensuring the long term continuation of these conservation benefits.

To maintain biodiversity and the diversity of biological resources, GEF supports sustainable use activities in arid and semi-arid ecosystems. Typical activities include integrating biodiversity conservation and sustainable use objectives in land use and natural resource use management plans; and pilot projects providing alternative livelihoods for local and indigenous communities in buffer zones of globally important biological areas.



## → OP2. Coastal, Marine, and Freshwater Ecosystems

GEF Activities in this operational program concentrate on sustainable use and the conservation of biodiversity in coastal, wetland, mangrove, estuarine, marine, and freshwater ecosystems. Projects should incorporate integrated approaches to coastal area development and lakes and rivers management, including protected areas, to conserve coastal, marine, and freshwater biodiversity. The needs of tropical island ecosystems receive particular attention under this operational program.

**Project Example: Sustainable Development and Management of Biological Diverse Coastal Resources (Belize)**

**Description:** Comprehensive planning of coastal resource management to preserve globally-significant and economically-vital marine ecosystem. This project includes training, laying groundwork for zoning plans, and assistance with developing permanent statutory authority charged with preserving and managing littoral zone nationwide

Following are examples of traditional conservation-oriented activities that GEF is able to support:

- a. demarcating, gazetting, strengthening, expanding and consolidating systems of conservation areas, particularly in critical habitats or representative systems of coastal, marine and freshwater conservation areas;
- b. assessing the impact of natural disturbances and the compound effect of anthropogenic stress;
- c. underaking remedial actions in areas under threat;
- d. controlling alien, invasive species;
- e. building capacity for biosafety activities formulated on a case-by-case basis as a specific project responds to country-driven national priorities;
- f. identifying components for conservation of biological diversity as listed in Annex I of the CBD;
- g. identifying processes and activities which have had or are likely to have significant adverse impacts on sustainable use and the conservation of biodiversity;



- h. developing pilot projects for selected activities that address country-driven national priorities and which develop and/or test methods and tools, such as rapid biological/ecological/social assessment, geographic information systems, and data analysis systems important to the conservation of biodiversity;
- i. demonstrating and applying techniques to conserve biodiversity of importance to agriculture, such as wild relatives of domesticated plants and animals;
- j. collaborating with indigenous and local communities to conserve and maintain their knowledge, innovation, and practices relevant to conservation of biological diversity;
- k. incorporating components for targeted research important for biological diversity conservation when relevant to project objectives and consistent with national priorities; and
- l. including sustainable use awareness components when relevant to project objectives and consistent with national priorities.

A number of activities could be modified to emphasize the sustainable management of biodiversity. These include: integrating biodiversity conservation and sustainable use objectives in water and land use and in natural resource use management plans; pilot projects providing alternative livelihoods to local and indigenous communities residing in buffer zones of globally important biological areas; tenure reform and land titling in the buffer zones — in the coastal zone, marine environment, and freshwater systems around globally important protected areas; reduction of habitat fragmentation, encroachment, and pollution; and establishment of long-term cost recovery mechanisms and financial incentives for sustainable use.

→ **OP3. Forest Ecosystems**

GEF activities in this operational program involve the establishment and strengthening of systems of conservation areas, including protected areas, and the use of sustainable methods in forestry as a component of integrated land management in agricultural and forest landscapes, focusing primarily on at risk tropical and temperate forest ecosystems. Particular attention is placed on the conservation



of areas important for migratory species and on the strengthening of conservation corridors. Sizable co-financing funds from sources other than the GEF (e.g., multilateral, bilateral, and NGOs) are currently devoted to the protection and management of forest ecosystems.

Typical conservation activities are:

- a. demarcating, gazettement, strengthening, expanding, and consolidating protected forest areas, and maintaining forest corridors within the main productive landscapes, particularly in areas that are critical habitats or of importance for migratory species;
- b. assessing the impact of natural disturbances and the compound effects of anthropogenic stress;
- c. undertaking remedial actions in forests under threat;
- d. controlling alien, invasive species;
- e. capacity building for biosafety activities formulated on a case-by-case basis in the context of a specific project responding to country-driven national priorities;
- f. identifying components important for the conservation of biological diversity according to the indicative list of Annex I of the CBD;
- g. identifying processes and categories of activities which have or are likely to have significant adverse impacts on the conservation of biodiversity;

**Project Example: Kerinci Seblat Integrated Conservation and Development (Indonesia)**

**Description:** The project will secure the future of Kerinci-Seblat National Park (KSNP) by integrating park management and conservation with local and regional development. Park mgt./protection will be strengthened, based on collaborative linkages with buffer-zone communities, and local NGOs and governments. The project will stabilize land use outside KSNP by promoting activities consistent with park conservation objectives, and by improving local land use to relieve pressure on KSNP. Biodiversity assessments in forest concessions surrounding the park will assist better mgt. of a permanent buffer zone in these areas. The project will strengthen regulatory guidelines for inter-provincial, regional planning; improve local and government conservation awareness, provide training and extension to villagers, park and local government staff.





- h. piloting selected activities that are country-driven national priorities and which develop and/or test methods and tools, such as rapid biological/ecological/social assessment, geographic information systems, and data analysis systems of importance for the conservation of biodiversity;
- i. demonstrating and applying techniques to conserve biodiversity important to agriculture, such as wild relatives of domesticated plants and animals; supporting capacity building efforts that promote the preservation and maintenance of indigenous and local communities' knowledge, innovation, and practices relevant to conservation of biological diversity, with their prior informed consent and participation;
- j. incorporating components for targeted research important for biological diversity conservation, when relevant to project objectives and consistent with national priorities; and
- k. including sustainable use awareness components when relevant to project objectives and consistent with national priorities.

GEF can support sustainable development activities in areas surrounding critical habitats that require integration of biodiversity protection and sustainable development into their plans. In addition, GEF could support activities that could be modified specifically to protect biodiversity. Typical examples are: integration of biodiversity conservation and sustainable use objectives in land use and natural resource use management plans; integrated pilot projects providing alternative livelihoods to local and indigenous communities residing in buffer zones of globally important biological areas; integrated conservation and development projects around protected forests; participatory management of natural resources, and alternative livelihoods; tenure reform and land titling in the buffer zones around important protected forests; sustainable production/use of natural products (e.g. sustainable forest management practices; improvement in rural and community wood-lots specifically to remove pressure on fuelwood obtained from protected forests; adjusting sustainable logging regimes to protect natural habitats of global significance; intensification of agricultural productivity in surrounding areas to minimize encroachment on marginal forested areas of high biodiversity value; and establish long-term cost recovery mechanisms and financial incentives for sustainable use.



→ **OP4. Mountain Ecosystems**

GEF activities in this operational program address the conservation and sustainable use of biodiversity areas under increasing human pressure and imminent threat of degradation, in the Mesoamerican, Andean, East African, and Himalayan regions, the mountainous regions of the Indochina peninsula, and tropical islands. Through this OP4 the GEF will seek to establish sustainable land use practices on mountain slopes for protecting representative habitats and strengthen conservation practices in the alpine, mountain grassland, montane forest zones, and freshwater systems. Activities that link mountain ecosystems with lowland ecosystems through corridors and those that demonstrate and apply best practices for integrated landscape management are highly prioritized.

**Project Example: Participatory Community-based Conservation in the Anjozorobe Forest Corridor (Madagascar)**

Description: The objective of the project is to conserve biodiversity and habitat in the globally significant highland forest corridor of Anjozorobe, Madagascar. This will be achieved by promoting a model of sustainable community-based management within the context of a Regional Forest Reserve (RFR).

Typical conservation activities are:

- a. demarcating, gazetting, strengthening, expanding, and consolidating protected mountain areas and their buffer zones; creating and strengthening participatory and co-management schemes to build local support and ownership; promoting trans-border protected areas and their cooperative management;
- b. developing socio-economic activities to reconcile biodiversity conservation with human needs;
- c. assessing the impact of natural disturbances and the compound effects of anthropogenic stress;
- d. linking *in situ* conservation of wild species and genetic material with agrobiodiversity;
- e. controlling alien, invasive species;



- f. strengthening capacity building for biosafety activities formulated on a case-by-case basis in the context of a specific project responding to country-driven national priorities;
- g. identifying components of biological diversity important for its conservation with regard to the indicative list of Annex I of the CBD;
- h. identifying processes and categories of activities which have or are likely to have significant adverse impacts on sustainable use and the conservation of biodiversity;
- i. piloting selected activities that are country-driven national priorities and which develop and/or test methods and tools, such as rapid biological/ecological/social assessment, geographic information systems, and data analysis systems of importance for the conservation of biodiversity;
- j. demonstrating and applying techniques to conserve biodiversity important to agriculture, such as wild relatives of domesticated plants and animals;
- k. collaborating with indigenous and local communities to conserve and maintain their knowledge, innovation, and practices relevant to conservation of biological diversity;
- l. incorporating components for targeted research important for biological diversity conservation when relevant to project objectives and consistent with national priorities; and
- m. including awareness of sustainable use when relevant to project objectives and consistent with national priorities.

Typical GEF sustainable development activities occur in areas surrounding critical habitats where sectoral plans require integration of biodiversity protection and sustainable development through integrated resource management. Examples include integration of biodiversity conservation and sustainable use objectives in land use and natural resource use management plans; and integrated pilot projects that provide alternative livelihoods to indigenous communities residing in buffer zones for globally important biological areas;



### → OPI3. Conservation and Sustainable Use of Biological Diversity Important to Agriculture

The **objectives** of this operational program are: to promote the positive impacts and mitigate the negative impacts of agricultural systems and practices on biological diversity in agro and other ecosystems; the conservation and sustainable use of genetic resources of actual and potential value for food and agriculture; and the fair and equitable sharing of benefits derived from the use of genetic resources. Because agricultural biodiversity affects rural farming communities, which are among the world's poorest, GEF projects will emphasize alleviating poverty and, at the same time, increasing productivity of biological and land resources.

**Project Example: In-situ Conservation of Kazakhstan's Mountain Agro-Biodiversity (Kazakhstan)**

**Description:** The project approach is to a) demonstrate improved agro-biodiversity conservation *in situ* at two mountain fruit forest sites which harbor globally significant apple, apricot, and other wild plant varieties; b) to establish an integrated and sustainable legal, policy, and institutional framework for agro-biodiversity conservation and sustainable use in Kazakhstan; and c) with the lessons learned from these experiences, institutionalize best practices to ensure improved management of agro-biodiversity resources throughout Kazakhstan.

GEF eligible activities under this program include:

- a. integrating agricultural biodiversity conservation and sustainable use objectives in land use and natural resources use management plans;
- b. identifying and conserving components of biological diversity important for sustainable use of agro-ecosystems according to the indicative list of Annex I of the CBD;
- c. demonstrating and applying techniques to manage in a sustainable manner biodiversity important to agriculture, including wild relatives of domesticated plants, animals and their gene pools;
- d. supporting capacity building efforts that promote the preservation and maintenance of knowledge, innovation, and practices of indigenous and local communities relevant to the conservation and sustainable use of agro-biological diversity, with their approval and involvement;



- e. incorporating components of targeted research (including diversification of crops and breeds) important for the conservation and sustainable use of agricultural biodiversity in programmatic intervention, when applicable, for the achievement of GEF biodiversity program objectives in specific ecosystems and consistent with national priorities of countries involved; and
- f. including sustainable use awareness components, when relevant, in program objectives and when consistent with national priorities.

A number of activities can be modified to manage agricultural biodiversity in a sustainable manner. These include sustainable integrated rural development, e.g., farmers' seed supply and exchange, participatory plant breeding, and range management which may involve both livestock and agriculture, infrastructure, marketing, wildlife and tourism; integrated management of crops and animals to conserve biodiversity and reduce the use of pesticides and other activities that may harm biodiversity; soil conservation and restoration of degraded areas to conserve and use biodiversity in a sustainable manner; natural resource management activities which emphasize integrated use with conservation and development, such as use of water resources to ease grazing pressure and prevent deterioration of vegetation; designation of protected areas that contain important genetic pools of wild relatives of crops and breeds; energy conservation projects that emphasize alternative energy sources to conserve the vegetation and biological diversity; establishment of cost recovery mechanisms and financial incentives for sustainable use; and community-based farming and pastoral systems based on indigenous knowledge.

Additional activities by which countries can conserve biodiversity important to agriculture within their sustainable development programs include maintaining an enabling environment, utilizing innovative economic tools and approaches, and creating new incentives.

#### *Strategic Objectives: Biodiversity*

GEF assistance is directed to four major areas: (a) capacity building; (b) participation of governmental agencies beyond "green" entities to foster greater political and institutional participation; (c) increasing the involvement of civil society and the private sector; and (d) linkages with other focal



areas of the GEF to maximize synergies that may generate local and global environmental benefits. The four strategic described below are the priorities for GEF efforts for FY 2005-2007:

### **BD-1) Catalyzing Sustainability of Protected Areas**

Protected Areas (PAs) remain the foundation of GEF supported biodiversity conservation efforts worldwide. The key objective is to conserve biodiversity through the long-term development of ecological, institutional, social, political and financial sustainability in national protected area systems.

GEF assistance focuses on the following activities:

- Long term capacity building aimed at generating institutional, managerial and financial sustainability from both private and public sources
- Promoting community-indigenous initiatives that encourage the participation of both groups in the design, implementation, management, and monitoring of biodiversity conservation projects
- Removing barriers to the development of public-private partnerships.

The primary implementation of this priority takes place through OPs 1 to 4 and OP 13.

### **BD-2) Mainstreaming Biodiversity in Production Landscapes and Sectors**

To mainstream biodiversity conservation within production systems where biodiversity faces the most critical threats, GEF support is targeted at integrating biodiversity conservation into agriculture, forestry, fisheries, tourism and other production systems and sectors to secure both national and global environmental benefits. GEF interventions include the following types of activity:



- Facilitating the mainstreaming of biodiversity within production systems to develop the capacities of government agencies and other stakeholders, improve management procedures, and encourage partnership building among public entities, local communities and the private sector.
- Developing market incentives, such as certification of suppliers, purchasing agreements and codes of conduct, to catalyze market forces and introduce processes that improve market efficiency and the ability to provide biodiversity.
- Supporting demonstration projects that can be easily replicated.

### **BD-3) Capacity Building for the Implementation of the Cartagena Protocol on Biosafety**

This strategy responds to the guidance from the CBD and recognizes the potential risks posed by modified living organisms and the urgent need to build systemic and institutional capacity to address biosafety issues.

GEF support is given to countries for the development and implementation of National Biosafety Frameworks, including the Biosafety Clearing House and enabling activities. Also funding is provided for training in risk assessment and management of modified living organisms involving representatives from agriculture, fisheries, forestry, commerce, industry, environment, education, trade, and health as well as community and private sector stakeholders.

### **BD-4) Generation and Dissemination of Best Practices for Addressing Current and Emerging Biodiversity Issues**

The key objective of this strategy is to improve the analysis, synthesis and dissemination of best practices, innovative approaches and new tools derived from GEF projects and programs to improve sustainability in the biodiversity focal area.

Emphasis is placed on ensuring that state-of-the-art information is disseminated in a timely and effective manner to optimize the application of best practices for improving the conservation of biodiversity. GEF support mainly focuses on the following activities:



- Gathering and disseminating best practices information among implementing and executing agencies, government entities, NGOs, CBOs, academies of science and other scientific institutions, and the private sector.
- Building scientific and technical cooperation to generate knowledge and facilitate the north-south and south-south exchange of information through scientific and environmental networks.
- Demonstration projects that generate synergies between biodiversity, climate change, land degradation and international waters, and produce national and global environmental benefits. Two issues are of particular interest: (i) vulnerability and adaptation to global change, and (ii) demonstration of ecosystem approaches.
- Specific themes identified by the GEF Secretariat, the implementing and executing agencies, and the CBD COP.

### Climate change

The Climate Change focal area supports the implementation of the United Nations Framework Convention on Climate Change (UNFCCC). The objective of the Convention is to stabilize greenhouse gas concentrations in the atmosphere at a level that prevents their potentially harmful interference with the earth's climate systems.

The participation and cooperation of all countries are needed to reduce energy consumption and achieve sustainable development. The GEF provides financial assistance to recipient countries, in line with the policy guidance defined by the Conference of the Parties (CoP), the highest decision-making body of the UNFCCC. The CoP decides on the priority areas, policies and eligibility criteria for project funding. The Kyoto Protocol, the legally binding instrument to the convention that has entered into force in January, 2005, also uses the GEF as its financial mechanism.

Climate Change operational programs focus on two broad strategies: (a) the removal of obstacles for market development with OP 5, 6 and 11, and (b) the reduction of manufacturing and implementation cost for promising climate-friendly technologies with OP 7 and 11.





→ **OP5. Removal of barriers to energy efficiency and energy conservation**

The **objective** of this operational program is to contribute to the net reduction of greenhouse gas emissions due to human activities and the removal of these gases from the atmosphere. This objective can be achieved through the removal of barriers to large-scale application, implementation and dissemination of least-cost energy efficient technologies; as well as through the promotion of more efficient energy use. The potential for energy efficiency is high, in terms of production, transport and use, and energy conservation projects in terms of demand and supply. Meeting the overall objective of this operational program depends on the scope and replicability of the projects.

**Project Example: Efficient Industrial Boilers (China)**

**Description:** This project will reduce greenhouse gas emissions by adapting high efficiency foreign technologies to local conditions for small and medium-sized, coal-fired industrial boilers. To assist the dissemination and effective use of efficient technologies, the project will also strengthen China's industrial-boiler engineering, operations, production management and marketing capabilities, and improve boiler technology exchange domestically. As long-term measures for barrier removal, the project will support related technical and policy studies, public awareness/information dissemination, and strengthened environmental standards for the industrial boiler sector.

Generic barriers to energy efficiency include:

- **Regulatory, Policy, and Institutional Barriers:** Regulatory biases or absence; lack of incentives for utility and enterprise managers; lack of a legal framework for co-generation or independent power production; lack of coordination between ministries and agencies.
- **Technical Barriers:** Lack of trained personnel or technical or managerial expertise; lack of technology; lack of local manufacturing.
- **Market Barriers:** Lack of marketing capacity and consumer incentive programs
- **Economic, Financial, and Financing Barriers:** High transaction costs; high initial capital costs; perceived risks of the more-efficient technology; bias of financial institutions and their lack of familiarity with small demand-side projects; lack of financing for energy efficiency projects; high user discount rates; uncertain future energy prices.



- **Information Barriers:** Lack of information on technology options, costs/benefits and potentials of energy savings, and market demand for energy efficiency technologies; lack of energy support services and advice; lack of awareness and interests from different levels of stakeholders.

GEF activities targeted at removing these barriers require a mix of the following GEF modalities:

- a. targeted research (e.g., adaptation to local conditions);
- b. capacity building (e.g., financial evaluation);
- c. institutional strengthening ( e.g., regulatory framework);
- d. investments (e.g., demonstration projects); and
- e. training (e.g., to operate, maintain demonstration sites).

Examples of measures to promote energy efficiency in a GEF project include: Improving the legal, regulatory, and policy framework to provide incentives for energy conservation; developing sectoral energy conservation policies; developing Demand-Side Management (DSM) programs; training programs and awareness campaigns; developing innovative financing mechanisms; develop appliance standards, product labeling, and consumer information.

#### → **OP6. Promotion of the adoption of renewable energy by removing barriers and reducing implementation costs**

The **objectives** of this OP are to remove the barriers to the use of commercial or near-commercial renewable energy technologies (RET) and to reduce any additional implementation costs for renewable energy technologies that result from a lack of practical experience, initial low volume markets, or from the dispersed nature of applications.

Like OP 5, OP 6 is also designed for the removal of barriers to market-oriented projects. Generic Barriers to renewable energy include:



- **Policy Barriers:** Lack of financial incentive policies to encourage renewable energy development; lack of legal, regulatory and policy framework for market-oriented renewable energy programs; unfavorable utility regulations to renewable energy development; lack of legal framework for independent power production.
- **Institutional Barriers:** Lack of coordination between institutions; long and difficult permit process.
- **Technical Barriers:** Lack of technical expertise and services in system design, installation, operation, and maintenance of renewable energy technologies; lack of standards and quality control for renewable energy equipment; lack of domestic manufacturing; difficulties of firm dispatch in utility grid operations.
- **Market Barriers:** Limited expertise in business management and marketing skills; market distortions by the subsidized or grant-based hardware installation programs.
- **Economic, Financial, and Financing Barriers:** High transaction costs; high initial capital costs; higher perceived risks of the renewable energy technology; financial institutions biases and unfamiliarity with financing renewable energy projects; lack of access to credit; lack of appropriate financing mechanisms for renewable energy; high user discount rates; uncertain future energy prices; high import duties.

**Project Example: Energy Services Delivery (Sri Lanka)**

**Description:** This project encourages participation of the private sector, NGOs and cooperatives in the provision grid and off-grid energy services, and strengthen the public and private institutional capacity to deliver energy services through renewable energy technologies and demand-side management (DSM). Its specific components will be (a) a private sector renewable energy fund to support pre-grid, PV electrification, mini-hydro schemes and other renewable energy sources; (b) a pilot grid-connected wind farm (3MW); and (c) technical assistance for the use of renewable energy in residential and commercial sectors, for the Ceylon Electricity Board (CEB) to prepare a DSM action plan and a National Renewable Energy Strategy, for CEB to facilitate small private power investments and pre-electrification, and for management of the renewable energy fund.



- **Information Barriers:** Lack of information about renewable energy resources, technical/economic information about renewable energy technologies (RET), RET market, equipment suppliers, and potential financiers; lack of awareness of renewable energy in public, industry, utility, financial institutions, and policy-makers

Each barrier removal measure requires a mix of the following GEF modalities:

- a. targeted research (resource endowment, adaptation to suit local conditions);
- b. capacity building (e.g., in financial evaluations);
- c. institutional strengthening (e.g., in establishing a regulatory framework);
- d. investments (demonstration projects); and
- e. training (to operate and maintain demonstration sites).

Examples of measures for promoting renewable energy in a GEF Project include: Improve legal, regulatory, and policy framework to provide financial incentives for renewable energy and attract private sector investment in renewable energy; improve utility regulation, particularly regarding the price and quantity of utility power purchase from renewable energy power producers; set up local community organizations to promote renewable energy locally; promote renewable energy delivery mechanisms, such as Renewable Energy Service Companies (RESCO) and dealer sales model; develop standards and codes, as well as testing and certification capacity for renewable energy equipment; provide technology transfer and

**Project Example: CEPALCO Distributed Generation PV Power Plant (Philippines)**

**Description:** A 1 MW distributed generation PV power plant is proposed to be built and integrated into the 80 MW distribution network of the Cagayan de Oro Power & Light Company (CEPALCO), a private utility operation in the Philippines. The PV system will be operated in conjunction with an existing 7 MW hydroelectric plant with dynamic load control, thereby enabling the joint PV/hydro resource to reduce both -distribution level and system level demand, effectively providing “firm” generating capacity. The PV plant will also assist in postponing the need for additional substation installations in the CEPALCO distribution system for a period of up to three years. The project will thus reduce the need of CEPALCO to purchase additional quantities of thermal plant-based power, thereby reducing its emissions of greenhouse gases. However, more importantly, it is expected that this plant will provide the first, full-scale demonstration of the environmental and economic benefits of the conjunctive use of hydro and PV-based power, as well as the first significant use of grid-connected PV in a developing country.



technical assistance to local manufacturers; training programs and awareness campaigns; develop market strategies; develop innovative financing mechanisms; establish information centers and services.

→ **OP7. Reduction of the long-term costs of low greenhouse gas-emitting energy technologies**

The **objective** of this Operational Program is to reduce greenhouse gas emissions by accelerating technological development and increasing the market share of low greenhouse gas-emitting technologies that have not yet become commercial widespread least-cost alternatives, but have the potential for becoming so in the future.

Emphasis is placed on the following technologies:

- a. photovoltaics for grid-connected bulk power and distributed power applications;
- b. advanced biomass power through biomass gasification and gas turbines;
- c. solar thermal-electric technologies in high insulation regions;
- f. wind power for large-scale grid-connected applications;
- g. advanced fossil fuel gasification and power generation technologies, initially to include integrated coal gasification/combined cycle technologies.

The types of activities that can be financed include:

- a. **targeted research** on cost reduction curves; on integrating information on country resource endowment with cost-effectiveness of potential applications; on the present and prospective readiness; on potential costs and benefits of selected technologies and adaptation to local conditions;
- b. **capacity-building and technical assistance** for reducing uncertainties about costs, performance, and benefits; for strengthening local capabilities to operate, manage, maintain, and evaluate new technologies and their applications; for improving local capacity to integrate



new energy sources into conventional supply systems, and for identifying, planning, and implementing follow-on projects. This category also includes institutional strengthening to adopt supportive regulatory frameworks; and

- c. **investment** in the most promising applications conforming with operational program guidance. Cost reductions will be accomplished by promoting technology transfers, joint ventures, local manufacturing, learning by doing, and achieving economies of scale.

### → **OPII. Promoting environmentally sustainable transport**

The **objective** of this Operational Program is to reduce GHG emissions from *ground transport* sources by facilitating recipient countries' commitment to adopt sustainable low-GHG transport measures and disengagement from unsustainable measures common in many parts of the world.

The scope of technologies that this program emphasizes and promotes in *ground transport* includes:

- a. Non-motorized transport;
- b. Shifts to more efficient and less polluting forms of public and freight transport through measures such as traffic management and avoidance and increased use of cleaner fuels;
- c. Fuel-cell or battery operated 2- and 3-wheelers;

**Project Example: Transport and Air Quality Improvement Program for São Paulo (Brazil)**

**Description:** The project will support the Municipality of São Paulo's plan to reduce GHG emissions from the transportation sector through long-term modal shift to more efficient and less polluting forms of transport, as well as the implementation of the Integrated Urban Transport (PITU) plan for 2020 and the Master Plans for the São Paulo Metropolitan Region (SPMR). The objectives of the project include: improving coordination between environment, transport, and planning agencies at the local and metropolitan level; integrating transport and land-use planning; creating incentives for more efficient and collective modes of transport; rationalizing freight transportation; encouraging better vehicle maintenance and operation; creating incentives for non-motorized transport; introducing innovative regulatory and economic instruments to limit GHG and other polluting emissions.



- d. Hydrogen-powered fuel cell or battery-operated vehicles for public transport and goods delivery;
- e. Internal combustion engine-electric hybrid buses; and
- f. Advanced technologies for converting biomass feedstock to liquid fuels.

The types of activities that can be financed include strategic planning, targeted research, training, capacity building, technical assistance, demonstration projects, investments, market transforming activities to achieve full commercialization and dissemination of lessons learned that lead to replication of successful GEF- financed measures, as well as

1. Integrated **strategic urban, land-use and transportation planning** to set out plausible development paths to environmental sustainability;
2. **Targeted research** on integrating information on country resource endowment with information on the cost-effectiveness of potential applications; on potential costs and benefits of selected measures, including techniques for estimating fuel savings; and on adaptation to local conditions;
3. **Training, capacity-building and technical assistance** for reducing uncertainties about costs, performance, and benefits; for strengthening local capabilities and institutions to operate, manage, maintain, and evaluate eligible sustainable transport measures (paragraph 11.10); for identifying, planning, implementing and integrating follow-on projects. Such measures also include institutional strengthening to adopt supportive regulatory frameworks, and financial evaluations.
4. **Demonstration Projects** with clear benefits, such as reduced uncertainties about costs, performance and market acceptance. Demonstrations can also help in the resolution of institutional issues associated with new technologies and with the development of maintenance and service infrastructures.
5. **Investment** in the most promising applications conforming with Operational Program guidance. Cost reductions will be accomplished by promoting technology transfers, joint ventures, local manufacturing, learning-by-doing, and achieving economies of scale.



6. **Market Transformations to achieve full commercialization**, including the use of innovative non-grant financing modalities, and
7. **Dissemination** of learning and experience to lead to wider application of sustainable transport measures.

*Strategic Objectives: Climate Change*

**CC-1) Transformation of markets for high-volume, commercial, low GHG products or processes:** Existing GEF projects demonstrate a variety of successful approaches to market transformation, including energy-efficient product standards and codes, utility DSM programs, voluntary agreements with the private sector, competitively allocated and limited subsidies, and low-cost loans and performance guarantees. The combination of these and other activities into a holistic approach to sustainable and significant market expansion on a national scale is the defining element of SI. Projects under SI are expected to catalyze both demand and supply sides with relatively small inputs of resources to achieve significant and lasting market penetration or transformation.

**CC-2) Increased access to local sources of financing:** A number of existing projects under OP5 and 6 identify financial barriers as major market impediments and aim to remove those barriers by various means. Experience from the GEF portfolio suggests that in many countries local financial markets have sufficient size, capacity and liquidity to provide capital for investment in (near-) commercial energy efficient equipment, energy conservation or renewable energy technologies for modern energy services. However, consumers and investors have limited access to local financial institutions due to perceptions of risk by lenders, high transaction costs, lack of infrastructure, or lack of awareness about energy efficient technologies and their technical and financial performance. Supporting financial intermediaries like NGOs, microcredit lenders, savings groups, and energy service companies, and providing risk-sharing instruments to financial players can be cost-effective ways of addressing this barrier. Microcredit to rural households, commercial loan guarantees for energy-service companies, revolving funds, and local business finance have all been successfully demonstrated in GEF projects. With a focus on *local* financial markets and institutions, such projects





have a higher likelihood of sustainability and replication. Alternatively, public sources offer a lasting source of financing which can be tapped. Beneficiaries are usually small and medium enterprises, end-users like home owners, consumers and rural population, and local authorities (municipalities, village councils).

**CC-3) Power Sector Policy Frameworks Supportive of Renewable Energy and Energy Efficiency:** Industrialized and developing countries are following comparable patterns of utility restructuring designed to commercialize electricity markets. However, there is clear consensus that power sector reforms have failed to address the specific needs and constraints of energy efficiency and renewable energy. The GEF can, and should, do much more to help governments incorporate clean energy into power sector policy frameworks. Several existing GEF projects have shown that GEF-support can facilitate development of regulatory frameworks to support grid-connected renewable energy and utility demand-side management programs. Without such frameworks, GEF interventions for renewable energy and energy efficiency in the power sector may not be sustainable or replicable, yet such interventions are key to large-scale GHG reductions in developing countries. In many cases, projects simultaneously address both this priority and priority S2, as local financing also remains a key barrier to power sector investments.

**CC-4) Productive Uses of Renewable Energy:** In rural areas, the existing GEF portfolio has focused almost exclusively on electricity for home lighting but there is great potential for applications of renewable energy that provide income and other essential social services. By and large, the GEF has not addressed this potential, although such applications, which are sustainable and can be replicated, promise to provide additional purchasing power and/or strong development benefits. Development co-benefits are now strongly emphasized in international discussions of climate change mitigation and are emerging as a key priority globally. Examples of such productive applications are water pumping for irrigation, cottage industry, agro-industry processing, kiln firing, lighting in health clinics and schools, drinking water pumping and purification, and telecommunication and computing centers. Applications in all categories are emerging, but proven models remain limited. The GEF portfolio has only a handful of productive-use projects, and needs to be greatly expanded in this area. In addition, new GEF projects will need to pilot new financing and delivery models for productive-use applications that are sustainable and can be replicated on a large scale. This priority stands out because of its direct poverty alleviation impact.



**CC-5) Global Market Aggregation and National Innovation for emerging Technologies:**

OP 7 supports efforts to reduce the costs of emerging clean energy technologies in the long term. The number of projects supported to date has been small and the achievements extremely limited. The close interdependence between technology-support activities and the political-institutional environment needs to be stressed. The existing GEF portfolio identifies another shortcoming of existing approaches: parallel technology development in industrialized countries, which was originally assumed to happen as GEF supported emerging technologies, has been rare and disconnected. More attention has to be given to active market aggregation across countries and across technology applications. GEF needs to exercise its facilitating and catalyzing role in building market development alliances more vigorously. Greater attention to future markets, policy and political issues, institutional circumstances, and the need to match global benefits, local benefits and project opportunity costs to the client country, rather than technology issues, will be the strategic direction for OP7 under this priority.

**CC-6) Modal shifts in urban transport and clean vehicle/fuel technologies:**

OP11 is fairly new, compared to other GEF climate OPs. The initial scope of the operational program was defined as “ground transport”, addressing modal shifts, non-motorized transport, low GHG emission transport technologies and technologies for biofuel production. Even though this initial scope allows funding for a variety of measures, the first OP 11 projects to enter the work program were largely fuel cell and hybrid-electric bus projects which emphasized technology solutions over non-technology approaches. Since then, only a few non-technology project concepts have been proposed. Priority funding for non-technology options would shift the emphasis of the OP 11 portfolio towards a more balanced mix of sustainable transport options. Consequently, while OP 11 will continue to support a mix of technology and non-technology projects, priority will be given to public transit (such as bus rapid transit), non-motorized transport (such as bicycles and pedestrian areas), and non-technology measures (such as traffic demand management and economic incentives). Modal shift projects will emphasize a strategic long-term approach to urban mobility and include integrated land use planning and management activities that lead to cost-effective and sustainable transport systems. Overall, OP11 will be expected to build institutional and technical capacity at the local level, support research, policy development, feasibility studies as well as public outreach initiatives, and catalyze public and/or private investments in sustainable transport infrastructure.



### *Adaptation to Climate Change*

The GEF has adopted a staged approach to **adaptation**, including short, medium and long-term strategies, to be implemented sequentially.

Four avenues of support for adaptation are available. Guidance to the GEF with respect to adaptation has been provided by the Climate Convention at CoP 7, CoP9 and CoP 10. The GEF response to this guidance has resulted in the creation of four different paths to support adaptation activities. The emphasis and eligibility requirements of each of these paths or avenues differ. Of these four avenues, three of them are currently operational (as of September 2005). The four avenues for funding adaptation activities are:

1. The **Strategic Priority Piloting an Operational Approach to Adaptation (SPA)**. The overall objective of the SPA is to support pilot and demonstration projects that both address local adaptation needs and generate global environmental benefits in the focal areas in which the GEF works: biodiversity, climate change, international waters, land degradation, and persistent organic pollutants (POPs). Projects that generate both local (development-focused) and global benefits will be eligible under the SPA if their benefits are considered to be primarily global in nature. This objective will be achieved through the implementation of adaptation measures that are identified in vulnerability and adaptation assessments and are prepared using a rigorous scientific approach. The SPA will support activities that increase adaptive capacity and resilience to climate change when its adverse impacts affect biodiversity loss, greenhouse gas emission avoidance, international waters protection, land degradation, and the phasing out of POPs.
2. The **Least Developed Country Fund (LDCF)**, ) designed to support the development and implementation of National Adaptation Plans of Action (NAPAs) for the 48 LDCs. The overall objective of the adaptation program under the LDCF is to meet the urgent and immediate needs of the LDCs with respect to climate change, as identified and prioritized by the NAPAs. Adaptation activities financed under the LDCF will seek to assist the most vulnerable within a country and those with the most immediate needs. Activities will therefore seek to recognize the link between adaptation and poverty reduction.



3. The **Special Climate Change Fund (SCCF)**, established to address special needs of developing countries in the ambit of climate change, and whose top priority is adaptation. The overall objective of adaptation under the SCCF is to support adaptation activities to address the adverse impacts of climate change.
4. The **Adaptation Fund (AF)**, established after the entry into force of the Kyoto Protocol, which directs that 2% of the share of the proceeds from Clean Development Mechanism (CDM) projects be placed in a fund for adaptation.

The four avenues to support adaptation activities are meant to be complementary and not duplicative. The eligibility criteria are designed to clarify their distinctions. Each submitted project can access only one fund at a time. Financing from two or more adaptation-related funds will not be possible in a single project. In particular, the distinction between the SPA/GEF trust fund (aimed at financing the incremental cost of projects that generate global environmental benefits) and the new funds (aimed at financing the additional cost of adaptation imposed over a country's development budget) must be clearly defined for financing purposes.

The guidelines on how to develop adaptation projects will be updated, as they become available.

### International Waters

Guidance for this operational program (OP) comes from the Operational Strategy of the GEF Council. While no single convention provides guidance, as is the case with the other GEF focal areas, an intricate web of conventions and action programs provides the basis for countries to collaborate.

Operational programs in the International Waters focal area provide a planning framework for the design, implementation, and coordination of different sets of IW projects that can achieve specific global environmental benefits. The following three OPs place emphasis on the kinds of interventions and projects that can lead to implementation of more comprehensive approaches for restoring and protecting the international waters environment.



## → OP 8: Waterbody-based Operational Program

The long-term **objective** of the program is to undertake a series of projects that involve helping groups of countries to work collaboratively, with the support of the IAs and Eas, to change sectoral policies and activities so that transboundary environmental concerns about degrading specific bodies of water can be resolved.

The operational program consists of projects that utilize different types of interventions to make changes in sectoral policies and activities which degrade the international waters environment. A range of transboundary environmental concerns, different types of waterbodies, and a number of geographic settings are utilized across the world to test various interventions and learn from implementation. Groups of countries work collaboratively to learn about and resolve priority transboundary environmental concerns.

**Project Example: Black Sea Environmental Management - Regional (Bulgaria, Georgia, Romania, Russian Federation, Turkey, Ukraine)**

**Description:** The BSEP has three primary objectives: to strengthen and create regional capacities for managing the Black Sea ecosystem; to develop and implement an appropriate policy and legal framework for the assessment, control and prevention of pollution and the maintenance and enhancement of biodiversity; and to facilitate the preparation of sound environmental investments.

The GEF may provide assistance to:

- a. conduct collaborative transboundary diagnostic analysis to identify priority transboundary environmental concerns;
- b. formulate a Strategic Action Program (SAP) of actions each country needs to take to address the priority transboundary concerns.
- c. support the incremental cost of technical assistance, capacity building, limited demonstrations, and certain investments.
- d. encourage the use of sound science and technological innovations for management.

The types of activities supported are:



1. **Transboundary Freshwater Basin Component.** GEF seeks to focus on the top priority problems that are transboundary in nature so that sectoral policies and activities in the basin that create the problems are changed. Joint actions among nations and regional cooperative institutional arrangements are often key features of these projects. Institutional elements such as water quality standards/regulations, permit processes, or water minimization/pollution requirements are harmonized among countries. Institutional arrangements, with the involvement of the scientific community, are often developed or strengthened to provide mechanisms for countries to sustain actions after the GEF projects ends.
2. **Large Marine Ecosystem Component.** With 95 percent of all marine fisheries in the world coming from the 49 large marine ecosystems that make up continental shelf areas, projects in this component are essential both for food security and for sustainable use of coastal resources. Integrated freshwater basin-coastal area management measures are important for protecting large marine ecosystems. In hotspots of transboundary environmental damage, targeted technical assistance or investment projects are encouraged to address serious problems. In addition, cooperating countries may wish to jointly address environmental problems of an oceanic area not included in a large marine ecosystem. Use of new technological and institutional tools is encouraged. Technological advances that use information technology and computer simulation are being introduced to help make critical management decisions for marine resources. Some projects may address issues (e.g. destructive fishing techniques) that are common to many countries in which changes in sectoral policies or activities are needed to maintain the environmental sustainability of marine and coastal waters.

→ **OP 9: Integrated Land and Water Multiple Focal Area Operational Program**

The long-term **objective** of the program is to achieve global environmental benefits through implementation of IW projects which integrate the use of sound land and water resource management strategies that result from changes in sectoral policies and activities to promote sustainable development.



The GEF will support the following types of activity:

1. **Land Degradation Component.**

Land degradation in dryland areas is linked to management of both surface and groundwater resources in transboundary drainage basins. Support for development of water resources management strategies by riparian countries for a transboundary dryland basin is a common theme of these projects. While projects are sought worldwide, initial emphasis will be placed on Africa and on close cooperation with the GEF arid and semi-arid ecosystems OP.

**Project Example: Strategic Action Programme for the Binational Basin of the Bermejo River - Regional (Argentina, Bolivia)**

**Description:** This project intends to develop a Strategic Action Programme that will promote environmentally sustainable development within the Bermejo River Basin, taking into consideration the programme of investments being prepared by the Binational Commission for the development of the Upper Bermejo and Grande de Tarija River Basins.

2. **Small Islands Developing States (SIDS) Component.** With their special conditions and needs, SIDS require integrated approaches to land and water management in order to address threats to their water resources. In particular, projects in this component stress integrated freshwater basin - coastal area management as key elements to ensure a sustainable future for these island states. The GEF helps facilitate the analysis of environmental problems and the setting of specific priorities for modifications of sectoral policies and activities that might be needed on particular islands. The GEF also helps to strengthen regional approaches to joint management and to leverage needed investments. Processes similar to SAP formulation may be appropriate for regional groupings of SIDS.
3. **Multiple Focal Area Component.** GEF projects integrating several focal areas have the potential to multiply benefits from GEF interventions. In areas with globally significant biodiversity concerns, especially unique wetlands, coastal areas, and coral reefs, multiple focal areas projects might be appropriate for addressing current and anticipated threats in order to correct or prevent environmental damage. If the unique ecosystem lies mostly in one country, a single



country project might be aimed at sectoral policies and activities needed to ensure that sustainable development can occur. Likewise, joint IW/biodiversity projects aimed at certain endangered aquatic/marine species that cross borders are appropriate for this component.

### → OP 10: Contaminant-Based Operational Program

The long-term **objective** of the Contaminant-Based Operational Program is to develop and implement projects that demonstrate ways of overcoming barriers to the use of best practices for limiting releases of contaminants that cause priority concerns in the International Waters focal area, and to involve the private sector in utilizing technological advances for resolving these transboundary priority concerns.

Typical activities for projects in this OP include:

#### I. Land-Based Activities

##### **Demonstration Component.**

Land-based activities can be addressed in all three operational programs of this focal area depending on the setting and the waterbody. This component includes a series of demonstration projects consisting of basins or areas draining to coastal\marine waters. Fast-track demonstrations of approaches, techniques, pilot projects, innovative technologies, institutional arrangements, and contaminant release how these should be addressed in relation to other stresses. In particular, several demonstrations involving the use of economic instruments are of high priority.

**Project Example: Western Indian Ocean Islands Oil Spill Contingency Planning - Regional (Comoros, Seychelles, Madagascar and Mauritius)**

**Description:** The project's objective is to protect the environmental integrity and globally significant biodiversity of a large, biologically rich and relatively pristine part of the Western Indian Ocean from the risks and consequences of oil spills, particularly major spills. The project's specific objectives are to: (a) establish the legal and institutional frameworks that are needed in each country to comply with the relevant international marine pollution conventions, including the OPRC; (b) prepare and test both national and regional oil spill contingency plans; (c) develop appropriate national and regional oil spill response capacity; and (d) establish a sustainable financing mechanism and public/private sector collaborative arrangements for oil spill response.





2. **Global Contaminants Component.** Some toxic pollutants that are persistent in nature can be considered as “global contaminants” because they are transported long distances in ocean currents or through atmospheric deposition. The GEF may support activities that help characterize the nature, extent and significance of contaminants and support the incremental cost of processes and measures that demonstrate prevention or reduction of releases in recipient countries. These contaminants include mercury, dioxins, PCBs, persistent organic pollutants and endocrine-disrupting pesticides, among others
3. **Ship-Related Contaminants Component.** Special emphasis is being placed on interventions to prevent the transfer of non-indigenous species in ship ballast water, to demonstrate of new technology to help ships avoid collisions in busy corridors, and to prevent unauthorized releases of contaminants while leveraging private sector involvement. New information technology may discourage releases of oil and non-degradable waste and provide a way to determine whether ballast water was exchanged in accordance with best practices to prevent transfer of species, and also to address MARPOL issues. Once barriers to use of the new technology are overcome, efficiency gains and reduced insurance costs may increase private sector profits; some of these profits might contribute to financial sustainability at the end of GEF involvement.
4. **Regional/Global Technical Support Component.** Targeted regional or global capacity-building projects may be needed to increase awareness of the need to jointly address contaminant problems. New computer simulation models, remote sensing tools, and information systems have been developed to help countries sort through complex decisions for dealing with root causes of transboundary environmental degradation. Targeted technical information sharing, capacity building, and training opportunities may also be appropriate.

*Strategic Objectives: International Waters*

**IW-1) Catalyze financial resource mobilization for implementation of reforms and stress reduction measures agreed through Transboundary Diagnosis Analysis (TDA)-Strategic Action Plan (SAP) or equivalent processes for particular transboundary systems.** GEF will facilitate efforts of collaborating nations to mobilize financial resources for implementing policy/legal/institutional reforms and stress-reducing investments previously agreed



upon with GEF assistance, or equivalent processes, for particular transboundary systems. The objective seeks to address the particular transboundary water issues identified by affected nations.

**IW-2) Expand global coverage of foundational capacity building addressing two key program gaps, water scarcity/competing uses and fisheries depletion, and support for targeted learning.** With a large number of requests from African nations for specific projects related to the two key program gaps, the expansion of GEF foundational/capacity building work to address transboundary concerns of other waterbodies will necessarily focus on the African continent during FY 03-06. With Africa's key transboundary concerns being related to the two key program gaps of water scarcity/competing water uses and fisheries depletion, a different crosscutting foundational/capacity building is necessary, taking into consideration not only transboundary waters but other focal areas such as land degradation/ desertification, biodiversity, and, in some places, climate change. A few additional transboundary systems in other parts of the world will also undertake initial foundational/capacity building work with a focus on the two key program gaps. LDCs, SIDS, and IDA nations receive priority over competing proposals, and MSPs will be utilized more frequently to begin such foundational work because of resource limitations to support follow-on projects.

**IW-3) Undertake innovative demonstrations for reducing contaminants and addressing water scarcity issues.** An important element of the Operational Strategy has been the use of demonstration projects in different sectors or priority international waters concerns to test the local feasibility of innovative technology or reduce barriers to more widespread utilization of successful results. Projects utilizing innovative technology, institutional, and financial instrument demonstrations are nearing maturity. Some of them may lead to the successful negotiation of a global treaty and possibly revolutionize the shipping industry. Others may support interventions identified through intergovernmental processes to reduce contaminants from land-based activities, address special needs of SIDS, and resolve conflicting uses of scarce water resources subject to climatic fluctuations. Very little engagement of the private sector has been achieved in international waters projects. Demonstration or pilot projects to test approaches for engaging the private sector and for establishing public-private partnerships in water sub-sectors remain a gap in the portfolio. Various approaches need to be tested to enable countries to engage the private sector, particularly through testing use of public-private partnerships and contingent financing, including the use of partial risk/partial credit guarantees and innovative financial instruments.



## Multi Focal Area

Ecosystems are increasingly being subjected to human-induced impacts, such as exploitation of forests, clearing of land for agriculture, infrastructure development, fossil fuel combustion, and burning of biomass, that in turn lead to loss of biological diversity, land degradation, disruptions in water flow regimes and poor water quality, and increases in the concentration of atmospheric greenhouse gases. The need for management systems embracing comprehensive and cross-sectoral approaches is urgent.

This Operational Program provides a comprehensive framework to manage natural systems across sectors and political or administrative boundaries within the context of sustainable development. It facilitates inter-sectoral and participatory approaches to natural resource management planning and implementation on an ecosystem scale and is aimed at achieving synergy between three of the GEF focal areas (Biodiversity, Climate Change, and International Waters) and efforts to halt land degradation to optimize multiple benefits.

### → OPI2. Integrated Ecosystem Management

The Operational Program is aimed at catalyzing widespread adoption of comprehensive ecosystem management interventions that integrate ecological, economic, and social goals to achieve multiple and cross-cutting local, national, and global benefits. These benefits may include two or more of the following:

1. Conservation and sustainable use of biological diversity, as well as equitable sharing of benefits arising from biodiversity use;
2. Reduction of net emissions and increased storage of greenhouse gases in terrestrial and aquatic ecosystems;

#### **Project Example: Community-Based Ecosystem Management Project (Chad)**

**Description:** The global objective of the project is to better enable local communities throughout Chad to combat desertification, preserve biodiversity, and maintain the productivity of natural assets within fragile, yet globally-significant ecosystems, as a result of the introduction of community-driven, integrated environmental management principles and planning. Through a variety of interventions, the project will introduce, replicate, and help sustain integrated ecosystem management activities in Chad through innovative approaches and capacity building. These activities aim to foster *holistic and cross-sectoral approaches* to local economic development and local environmental management that can simultaneously address global environmental challenges.



3. Conservation and sustainable use of waterbodies, including watersheds, river basins, and coastal zones; and
4. Prevention of the pollution of globally important terrestrial and aquatic ecosystems

GEF aims to facilitate sustainable transitions from conventional to integrated ecosystem management approaches by providing agreed-upon incremental cost financing for technical assistance, investments, financial services, and targeted research to address constraints that limit the adoption of integrated approaches.

Typical GEF activities implemented within the context of sustainable development include:

**1. Technical assistance:**

- a. ecological, economic, and sociological surveys to provide information, including indigenous knowledge, to guide integrated ecosystem management planning and implementation;
- b. development or modification of appropriate policies, regulations, incentives, and markets to support integrated ecosystem management, including those that address human settlements in fragile or vulnerable areas;
- c. human resource development in integrated ecosystem management;
- d. development of mechanisms for conflict resolution among resource users and other stakeholders; and
- e. development of public/community/private sector partnerships for integrated ecosystem management planning and implementation; and

**2. Investments:**

- a. rehabilitation and/or improved management of rangelands to restore indigenous vegetation and improve water management;
- b. rehabilitation and/or improved management of a forested watershed or floodplain wetlands, such as sustainable forest management, to achieve multiple benefits, including improvements



in soil and water conservation, aquatic biodiversity conservation, flood control, minimization of sedimentation of globally important water bodies, and reduction of net emissions or improved storage of greenhouse gases;

- c. integrated management of coastal and marine ecosystems to improve coastal land use planning and protect globally important habitats from degradation; and
- d. development of measures to control pollution from both point and non-point sources to prevent the degradation of globally important habitats and minimize public health risks.

### 3. Targeted research:

- a. development of integrated natural resource management systems to respond to natural resource use patterns, under different intensities of human impact, and their effects on ecosystem structure and function; and
- b. development of innovative and cost-effective integrated management approaches to natural resources in different ecosystems.

#### *Strategic Objectives: Multi Focal Area*

To be consistent with the introduction of strategic priorities in the focal areas, integrated ecosystem approaches will be encouraged in the portfolio for FY05-07. However, projects proposed under this theme, in addition to meeting the eligibility criteria of OP12, will also have to meet the strategic priorities in at least two of the six focal areas.

Projects under this approach are expected to contain the following areas of emphasis:

#### **1) Capacity building**, especially in Least Developed Countries, including:

- a. Policy and regulatory reforms to support integrated ecosystem management
- b. Institutional strengthening to support cross-sectoral approaches to management of natural resources. Examples include human resource development in integrated ecosystem



management and strengthening multiple stakeholder participation in management planning and implementation.

- c. Development of innovative financial mechanisms and packages that support integrated ecosystem management to achieve both global environment and sustainable development benefits.

**2) Implementation of innovative and/or indigenous approaches to integrated ecosystem management**, using a combination of natural resource management approaches and technologies, depending on the issue(s) within a specific management unit in natural landscapes and seascapes to achieve multiple global environment objectives. These approaches include protected area systems; technologies for energy efficiency and conservation, greenhouse gas reduction, and renewable energy; integrated approaches to the management of transboundary water resources; integrated ecosystem management; and sustainable land management.

### Persistent Organic Pollutants

Persistent Organic Pollutants (POPs) are pesticides, industrial chemicals or unwanted by-products of industrial processes or combustion. They are characterized by: *persistence* – the ability to resist degradation in various media (air, water, sediments, and organisms); *bio-accumulation* – the ability to accumulate in living tissues at levels higher than those in the surrounding environment; and *potential for long range transport* – the potential to travel great distances from the source of release through various media (air, water, and migratory species).

The search bilateral and multilateral cooperative actions to deal with POPs culminated in the adoption of the Stockholm Convention on Persistent Organic Pollutants in May 2001. The GEF has been designated as the principal entity entrusted with the operations of the financial mechanism of the Convention, *ad interim*.

The GEF can provide assistance to eligible countries to develop and implement activities on POPs and on “chemicals management as they relate to the GEF focal areas.” To expand its delivery capacity in the field of POPs, the GEF designated the United Nations Industrial Development



Organization (UNIDO) and the Food and Agriculture Organization of the United Nations (FAO) as GEF Executing Agencies, in addition to the regional development banks and the three IAs.

### → OPI4. Persistent Organic Pollutants (POPs)

The objective of the operational program is to reduce and eliminate releases of POPs into the environment.

The GEF will support the following activities:

#### **I. Capacity building activities that address threats posed by POPs, based on priorities identified in their NIPs. Activities eligible for GEF funding include:**

- a. Strengthening of human and institutional capacity, including: capacity to perform inventories of stockpiles of POPs and wastes that contain POPs, human and environmental risk assessment, development of management options and analysis of cost-effectiveness, use of economic instruments to promote and facilitate environmentally sound POPs management, and development of institutional mechanisms for integrated management of POPs;
- b. Strengthening and harmonization of the policy and regulatory framework for

#### **Project Example: Fostering Active and Effective Civil Society Participation in Preparations for Implementation of the Stockholm Convention (NGO-POPs Elimination Project) (Global)**

**Description:** The NGO-POPs Elimination Project aims to increase the capacity of NGOs in developing countries and countries with economies in transition to play a constructive and effective role in Stockholm Convention implementation. Increased NGO capacity will, in turn, help increase awareness of POPs and the Stockholm Convention in these countries and enhance the ability of these countries to achieve the objectives of the Convention. The Project will run for two years, so that its work will likely be complete by the first Stockholm Convention Conference of the Parties, or soon thereafter. The project will operate in a large number of countries and will facilitate, promote and support engagement by public interest NGOs in activities associated with the preparation of their country's Stockholm Convention National Implementation Plans and in awareness raising activities through the preparation of country-specific reports and policy briefs. The Project will also create support mechanisms at the global, regional, and national levels for NGO efforts relating to POPs and other PTS which are expected to be sustainable beyond the duration of the project and will help expand POPs-related capacity and competence of NGOs and civil society in a large number of countries



integrated and cross-sectoral approaches to POPs management, as well as support for the inclusion of POPs-related issues as priorities in country development strategies and assistance frameworks;

- c. Strengthening of monitoring and enforcement capacity to ensure compliance with regulatory controls, including addressing the illegal traffic of POPs and trans-sectoral flows;
- d. Developing capacity to assess technologies and management practices, including Best Available Techniques and Best Environmental Practices, and promoting and facilitating the transfer of viable and cost-effective options and management practices based on the application of international standards;
- e. Developing and implementing public awareness /information / environmental education programs; and
- f. Facilitating dissemination of experiences and lessons learned, and promoting information exchange through country participation in the clearinghouse mechanism.

**2. On-the-ground interventions to assist eligible countries reduce and eliminate POPs emissions include the following:**

- Promote/effect transition to environmentally sound alternatives. Activities eligible for GEF funding include:
  - a. Promoting access to, and the transfer of, clean and environmentally sound alternative technologies, products, and management practices (including indigenous knowledge) for the reduction of POPs releases;
  - b. Demonstrating viable and cost-effective alternatives to POPs products, and to the processes and practices that lead to releases of POPs; and
  - c. Designing and implementing management programs to reduce the use of, and ultimately to phase out, POPs.
- Facilitate the environmentally sound management of stockpiles and the disposal of wastes that contain POPs. Activities eligible for GEF funding include:





- a. Identification and environmentally sound management of POPs stockpiles;
- b. Identification, containment and stabilization of wastes that contain POPs and related affected areas; and
- c. Environmentally sound destruction of wastes that contain POPs and remediation of affected sites, where warranted, taking into account the assessment of any risks posed to ecosystems and human health and of cost-effectiveness.

**3. Targeted Research is aimed at providing information and tools to improve the quality and effectiveness of GEF projects and programs. Taking into account the wealth of research existing in some parts of the world, and the large information gaps in other parts, potential areas for targeted research on POPs-related issues may include:**

- a. The development/promotion of cost-effective rapid assessment methodologies, including biological markers for environmental and human monitoring, in order to address data gaps in GEF-eligible countries that currently hinder sound management decisions and to raise awareness of the issue;
- b. Development of methodologies to assess exposure in susceptible populations, as well as identification of exposure pathways in particular scenarios (e.g. malaria areas), in order to better target POPs reduction efforts;
- c. Testing and demonstrating methodologies and techniques to identify and address the contaminated sites related to stockpiles and wastes, with a view to reducing long-term costs and logistical difficulties associated with stockpile management;
- d. Characterization of the behavior, fate, and impact of POPs under conditions prevalent in developing countries, including the potential for remobilization through dredging of harbors or channels, to better understand the sources and sinks of POPs in these areas and their contribution to global contamination, and
- e. Methods to estimate releases in order to increase the knowledge base for planning and investments in POPs reduction measures.



### *Strategic Objectives: POPs*

The strategic priorities outlined for this program are based on the objectives and requirements of the Stockholm Convention, and include the following:

#### **POP-1) Targeted (foundational) capacity building**

- a. Preparation of National Implementation Plans (NIPs) that would provide a framework for countries to develop and implement in a systematic and participatory way priority policy and regulatory reforms, capacity building, and investments (POPs enabling activities).
- b. Raising awareness among different stakeholders.
- c. Management and dissemination of information on integrated management of POPs, including best management practices. This set of activities deals mostly with enabling activities, and with facilitating the environment for raising awareness and the exchange of information and experience, most particularly between GEF eligible countries.

#### **POP-2) Implementation of Policy/Regulatory Reforms and Investments**

Implementation of policy and regulatory reforms and on-the-ground investments that emerge as priorities from the NIPs or other agreed priority setting exercises, such as strategic action programs for international waters.

#### **POP-3) Demonstration of Innovative and Cost-Effective Technologies and Practices**

Demonstration of innovative and cost-effective technologies and alternative practices, including non-combustion technologies for disposal of products, phase-out of PCBs, alternatives to DDT, alternatives to other POPs, subject to specific exemptions under the Stockholm Convention, and practices with multi-focal area benefits such as integrated pest management.

### **Land degradation**

Land degradation has become internationally recognized as a threat to the global environmental commons and is associated with desertification, deforestation, loss of biodiversity, an adverse effect on climate, sedimentation and pollution of international waters.



The response of the international community is reflected in various conventions and agreements, which include: United Nations Convention to Combat Desertification (UNCCD) which recognizes land degradation as the root cause of the desertification processes in arid, semi arid and sub-humid zones; United Nations Convention on Biological Diversity (UNCBD) which recognizes land degradation as a threat to biodiversity through changes in land use; and the United Nations Framework Convention on Climate Change (UNFCCC) which recognizes land degradation as it affects climate patterns through deforestation and loss of soil carbon. International waters agreements also recognize land degradation as it affects major catchments and waterways through sedimentation and pollution.

The GEF agreed to designate land degradation, primarily desertification and deforestation, as a new focal area of the GEF; confirming also that the GEF will act as the financial mechanism of the UNCCD.

### → OP 15. Operational Program on Sustainable Land Management

The **objective** of this OP is to mitigate the causes and negative impacts of land degradation on the structure and functional integrity of ecosystems through sustainable land management practices that contribute to improving people's livelihoods and economic well-being. Under the operational program, countries are expected to address land degradation issues using integrated and cross-sectoral approaches within the framework of sustainable development at the local, national, and/or transboundary levels.

The types of eligible activities that will receive GEF support under this OP fall within the following three inter-related types of interventions:

- I. **Capacity Building.** Capacity building at the local, national, and regional levels would initially focus on country-driven activities aimed at creating the appropriate enabling environment and institutional capacity to support sustainable land management.
  - a. **Mainstreaming sustainable land management into national development priorities.** Baseline actions would include activities related to the formulation of a national development plans, poverty reduction strategy papers (PRSP), or



Comprehensive Development Frameworks (CDF). GEF incremental assistance may focus on providing coordination support for the following baseline actions to facilitate the implementation of country-driven priorities:

- i. Harmonization, if necessary, of sustainable land management priorities identified in action programs such as national environment action programs, National/Sub-Regional/Regional Action Programs (NAPs/SRAPs/RAPs) to combat desertification, national biodiversity strategies and action plans, national communication for UNFCCC, National Adaptation Programmes of Action, and forest action programs.
  - ii. Integration of country-driven desertification and deforestation prevention and control priorities outlined in national environmental action programs. Such integration would facilitate coordinated financial resource mobilization, from both in-country and external sources, and the successful implementation of priority activities.
- b. Integration of land use planning systems.** Baseline activities may include the establishment of development planning systems and the development of systems for drought preparedness and for other extreme climatic events at both national and local levels. GEF incremental activities may include:

**Project Example: Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty (Ghana)**

**Description:** The overall goal of the project is to contribute to sustainable ecosystem-based integrated land management in globally, nationally and locally significant land resources in agricultural areas under threat of land degradation, to achieve greater ecosystem stability, enhanced food security and improved rural livelihoods. Immediate Objectives: 1. Ecosystem recovery demonstrated and upscaled in priority degraded lands, using best practices in sustainable land management (SLM) to enhance ecosystem stability and functions, agricultural productive capacity, food security and rural livelihoods 2. Enhanced capacity for mitigation of land degradation and for sustainable land management through greater awareness, mainstreaming, and policy reform



- i. Strengthening participatory institutional mechanisms and capacity for integrated land use planning and implementation, including land suitability analysis, at the national and local levels and across sectors to improve livelihoods and protecting ecosystem stability, functions, and services.
    - ii. Incorporation of sustainable land management practices into systems developed for drought preparedness and other extreme climatic events.
    - iii. Development of policies, regulations, and incentive, such as improved land tenure and pricing systems to appropriately value renewable natural resources, including water, in order to encourage efficient and sustainable use and management.
    - iv. Strengthening information management systems to support decision-making at the national and local levels on integrated land use planning and management.
    - v. Dissemination and replication of good management practices, technologies, and lessons learned.
  - c. **Agreements and mechanisms for management of transboundary resources.** Countries may collaborate at the sub-regional level to protect transboundary grazing corridors for nomadic pastoralists. They may also collaborate to adopt sustainable land use management programs to reduce sedimentation of shared waterbodies.
2. **On-the-ground investments.** On the ground interventions may comprise the following activities:
  - a. **Sustainable agriculture.** The GEF may provide incremental funds for complementary pilot or demonstration activities, such as adoption of improved tillage methods that do not adversely affect the stability of soil structure; establishment of windbreaks, buffer strips, and filter strips to reduce water or wind erosion; protection from farming or rehabilitation of riverine or coastal wetlands to stabilize hydrological flows; introduction of indigenous crop varieties to reduce the risk of crop losses because of variations in local climatic and soil conditions; and appropriate management of agricultural waste to improve soil and water conservation.



- b. **Sustainable rangeland/pasture management.** The GEF can support pilot or demonstration activities, such as strengthening viable traditional rangeland management systems; establishing mechanisms to help resolve wildlife-livestock-agriculture conflicts; enhancing range management systems; introducing indigenous plants for rehabilitation of rangeland; development of community-based rangeland fire management programs; introducing indigenous livestock varieties to minimize losses because of their natural adaptation to extreme climatic events and environmental conditions; establishing windbreaks to reduce water and wind erosion; protecting and/or rehabilitating riparian forest or woodland; and protecting and/or rehabilitating the natural vegetation of groundwater recharge areas.
  - c. **Sustainable forest and woodland management.** GEF may finance pilot or demonstration activities aimed at strengthening viable indigenous forest/woodland management systems; use of indigenous multiple use tree species to rehabilitate degraded area; rehabilitation and protection of degraded ecologically sensitive areas; protection and/or rehabilitation of riparian forest and wetlands, and groundwater recharge areas; improvement of forest health, controlling damaging invasive alien species, strengthening forest inventory, monitoring, assessment and sustainable harvesting practices; establishing community woodlots to provide fuel wood as an alternative source to natural forests and woodland; and piloting mechanisms to compensate local communities that protect ecosystem stability, functions and services in watersheds to ensure stable flow of high quality water for downstream users.
3. **Targeted research.** GEF-supported targeted research is aimed at providing information, knowledge, and tools to improve the quality and effectiveness of GEF projects and programs. The specific objectives of targeted research under OPI5 are to: (a) better understand the policy and institutional failures that drive land degradation; and (b) facilitate the refinement and adoption of innovative sustainable land management practices and technologies, including early warning and monitoring systems, such as criteria and indicators for sustainable forest management to improve and sustain the preservation/ restoration of ecosystem stability, functions and services as well as the economic well-being of people under different socioeconomic conditions. Targeted



research may initially focus on partnerships with small farmers, pastoralists, and other natural resource users and stakeholders to demonstrate, under field conditions, cost-effective agronomic practices to improve soil fertility management as an alternative to shifting agriculture; methodologies for valuing environmental services; tillage methods that have minimal impacts on soil structure and improve soil and water conservation; and systems to improve livestock production in areas with limited rangeland/pasture.

*Strategic Objectives: Land Degradation*

The strategic priorities for sustainable land management are focused on:

**SLM-1) Targeted Capacity Building.** Capacity building for sustainable land management using mostly medium-sized projects, especially in Least Developed Countries, including:

- a. Mainstreaming of sustainable land management into national development priority frameworks such as PRSPs, CDF, and national development plans for coordinated resource mobilization and implementation.
- b. Policy and regulatory reforms.
- c. Institutional strengthening

**SLM-2) Implementation of Innovative and Indigenous Sustainable Land Management Practices.** Implementation of innovative and/or indigenous on-the-ground investments, and associated capacity building practices, to achieve sustainable land management.



## Section 4. Building partnerships in projects

The GEF opens various challenging opportunities to build partnerships between non-governmental organizations, community-based organizations, research institutions, private sector entities and government agencies from developed and developing countries, to work together for the global environment.

It is important to write a project proposal that is likely to be approved at the required funding level. This writing exercise requires a good knowledge of the GEF's procedures, templates, eligibility criteria, and operational programs.

To start defining your idea to develop a GEF proposal, you need to first determine the type of project your organization will be pursuing.

There are three options for NGOs to access to GEF funding:

- **Small grants programme (SGP):** up to US\$50,000 of GEF funding. The SGP is targeted only to NGOs and Community Based Organizations (CBOs), in the 92 countries in which it currently operates. (See Section 5: Small Grants Programme). A strategic projects window was approved by the Council in 2004 for the SGP Third Operational Phase (mid 2005-2007), with a ceiling of \$150,000 US dollars. Implementation of this phase is currently under discussion.
- **Medium-sized projects (MSPs):** up to US\$1 million in GEF funding. These can be accessed by NGOs, government agencies, academic and research institutions, among other stakeholders, through this expedited procedure. (See Section 6: Medium-sized Projects). Another initiative was approved by Council in November 2004—for MSPs of up to \$250,000. These smaller MSPs will be selected on a competitive basis and implementation is currently under discussion.
- **Full Sized projects (FSPs):** those requiring more than a US\$1 million in GEF funding. For these larger and more complex projects, scrutiny of the project proponent is more rigorous. If an NGO can demonstrate its capacity to handle a larger size project, it can develop a FSP proposal. NGOs can also partner with government agencies to access to a full sized project (See Section 7: Full Sized Projects).

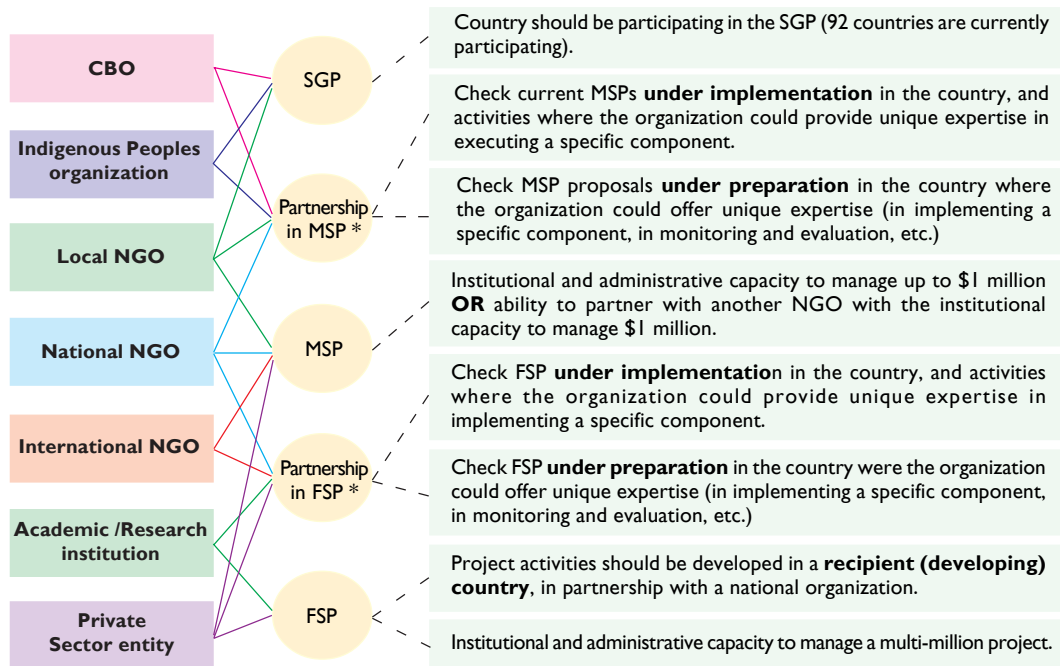




### Choosing the appropriate type of project

Choosing the type of GEF project to pursue depends on the type of organization that will develop and submit the proposal.

Different types of organizations and entities around the world have diverse levels of experience and degrees of sophistication. The following chart will serve as a basic checklist for the possible partnerships that your organization could develop with the GEF. The chart is not intended to be exclusive, but is designed to set basic guidelines to help you develop a specific type of project for the GEF.





\* **Note:** If your organization decides to form a partnership for the implementation of a MSP or a FSP, the budget available for activities will have to be discussed with the responsible entity in charge of the execution of that particular project, depending on the project design and the specific activities to be sub-contracted.

Your organization could fit into one of these categories. To further verify the type of project that your organization could pursue, the following contacts in your country / region, can help you start a dialogue process:

- The country or regional office of the Implementing Agencies or Executing Agency
- The government's Operational Focal Point
- The corresponding Regional Focal Point of the GEF-NGO Network, who could also direct you to an organization in your country with experience with GEF.



## Section 5. Small Grants Programme (SGP)

The GEF Small Grants Programme (SGP) is a unique corporate programme of the GEF administered by UNDP on behalf of the GEF family.

The SGP was launched in 1992 by UNDP as a follow-up to the Earth Summit to support grassroots initiatives that address global environmental concerns. The SGP aims to deliver global benefits promoting actions for conserving biodiversity, mitigating climate change, preventing land degradation, and halting the pollution of international waters, by linking environmental concerns to livelihood needs through community-based approaches.

Participation, democracy, flexibility, transparency, decentralization and country-driven demand are cornerstones of the SGP approach. The maximum grant amount per project is US\$50,000, but averages around US\$20,000. Funding is channeled directly to community based organizations (CBOs) and non-governmental organizations (NGOs) in developing countries to support the efforts of local people to protect the global environment.

As of mid-2005, the SGP operates in 92 countries, and has disbursed over \$222,2 million US dollars in grants, averaging \$20,000 US to more than 6,000 projects in Africa, Asia, Central Europe, the Middle East, Latin America and the Caribbean. SGP grants are allocated for projects in the five GEF focal areas: biodiversity, climate change, international waters, land degradation, and persistent organic pollutants.

GEF financing is based on the expectation that the SGP can generate global environmental benefits. In practice, the *indirect impacts* of SGP activities are more likely to contribute to global benefits. Important types of indirect impacts from SGP activities include:

- Changes in policy and new approaches by donors
- Growing ownership by NGOs and CBOs as a result of capacity building and experiences gained
- Establishment of environmental-friendly activities that reconcile sustainable livelihoods with GEF global priorities



- Diverse stakeholders engaged in global environmental issues
- Growing involvement of research institutions, academy and the private sector in grassroots environmental activities

During the 12 years of SGP operation, grants have been awarded to NGOs and CBOs with priority for projects that:

- Enhance community engagement in all the stages of the project
- Are led by the local organizations
- Attend to women's needs and the needs and practices of indigenous groups
- Draw on local scientific and technical resources
- Include provisions for capacity development of communities
- Link livelihoods to environmental threats

Since its inception the SGP has devoted its efforts to support local actions that address global environmental problems, emphasizing geographical distribution, participation, synergy through partnerships, gender and indigenous peoples' involvement, replication and sustainability of project outputs. The SGP also seeks to influence national environmental policies and donor agendas by increasing public awareness of global environmental issues and communicating lessons learned, including good practices from community-based experiences.

The SGP is one of the few programmes that funds and actively supports small, emerging NGOs and CBOs working on environmental issues. NGOs and CBOs are still relatively new and emerging phenomena in many countries, and most have very limited capacities. The SGP is making a key contribution by helping to build capacity among a whole new generation of such organizations.

### Participating Countries

Currently, the following 92 countries participate in the SGP:



- **Africa:** Benin, Botswana, Burkina Faso, Cameroon, Chad, Comoros, Cote d'Ivoire, Ethiopia, Ghana, Kenya, Madagascar, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zimbabwe
- **North Africa & Middle East:** Egypt, Jordan, Lebanon, Morocco, Palestinian Authority, Syria, Tunisia, Yemen.
- **Asia/Pacific:** Bhutan, Cambodia, Federated States of Micronesia, Fiji, India, Indonesia, Iran, Malaysia, Marshall Islands, Mongolia, Nepal, Palau, Pakistan, Papua New Guinea, Philippines, Samoa, Sri Lanka, Thailand, Vietnam.
- **Europe and the CIS:** Albania, Belarus, Bulgaria, Kazakhstan, Kyrgyzstan, Lithuania, Poland, Romania, The Former Yugoslav Republic of Macedonia, Turkey
- **Latin America and the Caribbean:** Argentina, Barbados (regional programme covering the following countries: Anguilla, British Virgin Islands, Antigua and Barbuda; Grenada ; Montserrat, St Kitts and Nevis; Saint Vincent and the Grenadines; and Saint Lucia.) Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Peru, Suriname, Trinidad and Tobago and Uruguay.

For each of the three years in ongoing SGP Third Operation Phase (2005-2007), ten new countries will be brought into the programme, with at least five of them Least Developed Countries (LDCs) and/or Small Island Developing States (SIDS). Thus, by mid 2007, more than 100 countries will be participating in the SGP.

You can access to the complete list of contacts in each country at:  
<http://sgp.undp.org/index.cfm?module=SGP&page=Contact>

### The unique nature of the SGP management

The SGP operates in a decentralized and demand-driven manner that has proven to be a key factor in ensuring maximum country and community-level ownership. In each participating country, a



National Steering Committee (NSC) provides country-specific eligibility criteria established within the framework of the overall GEF guidelines. The NSC is composed of some 12 members with a majority of members from the non-governmental sector, academic and scientific institutions, other civil society organizations, indigenous communities, together with the UNDP Country Office and the Government. A key principle of the SGP stipulates that NSC members do not receive any monetary compensation for their work although travel expenses for project site visits are paid by the programme.

**A National Coordinator (NC)** manages the SGP in each country. The NC works with potential CBO and NGO partners to develop concepts into specific projects. The NC also presents the project proposals to the NSC and actively participates in supervising the project's implementation as well as its monitoring and evaluation. The NC is *de facto* the visible representative of the SGP in the country, influencing and interacting on a regular basis with a wide range of key national stakeholders. The NC selects the NSC members in consultation with the UNDP Resident Representative and the SGP Global Manager.

**A Central Programme Management Team (CPMT)** within UNDP Headquarters in New York GEF Unit is responsible for the overall management of the SGP. The CPMT provides operational guidance and support to the 92 country programmes, including the establishment of the SGP in new countries. The CPMT reports the state of the programme annually to the GEF Council.

The United Nations Office for Project Services (UNOPS) in New York provides project execution services in several areas: personnel recruitment and contract administration for project staff and consultants; subcontracts for host institutions; authorization of country Programme grant allocation and disbursements; budget administration, including authorization and monitoring of expenditures; training and guidance on the above issues to country-level staff; and support for starting the Programme in other countries.

The national SGP are physically located, at and as a part of, the UNDP Country Office in most of the countries, although in few countries the Programme is based in a national host NGO. In all the cases, the UNDP Country Office provides management support to the SGP country programme, and supplies financial and administrative oversight of Programme expenditures and grant disbursements on behalf of UNOPS. The UNDP Resident Representative signs each grant agreement on behalf of UNOPS.



### The innovations of the OP3: Strategic projects

In November 2004, the Council approved the SGP Third Operational Phase (OP3) that runs from February 2005 to February 2008.

A *strategic projects window* was agreed, with a ceiling of \$150,000 US per project. These projects will support thematic consolidation of grant portfolios and strategic follow-up efforts for highly successful projects or country programmes to create greater impact and foster sustainability.

These larger grants are only applied in selected countries or groups of countries with demonstrable demand, taking into consideration relevant local conditions, country team management capacity and fundraising ability, and NSC willingness to exercise greater oversight.

This *strategic projects window* will not exceed 10 percent of the grants component of the programme allocation for the year. It will be managed by the programme's CPMT with selectivity criteria developed with the Secretariat. The operational guidelines for these projects are under preparation.

### How to access to SGP funding

National and local NGOs, CBOs and grassroots organizations in participating countries, may submit project proposals to the SGP.

The SGP focuses on the following focal areas: biodiversity, climate change, international waters, land degradation, POPs as well as capacity building activities. The SGP does not finance projects related to the ozone layer depletion.

The procedures for the development of a project proposal, screening and approval are as follows:

→ **Step 1.** The project proponent contacts the SGP National Coordinator (in the local UNDP country office or in the host NGO) to receive the project application guidelines forms. Because each country develops its own strategy, no standard templates exist. The following key points should be addressed in every proposal:

The **cover page** should contain the following information:



Project title, Location of the project, GEF Focal Area, Activity Category, Implementing Organization, Physical Address, Contact Person and Address, Principal Collaborator (s), Project Duration in Months, Total Project Cost, Amount requested from GEF/SGP, Other sources of funding (source, amount, percentage), Date of submission.

The **concept paper** should contain the following information:

- **Proposal outline.** *Proposals generally take between 10 to 15 pages, depending on countries, and should strictly follow the guidelines, criteria and priorities set by the SGP Country Programme Strategies.*
- **Executive summary.** *A brief summary stating the project rationale, objectives and proposed activities. The summary should also include a background of the organization, the total cost of the project and the requested amount, the link with the GEF focal areas, the involvement and participation of the local community.*
- **Organization's background and capacity.** *The implementing organization should clearly demonstrate that it has the experience, capacity and commitment to carry out the proposed project.*
- **Project objectives and expected results.** *The proposal should state what the project will accomplish and why it is important. The identified problem or challenge, the primary objective of the project and its rationale, the opportunities for dealing with the problem or challenge, the benefits to the local community and the global environment, and the sustainability of the project are among the key questions that need to be addressed in this section. The assumptions and risk factors should also be explained.*
- **Description of the planned activities.** *A description of each specific activity as it relates to its output must be provided along with a clear indication of the role and responsibilities of the various participants or organizations, whether and how women are involved. The participation of women is generally highly rated. A clear timeline should also be provided.*
- **Community participation.** *Local community involvement and participation is one of the most important factors that determine GEF's funding decision. The proposal should describe the involvement*





*of stakeholders in the whole process of project design and planning, project implementation, and monitoring and evaluation.*

- **Budget.** *The detailed budget should include all monetary and in kind contributions, such as labor or local materials, the amount requested from the SGP, the amount received by other sources of funding and the total cost of the project.*
- **Monitoring and Evaluation.** *A plan for monitoring and evaluating the project, both during implementation and at project completion, should be provided and explained. Measurable indicators for tracking the project's performance and impact are important to show the level of the implementing agency's commitment.*

The National Coordinator will assist you in preparing this document. In some cases, the preparation of the Concept Paper may be supported by a planning grant.

→ **Step 2:** Once the project concept paper is agreed, it is submitted to the National Coordinator (NC), who reviews and pre-screens all proposals. The eligibility criteria are based on GEF criteria and on criteria adopted by the NSC for activities in that country.

→ **Step 3:** Project proposals are then submitted by the NC to the NSC. The NSC reviews the proposal and either accepts it, rejects it, or returns it to the proponent with a request for further work on formulating and refining the project data. Approved proposals by the NSC enter the national SGP work program.

→ **Step 4:** Project implementation: A formal contract will be signed between the organization whose project has been approved and the UNDP Country Office. SGP grants are usually paid in three installments: an up-front payment to initiate the project; a mid-term payment upon receipt of a satisfactory progress report; and a final payment upon satisfactory project completion and receipt of a final report.

### **Is your country interested in participating in the SGP?**

The prerequisites for selecting countries to participate in the SGP are:



- Ratification of Biological Diversity, Climate Change and Desertification and Deforestation Conventions
- Presence of environmental threats and need for support in GEF thematic areas
- Government interest in joining the programme and commitment to its implementation modalities
- Government support for the establishment of a National Steering Committee (NSC) integrated by NGOs, CBOs, academy, indigenous groups, UNDP, the government and others, as appropriate, with a non-governmental majority membership
- Government willingness to co-finance and/or help to attract other co-founding sources
- Presence of other relevant donor programmes, a national environmental fund or other potential local funding sources (private or public)
- Satisfactory government- NGO relationships
- A positive enabling environment for the civil society activity and adequate implementation capacity of local NGOs and CBOs

The government must formally submit the request to the CPMT in New York through the UNDP Country Office to be considered as part of the Programme.

You can access more information on the SGP at: <http://sgp.undp.org/>



## Section 6. Medium Sized Projects

Medium Sized Projects (MSPs) offer a variety of possibilities, with up to \$1 million US of GEF funding. Implementation of these projects usually requires two to three years.

The procedures for preparing and approving MSPs are based upon the GEF project cycle approved by the Council. However, certain steps have been simplified to shorten the time needed to complete the review and approval process.

NGOs with proven institutional and administrative capacity to manage up to \$1 million US dollars may submit a MSP. Also, NGOs can be part of a MSP through a partnership with another NGO, a consortium of NGOs, an international NGO, a government agency, among other alternatives.

Let's go step by step from the project idea to the implementation stage. The steps described below are sequential and assume that a project proposal has 'cleared' each step before proceeding to the next one. A project proposal may be stopped at any of the steps for further development.

It is hard to estimate how much time a proposal will require to go through all these steps, until final approval and implementation, as this depends on the specific design of the project. On average, though, it takes between nine months and two years.

### → Step I. Project idea

It is essential to carefully design and formulate the proposal and provide all the necessary information that is required. The objective is to inform. The proposal must explain the purpose and rationale. It should define clearly the potential global benefits to demonstrate that the project is worth funding. It should provide enough substantial information to justify funding the project and explain the context in which the activities will be carried out and monitored.

All the necessary background should be detailed in the concept paper, which does not need to be elaborate and should take no more than 10 pages.



To start the design process of a GEF project, the following tips will help:

1. **Define the problem.** A clearly stated problem provides the “foundation” upon which a project can be built.
2. **Identify the threats and root causes / barriers.** What are the threats and barriers that are creating the problem?
3. **Define the project purpose.** What change will the project bring about? What will people be doing differently at the end of the project than they were at the beginning? If the problem, as defined, needs to be solved, your proposal must address the threats and barriers that are causing the problem. If the threats causing the problem need to be removed, then your proposal will have to address the root causes. Also, you should describe, briefly, the expected end-of project situation.
4. **Determine the activities and outputs/outcomes.** What activities and outputs will be needed for this project? They should aim to remove the root causes of the threats and all the key barriers which are causing the problem.

Once you have defined the framework for your proposal, you should complete the standard **concept paper**. The standard template is provided below, with some hints on what should be completed in each section.

1. **Project name:**  
*The name usually explains what the project is expected to achieve.*
2. **Proposed GEF Implementing Agency:**  
*This should indicate to which Implementing Agency (UNDP, UNEP, World Bank) or Executing Agencies the project proposer will submit the project concept paper. If the concept paper is submitted to more than one IA or ExA, this should be indicated.*
3. **Country or countries in which the project is being implemented:**  
*If the project is to be implemented in more than one country, the title can reflect that it is to be implemented in a given region but the names of all countries in which the project is to be implemented*



should be included in the proposal. If the project has global applications, it should be called a global project.

**4. Country eligibility:**

Countries may be eligible for GEF funds in one of two ways: a) if they have ratified the Conventions the GEF works with (UNFCCC, CBD, UNCCD and the Stockholm Convention) and b) if they are eligible to borrow funds from the World Bank or to receive technical assistance from UNDP (applies for International Waters projects).

**5. GEF focal area(s):**

The relevant focal area(s) (biodiversity, climate change, international waters, land degradation, POPs) should be listed. Some projects cut across several or all focal areas. These areas should be listed, but it is preferable that projects are not related to more than two focal areas.

**6. Operational program/Short-term measure:**

Projects should fall into at least one GEF operational program.

**7. Project linkage to national priorities, action plans, and programs:**

This should explain how the project is linked to national priorities, environmental action plans, relevant sectoral activities, and other national activities. The relation to other national priorities and plans should also be demonstrated.

**8. Status of national operational focal point review (dates):**

**Submitted:            Acknowledged:            Endorsed:**

This section should indicate when the concept has been submitted to an operational focal point for endorsement and when it has been endorsed. Project preparation funds cannot be released until the concept paper has been endorsed by the operational focal point.

**9. Project rationale and objectives:**

This should explain the goal and purpose of the project. It should also explain, briefly, the relationship of the GEF-financed activities to the activities that will be developed with the co-financing, including:  
Problem statement (summary of threats/root causes) What would happen without GEF (programs



*and global environmental consequences) – baseline scenario. What would happen with the project (programs and global environmental benefits) – alternate scenario. Why should GEF be involved*

**10. Expected outcomes:**

*This should identify which concrete results (changes) are expected from the project in order to address global environmental issues (i.e. it should explain the global environmental benefits of the project).*

**11. Planned activities to achieve outcomes:**

*This should identify what specific activities the project will undertake to achieve expected outcomes benefiting the global environment.*

**12. Stakeholders involved in project:**

*This should identify and briefly describe stakeholder groups that will be involved in the different stages of the project and/or those groups affected by the project activities, i.e. Private sector, NGOs, CBOs, public agencies, marginal groups in ecosystem-based projects such as nomads, young people, and women, among others.*

**13. Information on project proponent:**

*A detailed description of the proponent should include: name, type, and location of the entity. Additional information, such as the date of establishment, mandate/terms of reference, and membership/leadership of the entity, evidence of registration/accreditation, latest annual budget (including sources of revenue), and relevant experience or activities, including prior or ongoing activities with the Implementing Agencies, can be attached to the concept paper.*

**14. Information on proposed executing agency (if different from above):**

*If the project proponent intends to execute the project, information should be provided on its unique or special qualifications for this role. If a different entity is expected to execute the project on the ground, information should be included, as appropriate, on the name, type, and location of such entity. Additional information, such as the date of establishment, mandate/terms of reference, membership/leadership of the entity, latest annual budget (including sources of revenue), and relevant experience or activities, including prior or ongoing activities with the Implementing Agencies, can be attached to the concept paper.*



**15. Estimated budget (in US\$ or local currency):GEF:Co-financing:TOTAL:**

*The budget should include a preliminary estimate of the GEF-financed portion of project execution costs, the portion expected to be financed by other sources, and the total.*

The template for the Concept paper can be accessed at:

[http://gefweb.org/Documents/Council\\_Documents/GEF\\_C22/MSP\\_-\\_Annex\\_F.pdf](http://gefweb.org/Documents/Council_Documents/GEF_C22/MSP_-_Annex_F.pdf)

***MSP Project Idea Review Process***

Once you complete the template, you need to determine if your project idea is eligible to receive GEF funding. For this purpose, the project concept paper can be submitted to any of the following:

1. One of the implementing agencies or an executing agency will provide a first eligibility review. The IA or ExA that you selected will act as a link between your organization and the GEF. You can do this through:
  - a. The country or regional office of the IA or ExA
  - b. The headquarters office of the IA or the ExA
2. The corresponding team leaders / program managers at the GEF Secretariat. They will also advise on identifying the most appropriate IA or ExA for your proposal.
3. The government's Operational Focal Point, who will also endorse your proposal. Your government representative will need to assess if similar projects have already been undertaken in the country to avoid overlap of projects; and that the proposal responds to the national priorities. Thus, the sooner as you start discussing your idea with your government representative, the better.

It may take several weeks to get a response and verify that your proposal is eligible. Be patient! You will get the feedback you need to continue developing your proposal.



GEF projects should include co-financing from other sources. It is easier to get GEF financing if the amount of co-financing and/or in-kind contribution is equal or greater than amount required from the GEF. The co-financing can include contributions, as land-donations, equipment, personnel time, among other components. These costs can be requested from other sources or from the IA or ExA. They can also be allocated by the proponent organization as in-kind costs.

Some projects may need a preparation phase. Maybe, it will be necessary to organize workshops with involved stakeholders, hire consultants, and develop scientific assessments, among other activities. The Project Development Facility (PDF) is available for this purpose.

For MSPs, a PDF Block A is available, with a ceiling of \$50,000, although the average budget is \$25,000. This step is optional, according to the design requirements of your project. However, the concept paper has to be approved first. If you decide to go for a PDF, the amount requested is not additional to the MSP ceiling of \$1 million. Thus, the PDF-A grant should be considered as part of the total budget of the proposal.

If your project idea requires PDF funding, you should complete the PDF template, providing the following information:

### **Part I – Project Information**

1. Project linkage to national priorities, action plans and programs
2. Project rationale and objectives
3. Expected outcomes
4. Planned outputs to achieve outcomes
5. Stakeholders involved in project

### **Part II – Information on Block A Activities**

6. Expected outcomes / costs and completion dates of the PDF-A
7. Other possible contributors / donors and amounts





### **Part III – Information on the Applicant Institution**

8. Name
9. Type
10. Date of Establishment, Membership and Leadership
11. Sources of Revenue
12. Mandate / Terms of Reference
13. Recent Activities/Programs, in particular those relevant to GEFPart

### **IV – Information to be completed by the Implementing Agency**

14. Project linkage to Implementing Agency program(s)

The IA or ExA will review the PDF proposal, and can approve the request after carefully reviewing it. The decision to approve the PDF request depends on the IA or ExA.

However, before the PDF is approved, the Operational Focal Point must endorse it. No GEF funds can be disbursed without an endorsement letter from the Operation Focal Point.

A formal contract will be then signed with the IA or ExA to start working on the preparation of your project.

The IA or ExA you are partnering with will be responsible for starting the review process for your project proposal by circulating the concept paper to the other IAs, to consider and review the project proposal.

Reaching this stage means that you have been granted approval for your concept paper and started developing your project proposal –through a PDF (if required).

The template for a MSP PDF-A request can be accessed at:  
[http://thegef.org/Documents/Council\\_Documents/GEF\\_C22/Annex\\_FP\\_-\\_E\\_PDF\\_A\\_Proposal\\_Template.doc](http://thegef.org/Documents/Council_Documents/GEF_C22/Annex_FP_-_E_PDF_A_Proposal_Template.doc)



## → Step 2. Project proposal

If the project idea meets eligibility criteria and has been reviewed by the IA or ExA, you can start completing the project proposal template. This document should contain a full description of all aspects of the project in approximately 30 pages. Also, it will provide the basis for the legal contract needed for implementation.

The project Pproposal template has the following components, together with some hints on the required information:

### Part I – Project Details

#### a. Project Summary

In a few paragraphs, describe the project rationale, objectives and outcomes.

#### b. Country ownership

This section should describe two topics:

##### **Country Eligibility**

GEF activities must be executed in a developing country or countries, eligible to receive GEF funding. Any of the 140 recipient countries that participate in the Facility are eligible.

Countries may be eligible for GEF funding in one of two ways: a) if they have ratified the Conventions the GEF works with (UNFCCC, CBD, UNCCD and the Stockholm Convention) and b) if they are eligible to borrow funds from the World Bank or to receive technical assistance from UNDP (applies for International Waters projects).

Also, developed countries' organizations have the potential of also taking part of these activities, by building partnerships with developing countries organizations. Thus, a developed country organization, academic institution or private sector entity may submit a project proposal for GEF consideration, only if the proposed activities are to be executed by partner organizations in a developing country. This developed country organization will be responsible, then, for the administration and overall evaluation of the project. This should be specified under the *Implementation/Execution Arrangements* section.



### **Country-Driven**

All GEF projects should be *country-driven* and based on national priorities designed to support sustainable development. Projects can not be imposed on a country; they must have the support of national stakeholders, especially those most affected by the proposed activities. Thus, projects should originate within the country and be supported by national stakeholders.

A clear description should demonstrate how the project is consistent with national priorities, as identified in:

- National reports/communications to Conventions
- National or sector development plans, energy sector plans, etc. (explain how stakeholders were involved in development of these plans and how project idea evolved).
- Recommendations of appropriate regional intergovernmental meetings or agreements.

### c. Program and Policy Conformity

This is the “heart” of the project proposal, which should include the following topics:

#### **Program Designation and Conformity**

The GEF’s mandate is to finance activities related to biological diversity, climate change, international waters, land degradation and persistent organic pollutants. Proposals should address one or more of these six focal areas to qualify for GEF funding. These areas have been articulated in 15 operational programs, which respond to the guidelines of the respective Conventions. Thus, GEF projects should concur with one or more of the 15 Operational Programs (See Section 6 for details on the Operational Programs).

A brief description of how the project objectives are consistent with the Operational Program objectives and strategic objectives should be included.



### ***Project Design***

In this section, the proposed activities should be described in detail, including:

- The background for the particular intervention proposed, including sector issues, root causes, threats, barriers, etc, affecting the global environment.
- Project framework, including a consistent strategy, and details of goals and objectives, outcomes, activities, outputs, measurable performance indicators, risks and assumptions, and timeline.
- Global environmental benefits of the project (performance indicators at objective and outcome level should refer to the environmental, socio-economic, institutional and policy/legal impact of the project).

### ***Sustainability (including financial sustainability)***

A plan for the sustainability of actions after GEF funding ends should be included. Thus, this section should describe specific actions to be undertaken, within and/or outside the project, to address factors that influence the continuation of benefits after completion of the project.

### ***Replicability***

The potential for repeating the project lessons and transferring experience elsewhere should be outlined. A description of specific actions, with work plan and budget, if any, to foster knowledge transfer should be detailed (e.g., dissemination of lessons, training workshops, information exchange, national and regional forum, etc. and provide the budget associated with these efforts. It could also be within project description)

### ***Stakeholder Involvement/ Intended Beneficiaries***

Public involvement is essential to developing quality, sustainable projects. GEF projects should involve stakeholders in project identification, design, and implementation. Projects should provide for information dissemination and address social and participation issues,



such as the needs of vulnerable groups, potential social impacts of the project, and possible conflicts arising from project implementation. This section should include:

- Description of how stakeholders have been involved in project development.
- Description of the roles and responsibilities of relevant stakeholders in project implementation.
- Description of how the marginal groups are going to be involved in the project implementation.

#### ***Monitoring and Evaluation***

The M&E Plan should be described, based on the project framework and including the following elements:

- Budget.
- Organizational arrangements for implementing M&E
- Specification of indicators for project objectives, outcomes, including intermediate benchmarks, and means of measurement.

#### **d. Financial Modality and Cost Effectiveness**

The GEF will only provide funds to cover the incremental costs of the proposed activities – those costs that contribute to achieving global environmental benefits (See Section 7 for a detailed explanation on Incremental Costs). Also, the project proposal should identify partners who will co-finance the project. This section should detail the following elements:

#### ***Financing Plan***

Project cost, including:

- Costing by activity and sub-activity
- Project Implementation Plan



- Financing plan, including commitments by co-financiers

**Cost-Effectiveness**

- Estimate cost effectiveness, if feasible. (i.e., the least-cost alternative of achieving a given objective).

**Co-Financing:**

- The following table should be completed to indicate the sources of co-financing.

<b>Co-financing Sources</b>				
Name of Co-financier (source)	Classification (*)	Type (**)	Amount (US\$)	Status (***)
Sub-Total Co-financing				

(\*) Classification –Implementing Agency, Executing Agency, government, multilateral agency, bilateral development cooperation agency, NGO, private sector, beneficiaries.

(\*\*) Type – grants, loans, committed in-kind support, credits, equity investments, others (specified).

(\*\*\*) Status –confirmed, letter of commitment to be received or to be identified.

- Letters of commitment from co-financiers should be attached.



e. **Institutional Coordination and Support**

***Core Commitments and Linkages***

Describe how the proposed project is located within the IA's:

- Country/regional/global/sector programs.
- GEF activities with potential influence on the proposed project (design and implementation).

***Consultation, Coordination and Collaboration between and among Implementing Agencies, Executing Agencies and the GEF Secretariat, if appropriate***

- Describe how the proposed project relates to activities of other IAs (and relevant ExAs) in the country/region. Ensure that project does not duplicate/overlap with activities of other IAs and ExAs.
- Describe planned/agreed coordination, collaboration between IAs/ExAs in project implementation.
- Provide documentation to support these consultations and agreements (e.g. minutes of the meetings, memos, MoUs, etc.)

***Implementation/Execution Arrangements***

- Attach a written plan for implementation/execution arrangements. Explain how the IA will ensure a high quality technical and financial implementation of the project.

**Part II - Supplemental Annexes (this part applies to Targeted Research only and may be deleted if not applicable)**

- Annex A – Briefly outline the research hypothesis to be tested in the project



- Annex B – Explain how the results of the research project will contribute to the objectives of existing operational programs, or the assessment of potential need for new operational programs
- Annex C – Establish the incremental steps by describing the baseline for relevant research.

### **Part III – Response to Reviews**

This section should include the responses to reviews/comments –if any—provided by the Convention Secretariat, implementing agencies, relevant executing agencies, and the GEF Secretariat.

### **Part IV – Project Category Annex**

The Annexes might include:

- Logical Framework Matrix, describing project objective /project activity / indicators / sources of verification / assumptions.
- Execution arrangements by activities (roles and responsibilities)
- Procurement arrangements
- Co-financing commitment letters
- Maps
- All other information that support the proposal.

The template for MSP Project Proposals can be accessed at:  
[http://thegef.org/Documents/Council\\_Documents/GEF\\_C22/Annex\\_MSP\\_-\\_I\\_MSP\\_Template\\_and\\_Prep\\_Guidelines.doc](http://thegef.org/Documents/Council_Documents/GEF_C22/Annex_MSP_-_I_MSP_Template_and_Prep_Guidelines.doc)





Although the project proposal template may seem complicated, the IA or ExA will help you complete it, so that all the required information is included. You can also check other MSP proposals, already approved, that can serve as models, at:

[http://www.thegef.org/Documents/Medium-Sized\\_Project\\_Proposals/MSP\\_Proposals/msp\\_proposals.html](http://www.thegef.org/Documents/Medium-Sized_Project_Proposals/MSP_Proposals/msp_proposals.html)

### **MSP Project Proposal Review Process**

Once the IA or ExA you are working with has agreed on the project proposal document, the document is submitted to the Secretariat. The CEO makes the final decision to approve the project.

The Secretariat will review the proposal in detail, and the focal area managers will provide comments. The result of this review will be reflected in a comprehensive list of comments on the project document, which will be presented in a review sheet. The template can be checked at: [http://thegef.org/Documents/Annex\\_MSP\\_-\\_I-I\\_Review\\_Template.doc](http://thegef.org/Documents/Annex_MSP_-_I-I_Review_Template.doc). These comments will help the CEO to make the final decision to approve the project.

Thus, the Secretariat will recommend to the CEO that the project is: (a) submitted for approval; (b) needs to be further developed, incorporating the comments; or (c) rejected. If the Secretariat's recommendation is positive, the project document will then submitted to the CEO for its final approval.

Endorsement by the Operational Focal Point is mandatory before the project proposal is submitted for CEO approval. Before receiving any GEF funding, the project proposal needs an endorsement letter from the GEF Operational Focal Point in the country or countries where it will be executed.

The CEO will review all the documentation, and formally approve the project proposal.

The timeframe of the approval process also varies according to the type of project. The design and approval of the concept paper depend on the each project. It is hard to estimate how many months your proposal will require to be approved. However, once the Concept Paper is approved, the timeframe for MSPs may take between nine and 12 months.

The criteria for review of GEF Medium-Sized Projects can be accessed at: [http://thegef.org/Documents/Annex\\_MSP\\_-\\_J\\_MSP\\_Review\\_Criteria.doc](http://thegef.org/Documents/Annex_MSP_-_J_MSP_Review_Criteria.doc)



At this point, one more step is still needed –the formal contract with the IA or ExA. Each Agency has specific requirements to be able to disburse the funds to start the activities. Although the GEF will provide the funds, the agency will be your partner in the implementation. You can check the standard requirements of each IA at:

[http://www.thegef.org/Documents/Medium-Sized\\_Project\\_Proposals/MSP\\_Guidelines/msp\\_guidelines.html](http://www.thegef.org/Documents/Medium-Sized_Project_Proposals/MSP_Guidelines/msp_guidelines.html)

### → Step 3. Project Implementation

Each IA or ExA will be responsible for overseeing the project’s performance and for providing reports. During project implementation, the IA or ExA prepares a project implementation report on an annual basis and submits it to the Secretariat. This report is the Project Implementation Review (PIR), which determines the status of implementation, progress toward the objectives of the projects, compliance with GEF policies, project modifications made, and provides an assessment of potential problems.

Also, the IA or ExA should report to the Secretariat any substantive changes on the co-financing arrangements throughout the project implementation.

Whenever a project is fully disbursed or completed, a final evaluation report will be prepared by the IA or ExA, and submitted to the M&E office, addressing the performance of the project and assessing whether it has achieved its objectives.

### Checklist

The following key questions can help you check if the project proposal is eligible for GEF, and if all steps in the preparation of the project have been followed.

- Have the country / countries where the project is proposed to be executed ratified the Conventions (UNFCCC, CBD, UNCCD, and Stockholm)? Is the country / countries eligible to receive assistance from the World Bank or UNDP?



- Is the proposal consistent with national priorities?
- Does the proposed project fit within one or more operational programs and strategic objectives?
- Is the problem the proposal is addressing clearly defined?
- Are the threats, root causes, barriers affecting the global environment clearly identified?
- Is the purpose of the proposed project clearly outlined?
- Are the activities and outputs proposed clearly described?
- Is the end-of project situation described?
- Are the proposed activities incremental? Will the proposed activities benefit the global environment?
- Is the proposed project sustainable? Will the changes introduced by the project remain once the project is completed?
- Will the Operational Focal Point endorse the project?
- Will the proposal be unique in the country / countries where it will be developed?
- Can the project be replicated in other countries / regions?
- Have all stakeholders that will be affected by the project been consulted / involved?
- Are the proposed activities the most cost-effective ones possible?
- Are there co-financing sources for the project?
- Does the project fit within the IA or ExA activities in the country / countries?

If the answer to most of these questions is positive, you can start designing a project proposal for GEF, and discussing it with the IA or ExA and the Operational Focal Point.



### Avoiding frequent weaknesses

As important as meeting the eligibility requirements is avoiding frequently seen weaknesses when designing a GEF project proposal. These weaknesses diminish chances that a project will be considered.

The following list identifies the most frequent weaknesses in proposals submitted to the GEF:

- The proposal is only of national interest –and not global. Thus no incremental costs are associated to it.
- The proposal does not pay enough attention to the national / regional “baseline”, and often causes a weakness in the application of the incremental cost concept to the project.
- Lack of connection between the project and the national sustainable development context.
- Inconsistency with the relevant Conventions, or lack of eligibility under the Conventions.
- Failure to identify the global benefits with a certain degree of precision.
- Failure to ensure the involvement and participation of stakeholders or communities affected by the project.
- The project does not address a significant national programme, or does not propose a solution replicable in other parts of the world.
- Failure to identify clearly and correctly the threat or problem to be addressed.
- Lack of a mechanism or incentives for the future sustainability of the project (once the GEF funding is completed).
- Lack of coordination between the threat and the proposed alternative solution.
- Failure to consider the underlying cause of the threat addressed by the project.
- The logical sequence of the activities addresses by the threat is not determined.
- Failure to identify clear and measurable outcomes.
- Inadequate provision of a monitoring and evaluation plan.
- The estimated costs are not reasonable –either too high or too low. Lack of an adequate budgetary documentation.
- The managerial capacity of the proponent to successfully implement the project is not demonstrated.
- Inadequate estimation of the required timeframe to execute the project –too long or too short.
- The proposal does not acknowledge the lack of relevant policies to support it, or the existence of a weak institutional structure at the national or regional level.



## Section 7. Full Sized Projects

Full Sized Projects (FSPs) average \$3 to 5 million US of GEF funding, although there are larger ones of \$15 to 20 million US, and usually take four to six years of implementation.

Both Council approval and STAP review are needed for FSPs. Therefore, the preparation and review process is more complex.

NGOs with proven institutional and administrative capacity to manage a multi-million dollar project may submit a FSP. Also, NGOs can be part of a FSP through a partnership with the responsible organization executing that project. These may include a government agency, a consortium of NGOs, or an international NGO, among others.

As with MSPs, it is hard to estimate how much time it will take for a proposal to go through all the steps until final approval and implementation, for this depends on the specific design of the project.

The steps in the preparation and review process are:

### → Step 1. Project idea (pipeline entry)

Develop a concept paper, which will be discussed and reviewed in detail with the IA or ExA. This document will present the main components of the proposal, and should be 15 to 20 pages in length. The template for the concept paper contains the following elements:

#### **A. Summary**

#### **B. Country ownership**

1. Country Eligibility
2. Country Drivenness



**C. Program and Policy Conformity**

1. Program Designation and Conformity
2. Project Design
3. Sustainability (including financial sustainability)
4. Replicability
5. Stakeholder Involvement

**D. Financing**

1. Financing Plan
2. Co-financing

**E. Institutional Coordination and Support**

1. Core Commitments and Linkages
2. Consultation, Coordination and Collaboration between and among Implementing Agencies, Executing Agencies, and the GEF Secretariat, if appropriate.
3. Implementation / Execution arrangements

The eligibility requirements for each element of this concept paper are the same as those detailed for MSPs. However, considering that the funding request is considerably larger, each element should be described in more detailed.

The template for the Concept paper can be accessed at:  
[http://thegef.org/Documents/Council\\_Documents/GEF\\_C22/Annex\\_FP\\_-\\_F\\_Concept-PDF\\_Template\\_and\\_Prep\\_Guidelines.doc](http://thegef.org/Documents/Council_Documents/GEF_C22/Annex_FP_-_F_Concept-PDF_Template_and_Prep_Guidelines.doc)



Once the project proponent and the IA or ExA agree on the design of the project, the concept paper is submitted to the Secretariat, with a request for *pipeline entry*. This means that the project will enter the review process.

The Secretariat will review the concept paper in detail, and if approved, will grant *pipeline entry*. The review criteria for FSP can be accessed at:

[http://thegef.org/Documents/Council\\_Documents/GEF\\_C22/Annex\\_FP\\_-\\_H\\_FP\\_Review\\_Criteria.doc](http://thegef.org/Documents/Council_Documents/GEF_C22/Annex_FP_-_H_FP_Review_Criteria.doc)

The proponent can then start preparing a detailed proposal. Proponents may apply for PDF to support preparation of the project. The PDF is optional, depending on the project design.

For Full Sized Projects, a PDF Block A is available, with a ceiling of up to \$25,000 US. The template for the PDF Block A request can be accessed at:

[http://thegef.org/Documents/Council\\_Documents/GEF\\_C22/Annex\\_FP\\_-\\_E\\_PDF\\_A\\_Proposal\\_Template.doc](http://thegef.org/Documents/Council_Documents/GEF_C22/Annex_FP_-_E_PDF_A_Proposal_Template.doc);

Depending on the complexity of the proposal, some project may need more detailed preparation. If so, the proponent can apply for a PDF Block B, with a ceiling of \$350,000 US for national projects; and \$700,000 US for global and regional projects.

A PDF C might also be made available for larger size FSPs, which require more complicated preparation work. These have a ceiling of \$1 million US.

The template for the PDF Block B or C request can be accessed at:

[http://thegef.org/Documents/Council\\_Documents/GEF\\_C22/Annex\\_FP\\_-\\_F\\_Concept-PDF\\_Template\\_and\\_Prep\\_Guidelines.doc](http://thegef.org/Documents/Council_Documents/GEF_C22/Annex_FP_-_F_Concept-PDF_Template_and_Prep_Guidelines.doc)

A letter of endorsement by the operational focal point should be attached to the PDF request, which is then submitted to the Secretariat for review and final approval by the CEO.

### → Step 2. Project proposal (Work Program inclusion)

A full FSP proposal has to be developed in order to request inclusion in the work program for council review. The IA or ExA will work with the project proponent to include all necessary



information for this request. The template to be completed for this request is the Project Executive Summary. In about 10 pages, not including annexes, the following elements should be developed in detail:

**1. Project Summary**

- a) Project rationale, objectives, outputs/outcomes, and activities.
- b) Key indicators, assumptions, and risks (from Logframe)

**2. Country Ownership**

- a) Country Eligibility
- b) Country Drivenness

**3. Program and Policy Conformity**

- a) Fit To GEF Operational Program and strategic priority
- b) Sustainability (including financial sustainability)
- c) Replicability
- d) Stakeholder Involvement) Monitoring and Evaluation

**4. Financial Modality and cost effectiveness**

**5. Institutional Coordination and Support**

- a) Core Commitments and Linkages
- b) Consultation, Coordination and Collaboration between IAs, and IAs and ExAs, if appropriate.
- c) Project Implementation Arrangement





**Annex A: Incremental Cost Analysis**

**Annex B: Project Logical Framework**

**Annex C: Response to Project Reviews**

- a) Convention Secretariat comments and IA/ExA response
- b) STAP expert review and IA/ExA response
- c) GEF Secretariat and other Agencies' comments and IA/ExA response

The eligibility requirements for each of the elements of this template are the same as those detailed for MSPs. However, considering that the funding request is considerably larger, the description of each element should be more detailed.

The template for the Project Executive Summary can be accessed at:  
[http://thegef.org/Operational\\_Policies/Eligibility\\_Criteria/Annex\\_FP\\_-\\_G\\_Project\\_Exec\\_Summary\\_Template\\_and\\_prep\\_guidelines.doc](http://thegef.org/Operational_Policies/Eligibility_Criteria/Annex_FP_-_G_Project_Exec_Summary_Template_and_prep_guidelines.doc)

Operational focal point endorsement is required for FSPs. Before submitting the project executive summary, the letter of endorsement should be attached.

The project executive summary is then circulated to the Secretariat, STAP, the Convention Secretariat, and other IAs and relevant ExAs. Once all these parties review the proposal and their comments are incorporated, the project is included in the work program to be submitted to the Council for review and approval.

There are four work program submissions to Council a year during regular Council meeting. Inter-sessional work program submissions are made by e-mail between the regular meetings.



### → Step 3. CEO endorsement

Once the Council has reviewed the project, the IA or ExA responsible for the project will work with the project proponent to include the technical observations of the Council. A full final project document is then prepared. This document should contain a full description of all aspects of the project in approximately 90 pages.

The full project document is then submitted to the CEO, for the final endorsement. The CEO will base his decision on the FSP Review Criteria, which can be checked at:

[http://thegef.org/Documents/Council\\_Documents/GEF\\_C22/Annex\\_FP\\_-\\_H\\_FP\\_Review\\_Criteria.doc](http://thegef.org/Documents/Council_Documents/GEF_C22/Annex_FP_-_H_FP_Review_Criteria.doc)

Once the project is approved by the GEF, it is presented to the IA or ExA internal management for final approval. A formal contract is then signed between the proponent and the IA or ExA for implementation.

### → Step 4. Project implementation

The implementation reporting is similar to that required for MSPs. During project implementation, the IA or ExA will prepare an annual Project Implementation Review (PIR), which is submitted to the Secretariat. A final evaluation report will be prepared by the implementing agency, and submitted to the M&E office, addressing the performance of the project and assessing whether it has achieved its objectives.

### NGO Partnership in Full Sized Projects

When given the opportunity to participate in Full Sized Projects, NGOs have proven that they are important to achieving GEF's goals and can be valuable partners in efforts to integrate project objectives into a broader context, as well as to ensure that vital follow-up actions take place.

A specific policy was developed to ensure stakeholder involvement in GEF projects – *Public Involvement in GEF-Financed Projects* (1996). This document highlights the significance of public participation in



GEF projects, noting that “*effective public involvement is critical to the success of GEF-financed projects.*” Thus, one eligibility criteria for GEF projects is that all proposals must include a public involvement component.

All GEF programs and projects must respect three main activities of public involvement –information dissemination, consultation and stakeholder participation.

To be effective, public involvement activities should be broad and sustainable. The IAs or ExA will include in project budgets, as needed, the financial and technical assistance necessary for proponents to ensure effective public involvement. Stakeholders should collaborate, as appropriate, in the identification of project concepts and objectives, selection of sites, design and implementation of activities, and monitoring and evaluation of projects.

Therefore, NGO partnership in Full Sized Projects can be achieved in various stages of the project, as follows:

1. **Project design.** Designing a project that benefits the global environment is complex. It requires not only a good knowledge of the national situation, but of how the activities will benefit the global environment. NGOs and the scientific community also have that knowledge. By being part of the design of a project, stakeholders ensure not only that the best activities are proposed, but also that they are the most cost-effective ones. Consultations and workshops are options for involving stakeholders in the design of a project. The involvement of stakeholders in the design stage also ensures that the project is “country-driven”–one of the GEF’s eligibility requirements.
2. **Project execution.** On average, a Full Sized Project may demand up to five years of execution, including a series of interconnected activities and components. Some of these components can be contracted to NGOs.
3. **Monitoring and evaluating.** As active partners with the government agencies and with the IA responsible for that project, stakeholders can also be involved in the monitoring and evaluation of the project. Studies and reports can be assigned to stakeholders with particular expertise and NGOs and local communities can be included in consultations to prepare M&E reports.



## Section 8. Incremental Costs

The GEF will only fund the **incremental costs** of your project, whether it is a Full Sized Project, a Medium Sized Project or an SGP grant. The incremental costs are those associated with transforming a project with national benefits into one that produces global environmental benefits.

What does this mean? Actions to achieve sustainable development at the national level, although clearly necessary and directly in an individual country's own interests, are not always sufficient to ensure sustainable development at a global level. Therefore, additional actions beyond those required for national development may also be needed to protect the global environment. Global environmental benefits are obtained whenever a global environmental objective is met.

Reduction in the emissions of greenhouse gases and protection of specified biodiversity are examples of global environmental benefits. Specific examples of actions that incur incremental costs in order to realize global environmental benefits are:

- **Biodiversity:** The management of the protected areas in a given country encounters various threats including insecure status, illegal poaching and agricultural encroachment. The formulation and management of a protected area system will meet defined national goals of sustainable development and biodiversity conservation. However, activities targeted to the creation, establishment and management of biological corridors between these protected areas, to enhance global biodiversity benefits, impose incremental costs.
- **Climate change:** The use of advanced solar energy technology in a situation where a less costly coal-fired power generator with pollution control would have been sufficient to generate the electric power needed for development. This action –the choice of solar over coal– imposes an incremental cost and avoids the greenhouse gases that would otherwise be emitted. Yet it still meets the same national development goal (power) while protecting the national population from pollution, in accordance with reasonable standards. In such a case, the incremental cost is associated with the global environmental benefit of reduction in greenhouse gas emissions.



This section will help you understand the basic concepts needed to estimate the incremental costs for the proposal. Some of the terms may seem puzzling. However, the IA or ExA will help you estimate those costs of the project that can be funded by the GEF and those for which a co-financier should be sought.

Two simple concepts explain the incremental cost approach: the **alternative** and the **baseline**. These two concepts are the key to developing a successful GEF proposal.

Simply put, the **baseline** describes what already is occurring in the project area and the **alternative** describes what “additional” is being proposed. By describing the baseline, you are showing the GEF that what your proposed alternative is, indeed, new and different from what is already occurring.

The **baseline** scenario is what would occur without the proposed project as part of the normal course of events as they relate to the thematic, geographic, and temporal scope of the project. Defining the problem and determining the threats and root causes clearly states the project scope. The scope is defined by a geographic place — with its attendant biodiversity, transboundary waters, or energy problems. However, the range of relevant activities and outputs needed to remove threats and their root causes also determines the project scope over a specified time period. The scope, then, is a geographic, temporal and thematic boundary.

The **baseline** is the description of and the budget for all of the activities already or normally undertaken by the stakeholders in the country or region within the defined geographic, temporal and thematic boundaries of the project and as they relate to the project’s activities.

Once you have defined the baseline as it relates to your **alternative** (the project scope), you can cross-check the alternative with the baseline. This lets you strengthen the design of the project by ensuring that you are not duplicating anything that is already being done in the baseline.

The **alternative** scenario includes the project purpose and objectives, the outputs, and the activities. In doing this, you are developing your project’s logical framework.

The alternative scenario is so named because it is considered to be the “alternative” to the baseline. The **alternative** is what the project intends to establish above and beyond the baseline.



### Calculating incremental costs

The Incremental Cost approach for biodiversity and international water projects is actually quite simple –there are only three basic steps:

1. Defining and quantifying the baseline (existing funding commitments to the target area)
2. Defining and quantifying (cost) the alternative.
3. Breaking down the alternative into the GEF-eligible portion (“incremental” activities) and the portion that will require co-financing (sustainable development activities).

This third step opens another key question: What of your proposed alternative can be funded by the GEF and what must be co-financed? For that, you will need to distinguish between GEF-eligible (incremental) and development-related (co-financing required) parts of your alternative.

GEF incremental activities are defined and listed in the Operational Programs. As a general rule, development-related activities are considered to be those with national benefits. In GEF’s view, a non-incremental activity is something that has national benefits and should be done in the direct interest of the people themselves by themselves or their own country. Other sources of funding will have to be sought for these activities.

As for climate change projects, considerations for the incremental cost approach varies, depending on the Operational Program.

If the project involves “win-win” commercially proven energy efficiency and renewable energy technologies, it would fall under **OP5** (Removal of Barriers to Energy Efficiency and Energy Conservation) or **OP6** (Promoting the Adoption of Renewable Energy by Removing Barriers and Reducing Implementation Costs).

The life-cycle costs of these alternatives are less than the **baseline** costs. Usually, the life-cycle costs of energy efficient technologies (**alternative**: compact florescent lamps) are less than those of inefficient energy technologies (**baseline**: incandescent lamps), given the savings in energy bills made from the efficient technologies. Similarly, the life-cycle costs of most commercially proven renewable energy technologies (**alternative**: solar home systems) are close to or below those of



fossil fuel technologies (**baseline**: diesel generators). This is because renewable energy technologies usually have high up-front capital costs but very low fuel and maintenance costs, while fossil fuel technologies have lower initial capital costs but much higher fuel costs. Thus, the investments in the hardware for these projects would have a “negative incremental costs”, and would require co-funding from other financing sources outside GEF.

On the other hand, even though these technologies offer cost-effective approaches to reduce greenhouse gas emissions, they have not been widely adopted due to a large number of regulatory, institutional, information, financing, market, and technical barriers. Thus, GEF funding can be used to support barrier-removal activities to ensure that the investment in hardware is sustainable and to facilitate future widespread replications. In this case, the costs of barrier-removal become the incremental costs.

The technologies covered under **OP7** (Reducing the Long-Term Costs of Low Greenhouse Gas Emitting Energy Technologies) are advanced low GHG-emitting technologies. The costs of these advanced technologies are still far greater than conventional baseline technologies. Thus, the barrier to adoption of these advanced technologies is the high cost of the technology itself. In this case, the “true incremental costs” are the cost differences between the advanced **alternative** technologies (e.g. fuel cell buses) and the conventional **baseline** technologies (e.g. traditional diesel buses). It is expected that GEF funding will help reduce the energy costs of these advanced technologies to commercially competitive levels through the experience of demonstration projects and increasing economies of scale in manufacture and application.



## Section 9. Building partnerships in policy

To accomplish its mission, the GEF pursues partnership-building. One of the most strategic alliances the GEF has achieved is with the non-governmental community.

The NGO community has become an important partner of GEF activities, actively participating at the international and national levels. The levels of NGO participation in GEF activities are:

1. By building partnerships in projects –at the regional, national and local levels; and
2. By building partnerships in policy –at the international policy level. NGOs gained a recognized role in putting forward constructive proposals for policy and institutional reforms to strengthen the effectiveness of the GEF, through our participation in the GEF Council meetings and policy working groups.

This section will explain in details the NGO partnership at the international policy level, as the partnership in projects has been explained in previous sections.

At the international policy level and decision-making process, NGOs contribute as advocates to the GEF through:

- Policy working groups convened by the GEF Secretariat, e.g., in the design and development of the Medium-Sized Projects initiative.
- Lobbying for donor contributions; and
- Providing inputs to other activities initiated by the GEF, such as monitoring and evaluation.

However, the most significant impact is through the GEF-NGO consultation prior to each bi-annual Council meeting, and as observers at the Council meetings. This dialogue process is unique within other multilateral bodies, and permits a direct exchange of views between NGOs and GEF actors.





## How NGOs got involved with the GEF

The Council recognized the importance of NGOs from the beginning of the GEF. In November 1994, the Council agreed on a series of important and innovative decisions towards NGO involvement. These are:

- The *Rules of Procedure for the GEF Council*, in its Paragraph 22, states that: “The CEO may, in consultation with the Council, invite representatives of other organizations and entities, including NGOs, to attend or observe the Council meetings”.
- *The Technical Note on NGO Relations with the GEF (GEF/C.1/4)* – July, 1994. This document recognizes that NGOs provide views and comments on GEF activities, which the GEF can benefit from. Also, the NGO Consultations give governments and the Implementing Agencies a valuable opportunity to interact with NGOs. The Council agreed that the CEO shall invite five NGO representatives to attend the Council meetings, and five NGO representatives to observe Council discussions. In GEF language, a fine distinction is that being in the room is attending the Council meeting, and watching on the closed circuit TV is observing the meeting. The Council requested the Secretariat to develop, in consultation with NGOs, more specific criteria for selection of NGO representatives to attend or observe Council meetings, based on the principles of regional representation and self selection by NGOs, taking into account the GEF thematic scope. The cost of NGO attendees from recipient countries would be provided for in the administrative budget of the GEF Secretariat.
- *Criteria for Selection of NGOs to Attend/ Observe Council Meetings and Information on NGO Consultation* were presented to Council (GEF/C.3/5 - February 1995). This document was approved by the Council, and sets the basic rules for NGO attendance to Council meetings and accreditation of NGOs to the GEF, that have worked since then. These are:
  - a. For the purpose of representation at GEF Council meetings and participation in related GEF consultations, NGOs are defined as non-profit organizations whose mandate, experience, expertise and capacity are relevant to the work of the GEF. These include: community groups; local, national, regional and international organizations, including



NGO networks, dedicated to preserving the environment or promoting sustainable development; indigenous people's organizations; and academic and research institutions.

This is an important concept for, in GEF language, the term NGOs is broad and includes various types of organizations.

- b. NGO representatives responsible for communicating with the wider NGO community, including reporting on, the Council meeting and NGO Consultations, should be determined by NGOs.
- c. The criteria for selecting NGOs to be invited to attend/observe the Council meetings includes:
  - NGOs should be accredited to the GEF.
  - A broad based geographic representation should be ensured.
  - The agenda for the Council meeting should be taken into account and organizations with relevant competence should be selected.
  - A wide representation of views and expertise should be reflected, a balance among international, national and local representation.
  - Past attendance of NGOs at Council meetings should be considered, and rotation among NGOs should be sought.

The Council retains the authority to review whether these criteria are being followed.

Also, the value of the NGO consultations has been recognized, as Council deliberations do take into account NGO views and comments.

One of the most important decisions of the Council was to provide financial support, from the GEF Secretariat's administrative budget, to cover the costs of NGOs from recipient countries to attend its meetings. Funds for 14 travel grants were available for each meeting. At the May 2004 meeting, NGOs put forward a proposal to increase this travel fund since the GEF has two additional focal areas and NGOs representing the Land Degradation and POPs focal areas should also participate. Since November 2004, a group of 16 NGO representatives attends each meeting.



### The GEF-NGO Network

In light of the opportunity opened by the Council, NGOs decided to organize themselves.

In 1995, the GEF-NGO Network was launched as an experimental network of Regional Focal Points related to the GEF, and a Central Focal Point. The basic principle under which the GEF-NGO Network functions is to gather NGO input on GEF policies, its projects in the field, and to disseminate information, such as NGO reports on the Council meetings and GEF projects.

NGO interest in the GEF has grown exponentially. Currently some 600 NGOs are accredited to the GEF. The responsibility of the NGO Focal Points was also increased in order to respond to the increasing demand for information.

In 2001, the NGO Focal Points started discussions to formalize the structure and responsibilities of the structure of the Network. *Guidelines for the Coordination Committee of the GEF-NGO Network* were adopted in May 2003.

The Guidelines define the purpose of the GEF-NGO Network as: *to strengthen and influence the work of the GEF at all levels, its ideals, philosophy, as well as values and goals embedded in the Global Environment Conventions that are at the basis of the GEF, with an aim to integrate NGOs at appropriate levels of decision-making and implementation of programmes and projects in an accountable, transparent and participatory way to ensure a maximum degree of good governance. Also, its aim is integrate NGOs' interests in GEF operation and to influence and monitor GEF operations in general to be more effective and efficient to achieve the global environmental goals.*

The GEF-NGO Network is comprised of all accredited NGOs to the GEF. For representation at the Council meetings, the network is divided into regions according to the GEF regional structure.

The regional representatives form the **Coordination Committee** of the GEF-NGO Network. Each region elects a representative NGO, which nominates an individual to be a Regional Focal Point (RFP). The RFPs represent their regions, and are considered the formal representative of the GEF-NGO Network. All business to and from the Network, must be conducted with the respective RFPs. The Coordination Committee elects one person from acting RFPs to function as a Central Focal Point (CFP).



The purpose of the Coordination Committee is to coordinate and facilitate the accredited NGOs which constitute the GEF-NGO Network and represents the GEF-NGO Network. It coordinates policy and project specific inputs to the GEF Council and facilitates information dissemination and dialogue about the GEF with NGOs in the regions.

The Coordination Committee meets twice a year in conjunction with the GEF Council meeting, or as required, and conducts its meeting according to accepted rules of procedure to better facilitate and coordinate the GEF-NGO Network.

Only the Coordination Committee may make decisions that can commit the GEF-NGO Network. Decisions taken by the Coordination Committee, and that are considered binding, must be based on consensus during Coordination Committee meetings. In between Coordination Committee meetings, communication on decisions to be taken shall be made to Coordination Committee members with a set deadline of not less than two weeks, for replies. Non-reply by any Coordination Committee member means agreement to whatever decision comes out from those that have sent replies.

The current structure of the Coordination Committee of the GEF-NGO Network consists of Regional Focal Points (RFPs) and a Central Focal Point. The responsibilities developed by the Focal Points are carried out on a voluntary basis. The current list of RFPs and its detailed contact information can be checked at: [www.thegef.org/Partners/NGO\\_regional\\_contacts.html](http://www.thegef.org/Partners/NGO_regional_contacts.html)

Terms of Reference for the Focal Points were also agreed, which establishes that the **Regional Focal Points (RFPs)** should coordinate GEF-related NGO activities in the regions in cooperation with the Central Focal Point. Specific responsibilities include:

1. Provide, within their region, information to accredited NGOs and other stakeholders concerned with the GEF, on GEF-related activities, including GEF-NGO Consultation and GEF Council meeting, and relevant document distribution.
2. Collect, coordinate and provide brief reports on regional concerns relevant to ongoing GEF processes and upcoming GEF activities to the Central Focal Point, on a bi-monthly basis, for further distribution, and provide reports on activities of the Regional Focal Point to other focal points on developments and constraints to their work in the last period.



3. Liaise regularly and coordinate with the Central Focal Point and other Regional Focal Points to ensure regular and timely input to GEF policy documents and processes, document and information distribution and dissemination and on GEF-NGO logistics, and agenda development.
4. Collect, coordinate, and provide a brief report on regional concerns relevant to the upcoming GEF meeting to the Central Contact Point for distribution to consultation participants.
5. If funds are available, coordinate the nomination and selection of extra regional participants, in coordination with the CFP. Their name should be forwarded to CFP at least four weeks prior to the GEF meeting.
6. Report back to the region and interested parties on GEF Council meeting through the distribution of the NGO report on the GEF Council meetings. For this, RFPs shall actively participate in the reporting activities during and after every Council meeting, providing the CFP with all notes taken, to compile the full NGO report no later than 10 days after each Council meeting.
7. Facilitate the participation of NGOs in the region in the processes of the GEF, in particular at national and project level, through information and analysis and sharing of experiences and of lessons learned, encouraging and assisting NGOs in the process of accreditation to the GEF.
8. Support the NGOs in the region in planning and implementing regional and national outreach activities for awareness raising and involvement in GEF-related activities.
9. Maintain at all times, information on necessary contacts within their regional constituency, (including a list of government focal points and representatives from Implementing Agencies), so that information on projects and policy and program developments can be disseminated.
10. Establish a four year term of office with each Regional Focal Point responsible for conducting the election process in his/her region and training his/her replacement

The **Central Focal Point (CFP)** should coordinate GEF-related NGO activities in close cooperation with the Regional Focal Points. Specific responsibilities include:



1. Liaise and coordinate with the GEF Secretariat on a regular basis on items of concern to the Network and the regional focal points, as defined in network communications. This coordination should ensure smooth and targeted information flow on GEF processes, policies, programs and projects. The coordination should also ensure good and timely distribution of documentation and of logistics and agenda development for the GEF-NGO consultation and other meetings related to the GEF.
2. Liaise and coordinate with regional focal points on issues related to the smooth functioning of the Network, including the dissemination of information and analysis, the collection of input from regions, input into GEF policy documents, document distribution, participation in meetings, and logistics and agenda development of the GEF-NGO Consultation and other meetings related to the GEF.
3. Coordinate the development of the agendas for the NGO Preparatory and the Consultation meetings, and the NGO participation at the Council meeting, in consultation with the RFPs.
4. Coordinate, generate and produce, with Regional Focal Points, analysis of GEF policies, case studies of projects and programs, and other information tools to influence the GEF and to increase NGO and civil society participation in the GEF.
5. Coordinate the reporting from all GEF meetings (Consultation and Council), together with all participating RFPs, to ensure the reports are disseminated to the regions and the Secretariat. This will also include the recording of the minutes of the Coordination Committee's meetings. All the mentioned reports should be circulated no later than two weeks after every Council meeting.
6. Provide a six-month financial and activity report to all Regional Focal Points and the GEF Secretariat for the last period.
7. Administer, in an accountable and transparent way, the travel grant for participation in GEF meetings with funds provided by the GEF Secretariat for that purpose. This responsibility includes the coordination of logistics for Regional Focal Points and participants. Upon available funds, the CFP will coordinate, in consultation with the RFPs, the participation of extra NGOs representatives.



8. Together with the Regional Focal Points, seek funds for the working of the Network and to increase the quality of participation of NGOs and civil society in the work of the GEF.
9. Support the RFPs in planning and implementing regional and national outreach activities for awareness raising and involvement of NGOs and national GEF Focal Points as appropriate.

### **The election procedures**

Among all accredited NGOs in a region, one is elected to act as Regional Focal Point (RFP). The NGO nominates an individual –referred as a candidate—to take the day-to-day responsibility of carrying out the duties assumed as RFP.

Each region conducts its own election, which would be the responsibility of the departing RFP of the region. If the RFP is not capable in undertaking this task, the CFP will take the lead to ensure a democratic election process by identifying some partner NGOs in the region.

All efforts should be made to send a notice for election and nomination to all accredited NGOs in the region. In order to ensure transparent and democratic procedures, the nomination should be made through a regional environment NGO network, forum, or other appropriate mechanism in the region. Only GEF accredited NGOs may nominate candidates and participate in the election within each region. A candidate representing one of the GEF accredited NGOs with good knowledge of the GEF, may be chosen. The candidate needs to be endorsed by at least two more GEF accredited NGOs within the said region.

To be nominated as RFP, he/she should have the individual capacity to develop the responsibility, as well as the institutional commitment from his/her organization. Any candidate, therefore, should submit a formal document attesting to this, including a plan on how the candidate and the respective organization intend to meet the responsibility of an RFP given the regional situation and priorities. This plan should be distributed to accredited NGOs in the region and to the Coordination Committee prior to the regional election.

The candidate's name is then circulated by the concerned RFP to all the accredited NGOs in the region and the CFP. The election process is set to last a total of five weeks. If the candidate is



uncontested after five weeks, the candidate is elected as the RFP. In case of more than one candidate, whoever receives the most votes after the five week period is declared elected to serve for a four year period.

### Changing the Guidelines

Any GEF accredited NGO and the Coordination Committee itself may propose to alter, delete, add to the paragraphs or write additional paragraphs within the Guidelines. Such a proposal must be introduced to the committee in writing, a minimum of six weeks prior to a regular committee meeting. After approval at this meeting all accredited GEF-NGO members of the network must be informed. The following regular Committee meeting must review responses from the Network members before deciding on the amendment(s). The amendment(s) becomes valid only when the decision by the Coordination Committee is unanimous.

### NGOs at the Council meetings

Twice a year, and for a whole week, NGOs interact with the GEF and its Implementing Agencies, during the Council meetings.

Coordinating efforts and preparing substantive input for the Council meetings requires a lot of work in advance. NGOs have to prepare for three set of meetings: the NGO Preparatory meeting, the GEF-NGO Consultation meeting, and the GEF Council meeting.

The schedule and characteristics of these meetings are:

→ **NGO Preparatory meeting**, generally held on a Monday. Only NGOs attend this meeting, and the entire day is dedicated to prepare NGOs views and positions for the GEF-NGO Consultation and the Council meetings. The purpose of this meeting is to discuss concerns on agenda items to be presented at the Consultation and Council meetings, including specific regional interest, harmonizing positions and outlining the NGO statements, among others. Also, during the preparatory meeting, the NGO Co-chair for the GEF-NGO consultation is selected, and the list of 5 observers in the Council meeting per agenda item is set.





→ **GEF-NGO Consultation** usually organized on a Tuesday. This meeting is jointly organized and co-chaired by NGOs and the GEF Secretariat. It is attended by NGOs, the GEF Secretariat, the implementing and executing agencies. Also, Council members are invited to attend. NGOs voice concerns and comment on policies and projects, present positions on substantive issues. From experience, the Consultation meeting is the opportunity to raise particular items. Case studies are also presented.

The Consultation usually follows the pattern with an NGO representative introducing a particular agenda item, followed by a response from the Secretariat and/or the implementing agencies. Then there is some time for an open discussion. Questions and comments from Council members are also welcomed.

These presentations and discussions are not just an exchange of opinions and concerns. NGOs have achieved some major changes to GEF policies by voicing their concerns at the consultations, such as the discussions that lead to the approval of MSPs.

→ **GEF Council meeting** meets for three days of deliberations. The Council meeting is the formal meeting of the governments that participate of the GEF, when decisions on policies are taken, and projects are approved. Following the agenda, NGOs can make interventions during this meeting, as observers.

The same NGO representative that has been selected to present an intervention during the Consultation also will be responsible for presenting the intervention during the Council meeting.

NGOs share their passes to attend the Council meeting, to give everyone the chance to be in the room to make the interventions and follow the discussions.

The rest of the NGOs are allowed to follow the discussions through TV circuit in the observer's room. It is a good opportunity to lobby Council members, as you can approach them directly in the corridors.

### **Dynamics prior, during and after a Council meeting**

The coordination of activities generally starts 6 to 8 weeks prior to each Council meeting, when the agenda and the documents for the Council are posted in the GEF website. According to the



substantive issues the Council will discuss, the Focal Points outline the agenda for the GEF-NGO Consultation.

The agenda of the Council meeting is the basis for structuring the Consultation discussion. NGOs draft the agenda for the GEF-NGO Consultation. It is circulated through the GEF-NGO Network for NGOs to prepare the Consultation agenda. Once the Council meeting agenda is circulated to each NGO regional constituency for comments and suggestions of topics to be addressed, the Consultation agenda is sent back to the Secretariat, approximately two weeks before the meeting.

There are a considerable amount of documents for each Council meeting, including working documents, those that require Council's decision; information documents, presented to Council by the Secretariat or other parties, and monitoring and evaluation documents, also divided into working and information documents. A typical meeting may produce a dozen working documents, eight to 10 information documents, and another ten monitoring and evaluation documents.

As the number of documents is quite significant, NGOs agreed that the most effective way to prepare substantive input and positions is to follow-up on one or two issues. Thus, as soon as the NGO agenda is outlined, each responsible Focal Point starts reviewing those particular documents selected. The benefits of this agreement is that the RFP focusing on that particular issue of his/her expertise, can follow-up on the evolution of that topic, e.g. Monitoring and Evaluation, Land degradation, etc.

Discussions and positions are coordinated over electronic communications in the weeks prior to the actual meeting which usually takes place in Washington, DC where the GEF Secretariat is located.

A short intervention that makes some well chosen points and can be backed up by a few good examples has a much greater impact than one that tries to air more general concerns. These interventions are drafted by each NGO representative before arriving to the meeting, and discussed at the NGO Preparatory meeting. The idea is to present the position to the NGO colleagues, and to incorporate other views and specific regional concerns, to strengthen the intervention before presenting it to the Consultation and Council meetings.

Representation for interventions is a sensitive issue, and requires good understanding on the part of each NGO delegate of whom he or she is representing. It has been generally agreed that NGO



delegates have a special responsibility for communicating NGO views as discussed at the NGO Preparatory meeting, on behalf of the NGO delegation.

Because Council meetings are short and hectic, NGOs have to be ready to react quickly.

Before the Council meeting begins, NGOs put together a roster of who will be where and when. This is usually done by agenda item during the preparatory meeting. It is very important that the people who are to be in the room are present. Council members get the wrong impression if the five seats are not filled. Those who are waiting for the next agenda item must pay attention to the discussion so that they are in the vicinity to trade badges.

Interventions on specific agenda items always take place after Council members have discussed the topic. It is important for NGOs to get their message across at least to key members beforehand. The Consultation is supposed to serve this purpose, but not all Council members attend it. In that case, it is necessary to speak to them at some point during the Council meeting before the agenda item comes up, or at the reception the night before the meeting begins. Even better is to speak with Council members or their advisers while they are still at home preparing for the meeting.

After each meeting, an NGO report is prepared, summarizing the discussions and the compilation of NGO interventions. These reports are circulated to all RFPs to reach all accredited NGOs, as well as posted in the GEF's website. You can check these reports at: [http://www.thegef.org/Partners/partners-Nongovernmental\\_Organ/partners-nongovernmental\\_organ.html](http://www.thegef.org/Partners/partners-Nongovernmental_Organ/partners-nongovernmental_organ.html)

RFPs are responsible for informing their contact points about developments related to their respective region.

### NGO Accreditation Process

To participate of the GEF-NGO Network, your NGO has to get accredited to the GEF.

The process is simple. The NGO accreditation process consists of completing the Accreditation Form (see page 71), which must be signed by the Chief Executive Officer or an authorized senior official of the NGO, and must be accompanied by information on the organization's competence and relevance to the work of the GEF. The information is then sent to the NGO Coordinator at



the GEF Secretariat. On the basis of the information provided in this form, the CEO of the GEF will accredit any NGO that has fulfilled the requirements.

The confirmation of the accreditation will be sent by postal mail or electronic mail to the NGO, copied to the NGO Coordinator at the GEF Secretariat and the corresponding Regional Focal Point of the GEF-NGO Network.

By being accredited, your NGOs start interacting with the GEF-NGO Network, receiving periodic information, exchanging particular regional concerns and requests for specific information.

### **Do you want to participate in a Council meeting?**

Also, as an accredited NGO, you are allowed to observe the Council meetings. If your NGO has a travel budget, once you are accredited you are welcome to join the preparatory and consultation meetings. Depending on the available funding through the travel grant, you may also be invited by the GEF-NGO Network to present a case study at the GEF-NGO Consultation meeting. You will need to contact your corresponding RFP and make your case to be invited to one of the meetings.

For the past years, the GEF Secretariat has trusted NGOs to manage the travel grant. This allows NGOs to maximize the use of these funds, allowing more representatives to participate.

Although the travel grant should only cover the participation of 16 NGOs from developing countries per meeting, with coordinated efforts, the GEF-NGO Network has managed to invite up to 18 NGOs per meeting.

Contact your RFP for more information on how you could participate of a Council meeting.



## GLOBAL ENVIRONMENT FACILITY

1818 H Street, N.W.,  
Washington D.C., 20433  
Tel: 202 473 0508 / Fax: 202 522 3240/45  
E-mail: [secretariat@thegef.org](mailto:secretariat@thegef.org)  
[www.thegef.org](http://www.thegef.org)

### NGO Accreditation Form

NGOs interested in being accredited to the GEF should complete this form. Accreditation is necessary to participate in NGO consultations and to receive information distributed to NGO's.

All applications for accreditation must be signed by the Chief Executive Officer or an authorized senior official of the NGO, and must be accompanied by information on the organization's competence and relevance to the work of the GEF.

On the basis of the information provided in this form, the CEO of the GEF will accredit any NGO that has fulfilled the above requirements.



The A to Z of the GEF

1.	<b>Name of Organization:</b>				
2.	<b>Date of Establishment</b>				
		/	/	/	
		mm	Dd	yy	
3.	<b>Address of principal office:</b>				
4.	<b>Tel/Fax:</b>				/
5.	<b>E-mail/Website:</b>				/
6.	<b>Purpose of Organization:</b>				
7.	<b>Country/ies in which organization is active:</b>				
8.	<b>Focal area to which organization's competence and relevance pertain, e.g.:</b>				
	Biodiversity	Climate Change	International Waters	Land Degradation	POPs
✓					
9.	<b>Members of governing body of organization and their country of nationality:</b>				
10.	<b>Membership: Description of membership, indicating total numbers and their geographical distribution (attach separate list if necessary):</b>				

	<b>Date</b>	/	/	/
<b>Name of CEO – PLEASE PRINT</b>		mm	Dd	yy

<b>Signature of CEO</b>
-------------------------

Please enclose: Copies of Annual Reports / Financial Statements; additional sheets

Index



## Useful contacts

### List of Contacts

#### **Global Environment Facility**

Secretariat  
1818 H Street NW  
Washington, DC 20433, USA  
Tel: 202-473-0508  
Fax: 202-522-3240  
[www.theGEF.org](http://www.theGEF.org)

#### **UNEP/Division of GEF Coordination**

P.O. Box 30552  
Nairobi 00100, Kenya  
Tel: [254 20] 624165  
Fax: [254 20] 624041/623696/623162/624042  
[www.unep.org/gef](http://www.unep.org/gef)

#### **United Nations Development Programme Global Environment Facility Unit (UNDP-GEF)**

304 East 45th Street  
9th Floor  
New York, NY 10017, U.S.A.  
Fax: +1-212-906-6998  
[www.undp.org/gef/](http://www.undp.org/gef/)

#### **The World Bank**

Global Environment Facility Coordination Team  
Environment Department  
The World Bank  
1818 H Street, NW  
Washington, DC 20433, USA  
Telephone: +1 202 473 1816  
Fax: +1 202 522 3256  
[www.worldbank.org/gef](http://www.worldbank.org/gef)

### List of Useful Websites

#### **GEF**

GEF Secretariat [www.thegef.org](http://www.thegef.org)  
UNDP GEF Unit [www.undp.org/gef](http://www.undp.org/gef)  
UNEP GEF Unit [www.unep.org/gef](http://www.unep.org/gef)  
The World Bank Global Environment Division [www.worldbank.org](http://www.worldbank.org)

### Index



### **Biological Diversity**

Biosafety <http://biosafety.ihe.be>

Convention on Biological Diversity [www.biodiv.org](http://www.biodiv.org)

Convention on International Trade in Endangered Species of  
Wild Fauna and Flora [www.wcmc.org.uk/Cites](http://www.wcmc.org.uk/Cites)

Food and Agriculture Organization (UN) (forests) [www.fao.org](http://www.fao.org)

International Tropical Timber Organization [www.itto.or.jp](http://www.itto.or.jp)

### **Climate Change**

UN Framework Convention on Climate Change [www.unfccc.de/index.html](http://www.unfccc.de/index.html)

Intergovernmental Panel on Climate Change (IPCC) [www.ipcc.ch](http://www.ipcc.ch)

World Meteorological Organization (UN) [www.wmo.ch](http://www.wmo.ch)

World Energy Council [www.wec.co.uk](http://www.wec.co.uk)

### **International Waters**

Food and Agriculture Organization (UN) (fisheries) [www.fao.org](http://www.fao.org)

International Maritime Organization [www.imo.org](http://www.imo.org)

US National Oceanic and Atmospheric Admin.(coral) <http://coral.aoml.noaa.gov>

World Commission on Dams [www.dams.org](http://www.dams.org)

### **Land Use**

UN Convention to Combat Desertification [www.unccd.ch](http://www.unccd.ch)

International Soil Reference and Information Centre [www.isric.nl](http://www.isric.nl)

### **POPs**

UN Stockholm Convention on POPs [www.pops.int](http://www.pops.int)





## Glossary

**Adaptation activities:** These activities are designed to prevent harmful environmental consequences by acting to avoid the consequences (e.g. building dikes and sea walls to prevent flooding associated with climate change-induced sea level rise and severe storms). For now, the GEF will only fund planning for adaptation.

**Aridification:** Decrease of average soil moisture content.

**Associated project:** A GEF project linked to another agency's project, for example, an Implementing Agency's project. The GEF component can either be physically dependent on the other agency's project, or its success could depend on the implementation of the other project. Usually the GEF component is aimed at achieving global environmental benefits, while the associated project is aimed at achieving national benefits for the country hosting the project.

**Baseline:** In the incremental cost portion of the project brief, the baseline is a quantification of the costs the country would incur in meeting the national objectives of a proposed project. This quantification is in contrast to a quantification of the costs of the alternative activity, which would provide the desired additional global benefit. Subtraction of the baseline from the alternative would yield the incremental cost.

**Biodiversity:** A term referring to the number, variety and variability of living organisms. It is commonly defined in terms of genes, species and ecosystems, corresponding to three fundamental levels of biological organization.

**Biotechnology:** Techniques that use living organisms or parts of organisms to produce a variety of products (from medicines to industrial enzymes) to improve plants or animals or to develop microorganisms for specific uses such as removing toxic substances from bodies of water, or as pesticides or to enhance foods.



**Block A Grant:** A planning grant of up to \$25,000 made available through the Project Preparation and Development Facility (PDF) at very early stages to support the short-term preparation of PDF-B or full project proposals for inclusion in GEF work programs.

**Block B Grant:** A planning grant of up to \$350,000 made available through the Project Preparation and Development Facility (PDF) to provide information needed to complete project proposals and necessary supporting documentation.

**Capacity building:** Building capacity involves developing the necessary individual and group perspectives, skills and organization to carry out activities. They include the knowledge, skills, technologies and institutions needed to conduct assessments, monitoring and evaluation, planning and implementation.

**Carrying capacity:** The amount of use an area can sustain — for recreation, for wildlife, etc., without deteriorating in its quality and become unsustainable.

**Catalyzing:** To stimulate or provoke an action or activity, usually referred to as a way to assist others to conceive and carry out projects or programs promoting sustainable development.

**Chlorofluorocarbons (CFCs):** A family of inert, nontoxic, and easily liquefied chemicals used in refrigeration, air conditioning, packaging, insulation, or as solvents and aerosol propellants. Because CFCs are not destroyed in the lower atmosphere they drift into the upper atmosphere where their chlorine components destroy ozone.

**Co-funding or co-financing:** Since the GEF funds the incremental costs of projects, with few exceptions (e.g. for enabling activities) GEF projects require additional funding from other sources to cover the national benefits costs. This additional funding component is referred to as co-funding. The incremental cost can be co-financed as well.

**Complementarity:** In GEF Operational Programs complementarity refers to those additional steps that can be employed and added to a project to reduce risks to the global environment, such



as anticipated policy changes and the availability of bilateral and other sources of finance, to enhance and complete the project.

**Complementary Activities:** In GEF Operational Programs the specific additional steps that are added to a project to reduce risks to the global environment, such as expected policy changes and the availability of bilateral and other sources of finance, to enhance and complete the project.

**Concept Paper:** An early project proposal paper of four to five pages to provide sufficient information to enable the Implementing Agency to understand the rationale for possible GEF financing, the anticipated global benefits, and the context in which the proposed project will be undertaken. The paper should make it possible for the implementing Agency to decide whether the project concept is eligible for GEF funding and help the government focal point determine whether the government favors project development.

**Conventions:** The conventions, or treaties, are international environmental and related agreements that Governments have ratified to achieve goals related to sustainable development. The Convention on Biological Diversity (CBD) and the Framework Convention on Climate Change (FCCC) have both adopted the GEF as their financial mechanism, and provide guidelines on policy, strategy, program priorities, and eligibility. The GEF has a complementary relationship with the Montreal Protocol on Substances that Deplete the Ozone Layer, and is a principal funding source for international and regional oceans and freshwater protection agreements.

**Convention on Biological Diversity (CBD):** Signed by governments at the Rio Conference in 1992, the Convention is a legally binding agreement committing 169 Governments to take action to stem the worldwide loss of biological diversity. It seeks to conserve biodiversity, provide for sustainable use, and give fair and equitable sharing of benefits from genetic resources. The GEF is the interim funding mechanism for the Convention and responds to the guidance of its COP.

**Cost-effective:** Actions or activities that reduce or save expenses and hence are effective in cutting costs. Achieving the best possible results though the least amount of expenditure; for example, the greatest possible reduction of carbon dioxide emissions at the lowest cost. A prime aim of all GEF activities is to be cost effective.



**Cost sharing:** Distributing the costs of projects, programs and activities between two or more sources so as to reduce the financial burden on any one of them. As the GEF provides funds for the incremental costs of activities, co-financing and sharing of the costs is a major goal in all its projects.

**Country-driven:** GEF projects and activities must be “country driven”, that is, based on the country’s national priorities and endorsed by the recipient country government. This is designed to ensure the project is supported by the stakeholders within the country (and not imposed), and that the country has “ownership” of the project and supports it fully.

**Deforestation:** The process of degradation or loss of forests by shifting use of the forest to agriculture — including shifting cultivation and pasture — urban use, and timber harvesting, thus reducing the forests contribution to preserving biodiversity, water retention, soil and climate preservation, and other environmental services.

**Desertification:** The process of degrading of the biological potential of land from a combination of adverse climate and excessive human exploitation, leading ultimately to desert-like conditions.

**Domestic benefits:** The benefits that accrue to a country from a GEF project aimed at achieving global environmental benefits. The term is relevant to the calculation of incremental costs. The GEF funds the difference in cost between achieving global environmental benefits and achieving domestic or national benefits. The country hosting the project bears the expenditure for the domestic benefits.

**Ecological Impact:** The effect that a human-made or natural activity has on living organisms and their non-living (abiotic) environment.

**Economic instruments:** In contrast to regulations, which set rules to control the behavior of resources users, Governments can also use economic instruments to sensitize producers and consumer to the need for responsible use of environmental resources and avoidance of pollution, resource destruction and waste. Economic instruments, such as taxes, charges, subsidies, deposit/



refund schemes and tradable permits, achieve their goals through the use of market forces by correcting the price structure and internalizing environmental and social costs.

**Ecosystem:** The interacting system of a biological community and its non-living environmental surroundings.

**Ecosystem approach:** The GEF develops its living resource Operational Programs based on ecosystems. This allows for the integration of scientific knowledge of species and genetic relationships with those of socio-political conditions and values; it permits the management of biodiversity by taking into account the interrelationships among its components. The four Operational Programs for biodiversity are arid and semi-arid ecosystems, coastal marine and freshwater ecosystems (including wetlands), and forest and mountain ecosystems.

**Eligibility, Country:** For a country to be eligible to receive GEF funding it must qualify as a developing country for assistance from the UN system or the World Bank and be party to the appropriate international convention — Biodiversity or Climate Change — or, as provided specially, to the Montreal Protocol. The primary eligibility requirements are set out in the GEF *Instrument*, Article 9.

**Endangered species:** Animals, birds, fish, plants, or other living organisms threatened with extinction by man-made or natural changes in their environment. International requirements for addressing endangered species in trade are found in the Convention on International Trade in Endangered Species. Most countries have national legislation to deal with endangered species.

**Enabling activities:** These activities prepare the foundation for the design and implementation of effective response measures and generally cover planning and capacity building (e.g., institutional strengthening, training, research, education and implementation reports).

**Environment:** The sum of all external conditions affecting the life, development and survival of an organism.



**Focal Area:** One of the four areas of concentration for GEF activities. There are four focal areas — biodiversity, climate change, international waters, and ozone layer depletion. Activities related to land degradation, primarily those addressing desertification and deforestation, as they relate to the focal areas, are also eligible for GEF funding.

**Framework Convention on Climate Change (FCCC):** Signed at the Rio Conference in 1992 the FCCC is a binding international agreement committing 168 governments to work together to address the problem of climate change. The GEF serves as the financial mechanism of the Convention and responds to guidance of the FCCC's COP.

**Full Projects:** These grants are for longer-term projects costing more than US \$1 million. They are mainly provided to Governments, although NGOs and other non-governmental entities are eligible if the host government endorses the project.

**Geographic Information System (GIS):** Spatially derived information presented in map form to assist in planning and management of environmental resources.

**Global Benefits:** The significant contribution, or benefit, to the global, as distinct from the local or national, environment provided by a program, project, or activity.

**Global Commons:** The natural resources and vital life-support services, such as the earth's climate system, ozone layer, and oceans and seas, which belong to all humankind rather than to any one country or private enterprise.

**Global Environment:** A term referring to the environment of the entire globe, as distinct from regional, national or local environments

**Global environmental benefits:** Benefits that accrue to the global community (for example, the reduction of greenhouse gas emissions to prevent climate change), as distinct from solely national benefits that accrue to the people of the country, in which a project is located.



**Global warming:** The apparent trend of increasing temperatures on the world's surface and in the lower atmosphere, caused by the entrapment of heat due to the buildup of certain gases –the greenhouse effect.

**Greenhouse effect:** The warming of the Earth's atmosphere caused by a build up of carbon dioxide or other trace gases; many scientists believe this build up allows light from the sun's rays to heat the Earth but prevents a counterbalancing loss of heat.

**Greenhouse gases:** Those gases which when released into the atmosphere contribute to the greenhouse effect and global warming. Among them are carbon dioxide, methane, chlorofluorocarbons and nitrous oxide.

**Habitat:** The place where a population (e.g. human, animal, plant, micro-organism) lives and its surroundings, both living and non-living.

**Hazardous Substance:** Any material that poses a threat to human health and/or the environment. Typical hazardous substances are toxic, corrosive, ignitable, explosive, or chemically reactive.

**Implementing Agencies (IAs):** The Implementing Agencies are the United Nations and Bretton Woods organizations that are responsible for developing projects for GEF funding, and implementing them through designated project partners. The implementing agencies are the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP) and the World Bank.

**Implementation Plan:** A plan of action to carry out a project, usually articulated in the GEF Project Brief.

**Incremental cost:** The difference in cost between a project with global environmental benefits and an alternative project without such global benefits. These incremental costs support activities that extend beyond national priorities.



**Institutional building:** Measures taken in a program, project, or activity to strengthen a country's political, economic, social, or environmental institutions to enable the people of the country to support better global environmental protection.

**International waters:** Waters, such as oceans, enclosed or semi-enclosed seas and estuaries, rivers, lakes, groundwater systems and wetland with transboundary drainage basins or common borders. Many are threatened by land and ship-based sources of pollution, land degradation, over-exploitation of living aquatic resources and alien species introductions.

**Instrument of the Restructured GEF:** The *Instrument for the Establishment of the Restructured Global Environment Facility*, referred to as the *Instrument*. The document details all aspects of the restructured GEF, which was negotiated by governments participating in the GEF, and adopted by the three implementing agencies in 1994.

**Investment projects:** A project in which a significant part of the funding is used for the acquisition of capital equipment or the creation of infrastructural benefits (for example, alternative energy technology or pollution abatement technology). Investment projects sometimes include activities in the field, which could be classified as capacity-building activities. GEF investment projects are undertaken generally by the World Bank.

**Joint implementation (JI):** A provision of the Climate Change Convention that allows Parties to implement their commitments jointly with another state — the expectation being that an industrialized country would provide a developing country with financial or technical assistance.

**Kyoto Protocol:** The Protocol to the UN Framework Convention on Climate Change signed in December 1997 setting out targets and timetables for industrialized countries to reduce emissions of six greenhouse gasses by at least five percent below 1990 levels in the period 2008-2012 and other provisions. It will enter into effect 90 days after ratification by not less than 55 Parties, including industrialized parties that in total account for at least 55 percent of the total carbon dioxide emissions for 1990.





**Land degradation:** To reduce the value and use of land through erosion, salinization, loss of soil fertility and the like. Prevention and control of land degradation, especially desertification and deforestation, are critical to achieving sustainable development at the national and global environmental levels. The GEF endeavors to address land degradation as it relates to the focal areas of biodiversity, climate change and international waters.

**Leveraging:** Leveraging refers to the ability to secure, or “leverage” additional funds for GEF project implementation. GEF projects generally require such co-financing from host Governments, the implementing agencies, multilateral development banks, bilateral agencies and/or other funding sources.

**Logical Framework Approach (Log Frame):** A method, or tool, to help one develop a clear framework for what a proposed project will do, like an architectural drawing for a house. It is a method for developing a solid foundation and a clear layout for the Project Brief.

**Mainstreaming:** A goal and approach to incorporate global environmental concerns into the regular (non-GEF) project portfolios, programs and activities of the three GEF Implementing Agencies –UNDP, UNEP and the World Bank.

**Medium-Size Projects (MSPs):** These grants are for longer-term projects than the Small Grant Projects costing between US \$50,000 and US \$1 million based on national priorities, endorsed by the Government concerned and reflecting GEF operational policies and principles. NGOs can be executing agencies for such projects.

**Mitigation measures (short- and long-term):** Measures for reducing GHG emissions. Long-term measures will generally involve removing barriers to the adoption of climate-friendly, commercially available technologies and making technologies more economically available, while short term measures, such as supply-side efficiency or coals-to-gas conversion projects are also useful in mitigation.



**Monitoring:** Periodic or continuous surveillance or testing to determine the level of compliance with requirements and/or pollutant levels in various media or in humans, animals, and other living things.

**Monitoring and Evaluation (M&E):** Monitoring and Evaluation are essential components of the GEF project cycle. The M&E unit is designed to monitor, evaluate, and disseminate GEF project related information and lessons on project performance, changes in country capacities and policies affecting the global environment, project environmental benefits and adequacy of GEF guidelines and procedures.

**Multilateral:** Referring to actions or activities involving two or more nations.

**National Appropriation:** Referring to the public funds that national governments authorize for expenditure for a given purpose; in the case of GEF project funding the national contribution to or co-funding for a designated project or program.

**Non Governmental Organization (NGO):** In GEF language, NGOs should be understood to mean non-profit independent organizations in civil society whose mandate, experience, expertise and capacity are relevant to the work of the GEF. Thus, for the GEF, NGOs include community groups; local, national, regional and international organizations, including NGO networks, dedicated to preserving the environment or promoting sustainable development; indigenous people's organizations; and academic and research institutions.

**Operational Strategy (OS):** The GEF's Operational Strategy is a basic guide to GEF actions. It is designed to ensure that the Facility's resources are used cost effectively to maximize global environmental benefits. It provides a view of GEF's long-term direction, a framework for allocating resources, integrated guidance to the conventions and a statement of operational funding objectives and monitoring and evaluation activities. It is intended to provide a framework for programmatic cohesiveness and integration among the many entities participate in the GEF — the implementing Agencies, STAP, the GEF Secretariat, and the relevant international conventions.



**Operational Principles:** The GEF Operational Strategy outlines 10 Operational Principles for development and implementation of the GEF's work program. All GEF project proposals are reviewed for consistency with these principles.

**Operational Programs (OPs):** The 15 Operational Programs in the six focal areas guide strategic planning and task managers in the preparation of eligible projects. The OPs are frameworks for designing, implementing and coordinating a set of similar projects within a GEF focal area, which together contribute to achieve a global environmental objective.

**Portfolio, The:** Together the projects funded through the GEF are referred to as the overall GEF "portfolio."

**Project Brief:** The Project Brief is a more detailed development of the project proposal of 15-20 pages than the briefer Concept Paper. The Project Brief will be used by the Implementing Agency to decide whether a project is eligible for GEF funding and will be used as the key document for GEF project cycle review, including GEF Council approval. The Brief contains some 15 distinct sections ranging from project eligibility and linkage to Operational Program and national priorities, to expected outcomes planned activities and estimated budget.

**Project Cycle:** The GEF Project Cycle is the step-by-step approach of standard procedures for considering GEF-financed projects and the roles and responsibilities of project participants. It reflects the major project requirements set out in the GEF *Instrument* and deals principally with full projects; small and medium-size Projects have slightly different cycles.

**Project Document:** The final document containing all the details of a project, including budgets, terms of reference, and work plan. The document is signed by the implementing agency and the host country before implementation of the project commences.

**Project Development and Preparation Facility (PDF):** The vehicle through which various types of planning grants are made available to facilitate the preparation of GEF projects. These



PDF grants are used to support the short-term preparation of full project proposals for inclusion in GEF work programs.

**Project Implementation Review (PIR):** An annual review of the GEF project Portfolio to provide a comprehensive overview of the portfolio and trends in performance, and to highlight themes or issues that may lead to refining Operational Programs, improving project design and management, and identifying issues for further consideration, and lessons learned. The PIR's conclusions are published in the GEF Project Performance Report. (*Project Performance Report*, 1998)

**Project outcomes:** A brief and clear description of the expected results of a project outlined in the Project Brief.

**Protected area:** A geographical area or territory with legally defined boundaries, established to afford protection to certain natural characteristics of particular value or interest. Designating such an area is one of the most important ways of ensuring that the world's natural resources are conserved to meet the material and cultural needs of humankind.

**Public involvement:** A basic operational principle for GEF project development and implementation is that the public be involved at all stages. Public involvement consists of information dissemination, consultation, and stakeholder participation. The GEF employs a variety of means and techniques to facilitate public involvement in the design, implementation, and evaluation of GEF-financed projects. The GEF policy on public involvement is outlined in *Public Involvement in GEF-Financed Projects*, 1996.

**Regional project:** A project implemented in several countries of a region, as distinct from a national or global project.

**Renewable energy:** Energy that is inexhaustible and pollution free, such as wind, solar biomass, and geothermal power sources. One of the three GEF Operational Programs for long-term mitigation of climate change is promoting the adoption of renewable energy by removing barriers and recurring implementation costs of renewable energy.



**Root Causes:** Referred to in diagnosing an environmental problem as the main underlying cause of the problem, the core or central problem that must be addressed to resolve the problem.

**Salinization:** A net increase of the soluble salt content of the soil root zone in concentrations toxic to plants, thus leading to productivity decline.

**Stakeholder:** The individuals, groups, or institutions that have an interest or stake in the outcome of GEF-financed project. These include recipient country governments, implementing agencies, project executing agencies, groups contracted to conduct project activities at various stages of the project, and other groups in the civil society which may have an interest in the project

**Strategic Considerations:** The GEF *Operational Strategy* defines seven Strategic Considerations aimed at maximizing agreed global environmental benefits in the four focal areas. They range from consistency with national and regional initiatives to avoiding transfer of negative environmental impacts between the focal areas. All GEF project proposal are viewed within the context of these considerations.

**Sustainability:** The capacity to last or continue to operate indefinitely. In GEF parlance a project is sustainable if the resulting situation produced by the project can carry on without follow on funding from GEF.

**Sustainable use:** Making use of a resource or product indefinitely, usually because of sound environmental management.

**Targeted research:** Research that is directed specifically to providing information, knowledge and tools that improve the effectiveness of GEF projects and programs. GEF policy defines that the GEF will not conduct general types of research, only such specific targeted research. The policy outlines some criteria for GEF funding of such research activities and calls for further guidance and prioritization of information needs.

**Technical assistance projects:** Projects that effect the transfer or adaptation of ideas, knowledge, practices, technologies or skills to foster sustainable development. Most GEF technical assistance projects are undertaken by UNDP.



**Technology transfer:** The transfer, usually from highly industrialized to less industrialized developing countries, of the means of producing scientifically or technically advanced goods in the form of patents, machinery and equipment, or the necessary scientific-technical knowledge

**Toxic Substance:** A chemical or mixture that may present an unreasonable risk of injury to health or the environment.



## Credits

### Contributions:

- **Djimingue Nanasta** (ENDA, Senegal): Operational program and strategic priorities: Climate Change; GEF's eligibility criteria.
- **German Rocha** (Instituto Biodiversidad, Colombia): Operational Program and strategic priorities: Biodiversity, Integrated Ecosystem Management and Land Degradation; Small Grants Programme (SGP).
- **Rajen Awotar** (MAUDESCO, Mauritius): NGO at the Council meetings
- **Liliana Hisas** (FEU, Argentina): The Global Environment Facility; The global environmental scope of the GEF, Impact of GEF projects; Operational programs and strategic priorities: International Waters and POPs; Building partnership in projects; Medium Sized Projects; Full Sized projects; Incremental costs; Building partnership in policy.

### Comments and reviews:

- Dorothy Manuel (ZERO, Zimbabwe)
- Khadija Razavi (CENESTA, Iran)
- Libasse Ba (ENDA, Senegal).

**Editorial coordinator:** Liliana Hisas

**Editor:** Mary Hager

**Design:** Claudia Solari (Buenos Aires, Argentina)

September, 2005

[Index](#)