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PROJECT IMPLEMENTATION REVIEW 2004
OVERVIEW REPORT—UNDP

(Prepared by United Nations Development Programme)

United Nations Development Programme

Global Environment Facility

Project Implementation Review 2004

Overview Report

15 December 2004

Introduction

1. The annual GEF Project Implementation Review (PIR) complements the regular UNDP Monitoring and Evaluation procedures employed during project implementation.

2. The PIR covers only a subset of the UNDP/GEF's portfolio. According to the PIR selection criteria individual project information was collected for all full and medium-sized projects under implementation for a minimum of one year, as of 30 June 2004. This also includes the GEF National Dialogue Initiative (NCDI) that aims to strengthen country ownership and involvement in GEF co-financed activities through a multi-stakeholder dialogue process. Projects that were operationally completed before June 30, 2003, were not included in this year's review.

3. In addition to reporting on the general performance of GEF projects, implementation progress and impact achievements, the PPR overview report – now in its ninth year – has been restructured to better inform the discussions between the GEF Secretariat and the Agencies within the Focal Area Taskforces as part of the overall PPR review.

Portfolio Overview

4. Since the initiation of the annual Project Implementation Review in 1995 the number of projects for which monitoring information needs to be collected, analyzed and consolidated during the PIR process has kept increasing steadily. Particularly over the last three years the PIR portfolio has grown dramatically, increasing 55% from 96 projects in FY 01 to 149 in FY 03.

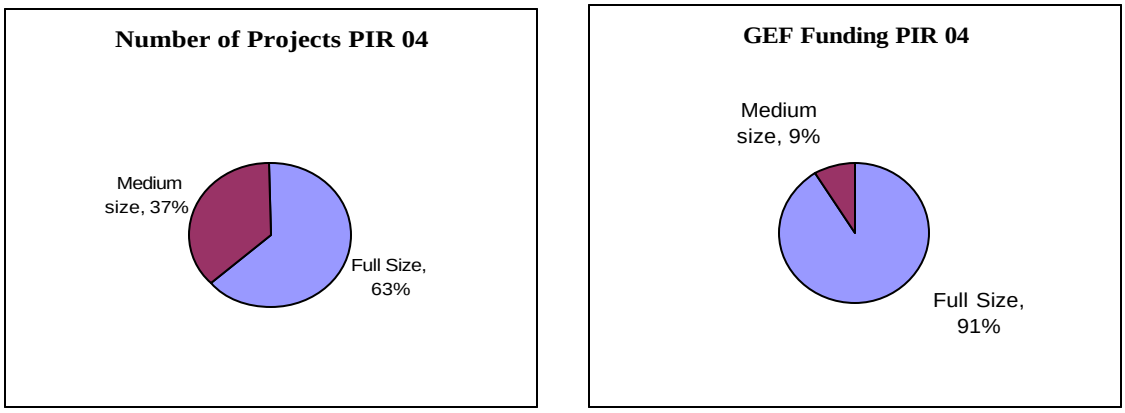
5. The total number of 154 projects being reviewed in the PIR 04 exercise represents a significantly smaller increase compared to previous years and probably and indication of stabilization in the numbers of projects in the PIR portfolio.

Project Size

6. Out of the total 154 PIR projects, 98 are full sized projects (FSP) receiving GEF funding of $ 1 million or above and 56 are medium sized projects (MSP), with GEF funding below $ 1 million. The average size of GEF funding for a FSP is 5.7 million. The average size for a MSP is 0.9 million.

7. While medium sized projects represent more than one third of the total PIR 04 portfolio they concentrate less than one tenth (9%) of the total GEF funding.

Figure 1. Number of projects and funding PIR 04



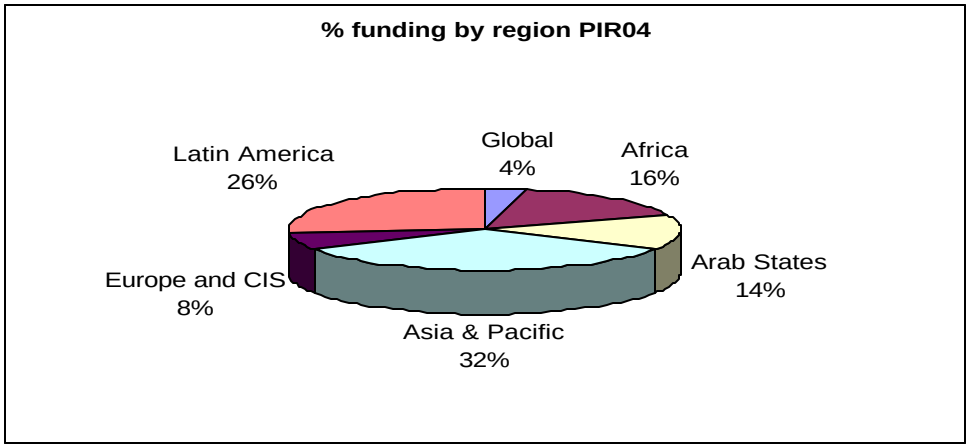
Regional Distribution

6. The Asia & Pacific region concentrates the largest share of the portfolio (32% of GEF funding) followed by Latin America and the Caribbean (26%). Together, they account for nearly two thirds of GEF resources. The remaining 40% is mostly concentrated in Africa and Arab States.

Table 1: PIR 04 Project Portfolio by Region

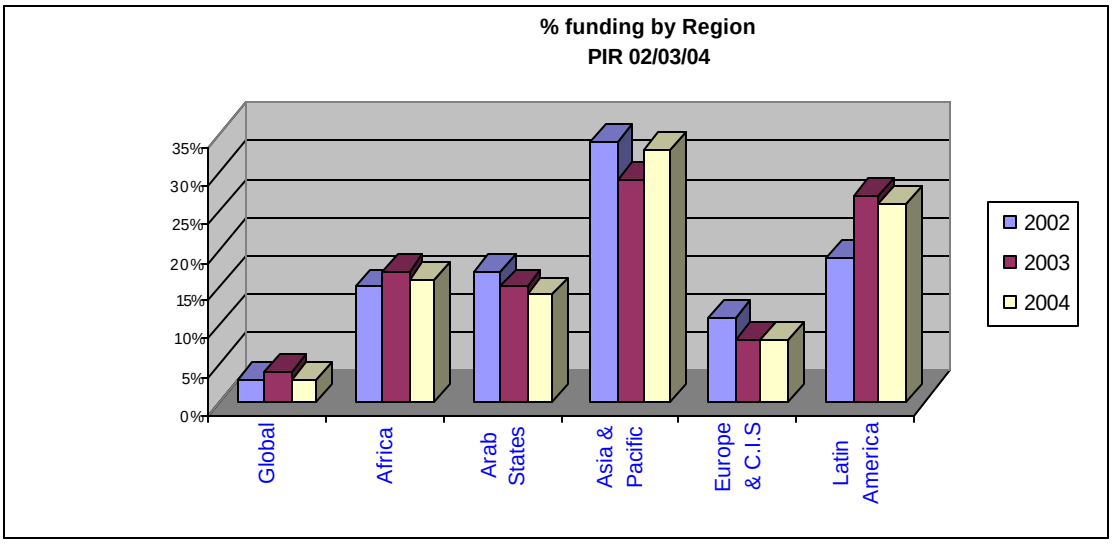
Portfolio by Region	GEF Funding (US$ millions)	Percentage of total funding	Number of Projects	Percentage of all projects
Global	21.3	4%	5	3%
Africa	94.7	16%	22	14%
Arab States	86.8	14%	22	14%
Asia & Pacific	200.8	32%	49	32%
Europe and CIS	45.8	8%	23	15%
Latin America	157.2	26%	33	22%
Total	**606.796**	**100%**	**154**	**100%**

Figure 2: Regional Distribution of GEF Funding.



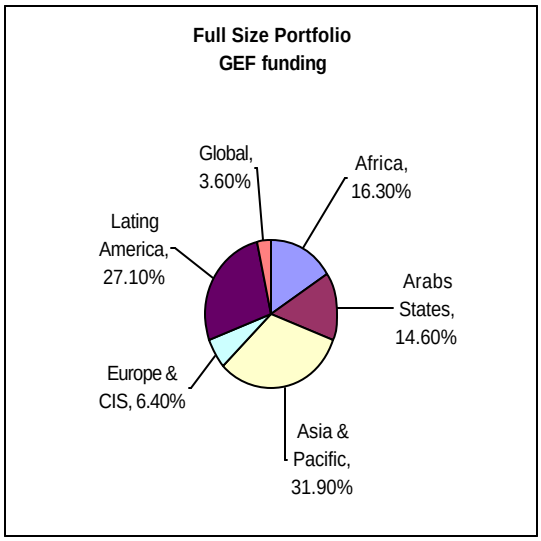
7. Compared to last year's analysis, Asia & Pacific has regained ground (5% increase in GEF funding share) and widened the gap with the other regions. GEF funding to Europe & CIS continues to decrease and is now below 10% compared to nearly 20% two years ago.

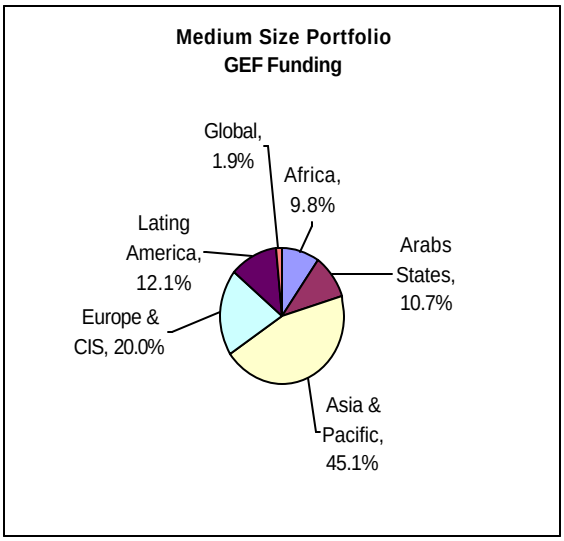
Figure 3: Evolution of Regional Distribution of GEF Funding.



8. GEF resources allocated to full sized projects show a regional distribution pattern very similar to the one for the overall portfolio – not surprising given their dominance in terms of overall funding. In contrast, for the medium size projects portfolio the bulk of the resources goes to Asia & Pacific with nearly half of the GEF MSP allocation concentrated in this region.

Figure 4: Regional Distribution of GEF FS and MSP portfolios.





9. Full size projects concentrate around 90% or more of the GEF funding in each region with the exception of Europe & CIS where 22% of GEF resources are allocated to medium sized projects. In terms of number of projects, the share of MSPs in each regional portfolio continues to increase, most notably in Europe& CIS (52%) and Asia & Pacific (43%)

Table 2: Portfolio by Region and project size

	GEF Funding			No of Projects		
	Total (US$ millions)	% FSPs	% MSPs	Total	% FSPs	% MSPs
Africa	94.7	95	5	22	73	27
Arabs States	86.8	94	6	22	64	36
Asia & Pacific	200.8	88	12	49	57	43
Europe & CIS	45.8	78	22	23	48	52
Latin America	157.2	96	4	33	76	24
Global	21.3	95	5	5	80	20
Total	606.7	91	9	154	63	37

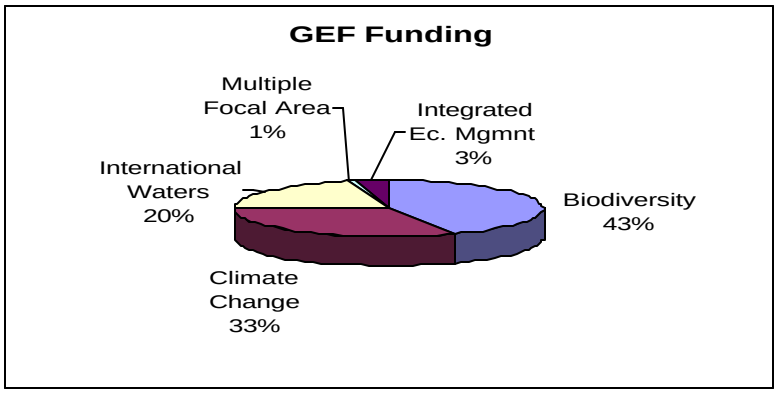
Focal Area distribution

10. Biodiversity remains the largest Focal Area receiving close to half of GEF funding (43%) followed by Climate Change and International Waters.

Table 3: PIR 04 Project Portfolio by Focal Area

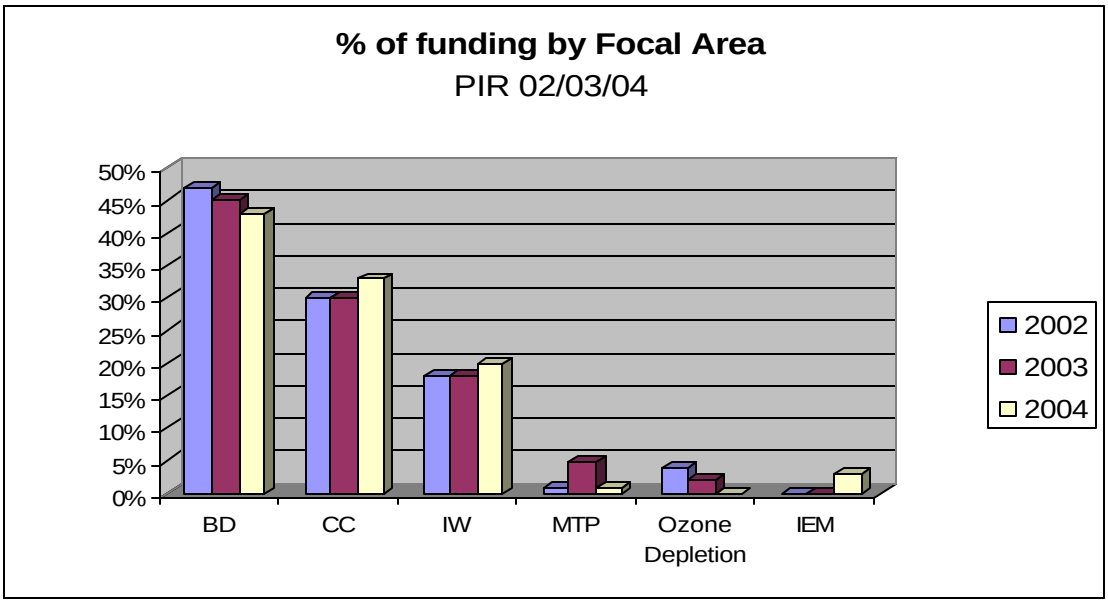
Focal Area	GEF Funding (US$ millions)	% of total funding	No of Projects	% of all projects
Biodiversity	260.999	43%	71	46%
Climate Change	198.178	33%	60	39%
International Waters	122.732	20%	18	12%
Multiple Focal Area	5.237	1%	3	2%
Integrated Ec. Management	19.65	3%	2	1%
Total	**606.796**	**100%**	**154**	**100%**

Figure 5: Focal Area Distribution of GEF



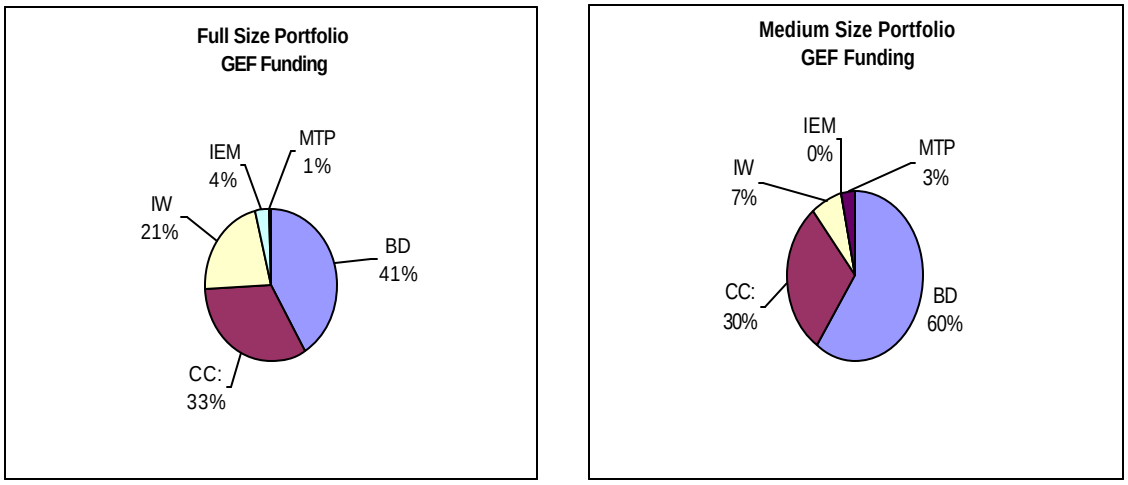
11. Compared to previous years, the funding share gap between BD and the other focal areas has been marginally eroded by the increase in the CC and IW portfolio along with the incorporation of Integrated Ecosystem management projects into the portfolio.

Figure 6: Evolution of Regional Distribution of GEF Funding by Focal Area



12. In the medium sized projects portfolio two thirds of the GEF resources are allocated to biodiversity projects. The remaining 40% is concentrated in the Climate Change Focal Area. The large/ multi-country character if International Water projects explain their small share of the MSP portfolio (7%) compared to 21% share of the FSP portfolio.

Figure 7: Focal Area Distribution of GEF FS and MS portfolios



13. The share of MSPs is approaching half (42%) of the total number of projects in the biodiversity portfolio, even though it mobilizes just 12% of the GEF resources in this Focal Area.

Table 4: Portfolio by Focal Area and Project Size

	GEF Funding			No of Projects		
	Total (us$ millions)	% FSPs	% MSPs	Total	% FSPs	% MSPs
Biodiversity	260.9	88	12	71	58	42
Climate Change	198.1	92	8	60	67	33
International. Waters	122.7	97	3	18	78	22
Multiple Focal Areas	19.6	100	0	2	100	0
Integrated Ec. Management	5.2	68	32	3	33	67
TOTAL	606.7	91	9	154	63	37

14. Although all projects in the 2004 PIR analysis were approved before the introduction of the new GEF Strategic Priorities, all BD projects have been classified according to their fit to the Strategic Priorities. Of the 71 PIR BD projects, 47 conform to BD1, 22 to BD2, one falls under BD3, and one is classified as a short-term response measure, and does not therefore fit to any Strategic Priority (Galapagos oil spill).

15. The UNDP/GEF biodiversity conservation portfolio continues to evolve from one dominated by protected area management projects, to one involving a substantial number of projects seeking to conserve biodiversity in production landscapes. Reflecting this change, the portfolio is now starting to incorporate innovative mechanisms such as environmental services payments and certification.

16. In the Climate Change Portfolio nearly eight out of ten climate change projects are programmed under OP 5 Energy Efficiency or OP 6 Renewable Energy. In the current

portfolio, there is one OP 7 Reducing Technology Cost project, six OP 11 Sustainable Transport projects, five Enabling Activities (four full-size and one enabling) and one Short-term Response Measure

Project ratings

17. Using the rating categories provided in the PIR guidelines a total of 18 projects were rated highly satisfactory (HS) and 106 projects satisfactory (S) on progress towards achieving the project objective, representing more than three quarters of the PIR 04 portfolio. Only five projects rated their potential impact achievement with unsatisfactory. The picture for the ratings on progress towards achieving project outcomes looks fairly similar. A total of 124 projects report satisfactory or highly satisfactory progress. Five projects rated the achievement of its immediate objectives as unsatisfactory. These figures translate into a PIR 04 implementation success rate of 80 %.

Figure 8: Distribution of ratings for project Objective.

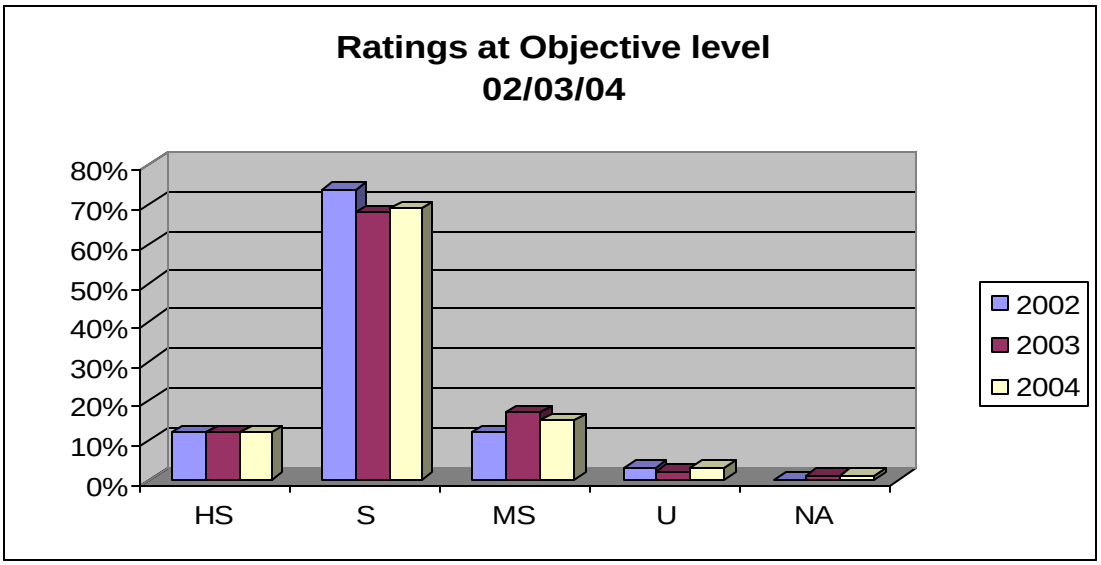
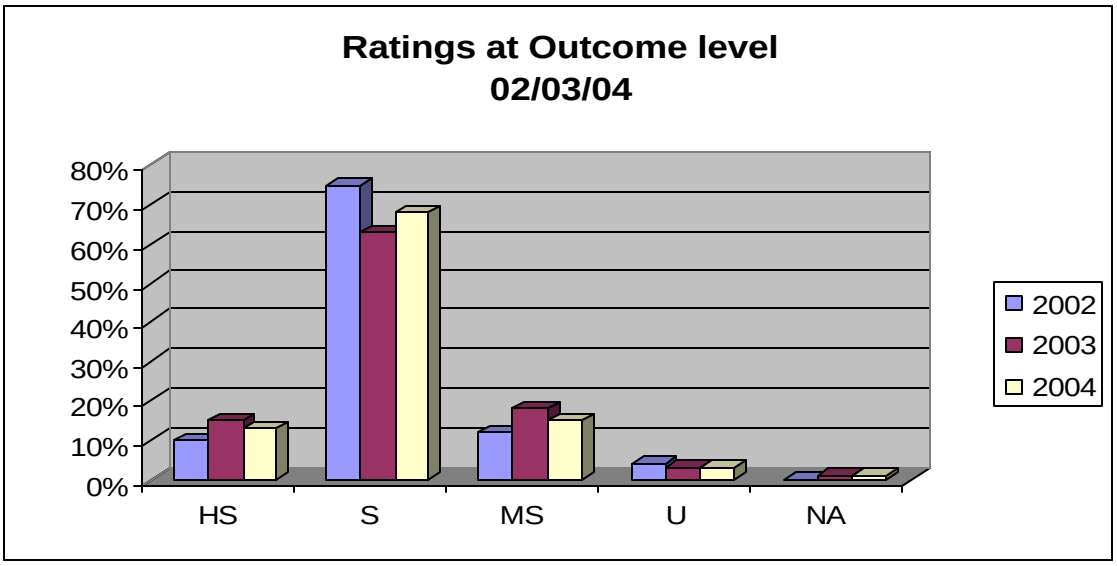


Figure 9: Distribution of ratings for project Outcomes.



Executing Agencies

18. Nearly 80% the projects are either NEX or NGO executed, confirming UNDP/GEF commitment to build national capacity as well as to ensure full national ownership of the project. Twenty-one are executed by NGOs. In addition to those formally executed by an NGO, in some projects NGOs are subcontracted by UNOPS to execute large project components

Table 5: Distribution of UNDP/GEF PIR projects by Executing Agencies

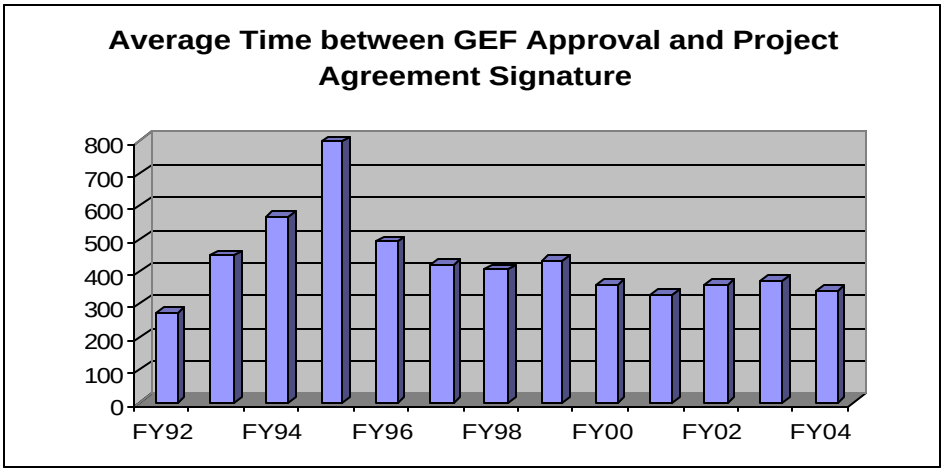
Executing Agency	No of Projects	% of all Projects	GEF Funding (us$ millions)
National Execution	99	64	354.469
UN Agency	12	8	73.602
UNOPS	13	8	62.037
NGO	21	14	70.634
Other	9	6	46.054
Total	**154**	100	**606.796**

19. In some cases national execution is not possible because financial and governance structures do not meet UNDP standards for execution or NGO capacities are weak. UNOPS execution provides a means of enabling project implementation where national capacities for execution are wanting. The percentage of PIR projects under this execution modality has gone down from 14% last year to 8% this year. Execution by UN Specialized Agencies such as UNITAR, FAO, or WMO is chosen in cases where the technical nature of the whole project or the implementation of regional components so requires.

Elapsed time

20. The years since 1995 have seen a significant decrease in the average elapsed time from GEF Council approval to the beginning of implementation (project agreement signature). This trend has continued during FY03. It took on average 344 days from GEF approval to project agreement signature for projects that obtained UNDP project agreement signature in FY04.

Figure 10: Elapsed time



Outcomes and Progress towards Impacts

Biodiversity

21. Each of the projects reports impacts against a unique set of indicators consistent with its objective and outcomes, making a summation or summary of impacts across the portfolio difficult to construct. However, the programmatic indicators introduced for GEF-3 allow the calculation of some portfolio-wide impacts. It needs to be borne in mind that actual impacts will exceed those indicated by the programmatic indicators, since few if any projects seek impacts that conform exactly to the construction of the programmatic indicators.

Indicator 1: Expanding protected areas

22. Thirty-five BD1 projects (69% of BD1 portfolio) reported impacts or planned impacts in terms of expanding protected areas. A further 9 projects that would be classified under BD2 if approved during GEF3, also reported impacts in expanding protected areas.

23. BD1 projects have expanded protected areas by 10,582,000ha, and including those projects planning to expand protected areas, the current PIR portfolio for BD1 is expected to secure protection for a total of 14,550,000ha. The three BD2 projects reporting

impacts against this indicator accounted for 332,400ha, giving a total projected increase of 14,882,400ha. The average expansion of protected areas for those projects seeking to achieve such an impact is 317,000ha.

Indicator 2: Improving management effectiveness of protected areas

24. The UNDP/GEF 2004 BD PIR portfolio has improved the management effectiveness of protected areas in a total of 25,588,000ha. Adding those projects that report planning to achieve impacts this figure increases to 28,374,000ha. The average area per project over which protected area management has been or is planned to be improved is 498,000ha.

Indicator 3: Improving practices of sustainable use of biodiversity resources

25. Sixty-one projects (87% of the total portfolio) reported impacts or planned impacts in terms of improving sustainable use. Of these 61 projects, only 25 provided data in the form of area estimates. The total area of improvements for these 25 projects was 5,274,000ha. Therefore, it can be assumed that the portfolio-wide impact in terms of improvements to sustainable use will be in the order of 12,000,000ha.

26. Improved practices of sustainable use are concentrated in four sectors, namely agriculture, forestry, rangeland and grazing management, and coastal zone management. Each one accounts for roughly equal proportions of the numbers of projects. Sustainable management of inland wetlands, which mainly relates to fisheries, and wildlife management and hunting account for smaller proportions.

Indicator 4: Changes in sectoral policies, laws and regulations

27. Sixty-six projects (93% of the total portfolio) reported impacts or planned impacts in terms of changes to sectoral laws and policies. Ten projects have plans to effect such changes, and 56 projects claim to have done so. In a large majority of cases, however, the changes still remain in draft form, having been submitted, or being under review by legislative authorities.

Indicator 5: Sharing of benefits between and/or in countries, arising from the use of genetic resources

28. Only 17 projects (24% of the total portfolio) reported impacts or planned impacts in terms of sharing benefits from use of genetic resources. Of the 13 projects reporting actual impacts, 10 are BD1 projects, and 3 are BD2 projects.

Climate Change

29. Similar to last year a cluster approach has been employed to report on the CC portfolio.

Cluster 1: Market Transformation for Efficient Appliances and Buildings.

30. Market transformation of the targeted end-use is occurring during project implementation and will contribute to significant, sizable and lasting energy savings along with the reduction of associated greenhouse gas emissions. More important than what programs have already achieved is how present market transformation projects will influence follow-up activities. Not only will it be important to consolidate energy savings in the sector where standards and labels for instance are now in place, but also to encourage the deployment of such market transformation instruments to other end-uses. Current projects, e.g. China Refrigerators and Tunisia Refrigerators start with domestic refrigerators and freezers, but the policy instruments that are being successfully introduced, namely minimum energy performance standards and energy labeling, will likely be introduced in other end-uses (domestic appliances, commercial equipment).

Cluster 2: District Heating and Hot Water

31. Main impacts in this cluster are reported by Bulgaria EE, which was completed this year. A summary of its achievements follows:

- *Incorporating energy efficiency into private and public decision making*: the Government of Bulgaria was persuaded to include municipal energy planning as a requirement of the new energy efficiency law, as a result of successful project examples of municipal energy plans;
- *Developing and implementing energy efficiency programmes*: 37 municipal programmes were developed, and 18 are under implementation. As mentioned above, it is now a legal requirement for all municipalities to do this. In large part this outcome has been leveraged by the project;
- *Demonstrating energy and economic savings from energy products and programmes*: *T*he project has met its emission reduction targets through successful implementation of demonstrations. Furthermore, it is has exceeded project requirements by leveraging over USD 4 million in energy efficient funding, over USD 2 million of which is commercial financing. This was not envisaged or requested by the project, but provides a clear indication of the financial savings that can be achieved from energy efficiency investments, even though actual savings have not been calculated;
- *Institutional building and individual capability building for energy efficiency*: The creation of the Municipal Energy Efficiency Network EcoEnergy and Municipal Energy Efficiency offices has been one of the most successful elements of the project. The network has been successful in developing political support for energy efficiency investments, building the technical capabilities of 54 municipalities, and moving municipalities towards financing. It is now held as a best practice example of a network by EU Energie Cities, which plans to replicate this network in Romania and other CEE countries.

Cluster 3: Industrial Energy Efficiency

32. Almost all projects have had a policy advocacy component in them whereby significant policy dialogues have emerged and policy changes reflected in national and sectoral plans, as a result of project activities. This Operational Program, however, has often explicitly gone beyond industrial process improvements by recognizing that strengthening the access to commercial finance plays an important role in meeting the upfront cost of introducing energy efficiency improvements in units with a small capital base.

33. UNDP/GEF has applied this focal area primarily as a capacity development initiative matched occasionally by pilot demonstration activities and almost always backed by on-the-job training for energy auditors, government and non-government stakeholders, banks and other financial institutions, other outreach measures through workshops and media coverage.

Cluster 4: Photovoltaics for Rural Electrification

34. This cluster is composed of 5 projects, (3 FSPs and 2 MSPs), all with a focus on removing barriers to widespread use of photovoltaic energy sources. Considerable delays in project implementation -a recurrent feature in this cluster- has been one of the reasons behind the limited impact being reported in this year PIR.

35. Another one has been finding adequate financing mechanisms and delivery models. All PV projects are experimenting with tailor-made financing modalities targeted at end-consumers, dealers or financing institutions. The Peru project for example is now experimenting with a concessionaire type approach whereas the Philippines project has changed its model to a direct sales approach. Malawi has commissioned a study to identify the best financing models for PV and Namibia will do the same.

36. The main achievement is reported by the Sudan project, which has successfully employed a micro finance scheme together with the national development bank. Islamic lending practice proved well suited as an excellent PV financing modality. The project manager is preparing a paper entitled, “Financing Photovoltaic Systems in Sudan and the Islamic Lending Mechanisms from MURABAHA to IJARA”.

Cluster 5: Mixed Renewable Energy

37. Local business development has been promoted with some success in both the early India and China projects, with several manufacturers that have adapted the designs and lowered manufacturing costs, thus reaching a wider local and regional market.

38. Several of the projects have been successful in institutionalization of technology promotion, i.e. integrating their support measure or technology focus into overall national RET funds and support mechanisms for RET. In South Africa for example project a renewable energy cooking unit has been established in its Energy Development Division

and market facilitation will be provided through the Central Energy Fund (CEF). Similar success has been developed in the China project and is promoted within the Philippines project as well.

Cluster 6: Off-Grid Renewable Energy

39. The projects as a whole in this cluster have been quite successful in influencing national policies; however, securing the funding commitments to successfully implement these policies remains challenging.

Cluster 7: Biomass Projects

40. India's project Biomass Energy for Rural India has contributed to the establishment of 33 community biogas plants serving 131 households for cooking. These have led to the displacement of fuel wood with an equivalent GHG emissions avoidance of about 33 tons. A total of 100 biogas plants (all fully functional without breakdowns and operational interruptions) are now being managed by biogas user groups, which contribute each month towards operation and maintenance of plants. New biogas plants were established in 18 villages, providing bio-energy for cooking to households. The forestry plantation activity has brought about significant employment creation in the project's pilot areas, improving incomes of people in these localities.

41. The biomass project in Slovenia has contracted the first two biomass-based district heating demo projects, which are expected to utilize about 20,290 m3/yr of biomass. The demo projects are expected to be in commercial operation by the end of 2004. A pipeline of new micro-systems biomass heating projects has been developed. As part of the policy/regulatory barriers removal, the project has contributed to the adoption of the National Energy Plan (NEP) by the Slovenian Parliament in March 2004. The NEP comprises biomass program related instruments, activities and costs, provided by the project. Under the NEP, the government has allocated an annual budget of US$ 5.5 million for the biomass program. Private investors have expressed interest to invest up to $1.25 million in the micro-systems biomass heating projects. The project has also established a biomass exchange for providing information on the biomass market and suppliers. The first pellet production started to operate in Slovenia in June 2004 and two additional plants are now under construction.

42. With the establishment and operation of the biomass-based heating pilot plant in Ludza municipality, the biomass project in Latvia is estimated to have brought about a CO2 emissions reduction of around 11,200 tons. The Latvian project has also developed a financial scheme for similar biomass-based heating projects in cooperation with the Latvian Environmental Investment Fund. This scheme has approved projects in 9 municipalities with total investments of more than US$1.12 million, including UNDP/GEF project support of up to $155,000, $710,000 in loan financing, and a municipal contribution of $160,000.

43. In Thailand, the project's first demo plant (Roi-Et Green) started operations in mid-2003 and a second demo plant (Yala Green) started construction in in March 2004. The project has facilitated/influenced the implementation of 7 biomass-based power plants with total installed capacity of 130.3 MW and potential CO_2 emissions displacement of 646,000 tons. These new biomass-based power plants started operation in late 2003 and early 2004.

Cluster 8: Biomethanation and Landfill Gas

44. In India the Biomethanation project has demonstrated a wide range of biogas technologies operating on various feedstocks. Emissions avoided from the eight projects under full operation are estimated at 137,119 tons of CO2e per annum. The National Master Plan for biomethanation has been finalized, with components such as technology transfer mechanisms, investment and funding strategies, and a strategic action plan for the period from 2003 to 2017 for exploitation of total potential of 2,600 MW. Every municipal authority is now responsible to follow policies on infrastructure development for collection, storage, segregation, transportation, processing and disposal of Municipal Solid Waste. As a follow up to these guidelines, ten states have already announced policies conducive for setting up waste-to-energy projects.

45. In China, the three landfill sites of Municipal Solid Waste in the cities of Nanjing, Maanshan and Anshan have made great progress toward meeting project goals – the sites have in fact significantly been increased to demonstrate full commercial utilization. All three cities have established independent companies responsible for the LFG recovery and utilization of the site, and all are expecting them to be financially sustainable after project completion. The annual GHG reduction from the three sites is about 110,000 tons. The Nanjing project has installed a second power generator, bringing the total capacity to 2.5 MW. About 2,000 m^3 gas per hour is being extracted from the landfill site. The site is now providing house and street lighting for an adjacent urban area via LFG power generation. The Nanjing project has already spurred replication in the other four cities with both local and international partners. Maanshan will soon start incineration of 600 kg medical waste per day from local hospitals using LFG as fuel.

46. The Jordan project is utilizing both methane from existing landfills and methane from liquid-waste biogas digestors. The annual reduction of CO2 emissions is 40,000 tons and the plant substitutes 1,980 tons of diesel oil fuel per year.

Cluster 9: Fuel Cell Bus/Transport

47. The three projects in China, Brazil and Mexico that promote fuel cell buses (FCBs) for technology leapfrogging in program countries have achieved the demonstration Phase where fuel cell buses will operate over a period of time in order to study the opportunities and constraints of market expansion of FCBs.

48. As far as non-FCB transport projects, over the past year, it is estimated that the Pakistan fuel efficiency project has led to the reduction of over 200,000 tons of CO2 emissions. This represents a substantial increase over 2003, where 50,000 tons were

avoided. Moreover, the project has established more than 25 instrumented tune-up centres and through demonstration and training, an additional 350 centres have been established throughout Pakistan.

International Waters

49. Probably the most significant portfolio-level impact during this PIR year was the advancement, signing and already many ratifications of 4 regional and 1 international transboundary waters legal agreements and 1 major regional strategy, e.g. West Pacific Fisheries Convention, Caspian Sea Convention, Lake Tanganyika Convention, Global Convention on Ship Ballast Water and Sediments, Dnipro River Basin and PEMSEA SDS-SEA.

50. Additional specific impacts were reported by four projects that were completed during the reporting period or will be completed during calendar year 2004. The first one is the *Red Sea SAP* project, which has demonstrated success on several fronts. It has established sustainable institutional networks at different levels such as the network of people working together throughout the RSGA area, including: PERSGA, the Council of Ministers for high-level policy dialogue; the Task Force with representatives from key national and international bodies, and the technical leadership of the Lead Specialists, Thematic Experts and National Coordinators. In addition to fostering an enabling legislative and policy climate, the project has developed a series of 'model' ICZM experiences addressing different scales and contexts: e.g. governorate-city planning for Aden and national coastal scales of Djibouti and Sudan and has contributed to changes in ICZM and MPA policies.

51. The project is also starting to demonstrate stress reduction indicator achievements. For example: MPAs established, new hydrographic routes, accepted ICZM plans, and initiation of a regional environmental monitoring programme (REMP)

52. The second is the *Dnipro River Basin* project, which has achieved its overall objective of establishing a technical, policy, institutional and financial framework for the sustainable integrated management of the transboundary Dnipro River basin. The TDA was completed in 2003, endorsed by the Steering Committee, and disseminated widely in print and electronic form in each of the national languages. The TDA effectively served as technical input into the more policy-oriented SAP process. Several key institutional structures such as the National Management Committees have been made permanent and efforts are underway to institutionalize the broader Dnipro Regional Council, including legal and financial support under the Multi-lateral Agreement (below). The SAP was completed in 2004 and approved by the NMCs and Project Steering Committee. The SAP has been formally endorsed by the Cabinet of Ministers in Ukraine, and is under similar review for adoption in Belarus and Russia. Each country is also moving their respective NAPs through government channels including provision for budgetary allocations and programme adjustments.

53. A Transboundary Monitoring Strategy (TMS) has been successfully developed and endorsed by the three NMCs and the Steering Committee. The TMS together with the SAP is attached as an annex to the multilateral treaty document (see below) on Dnipro Basin Environmental Cooperation. The Dnipro Environmental Data base was

successfully completed during the first project extension phase and has received three NMC and Steering Committee approval. The DEDB has also been included as an Annex to the SAP, which is in the process of obtaining government endorsement. The data base can now be accessed on-line in Russian at: www.dnipro-ecobase.org.ua

54. A Priority Investment Portfolio based on the priority pollution hot spots has been prepared and a donors conference was scheduled for November 2004.

55. The project has exceeded its original objectives via the drafting of a multilateral treaty document on Dnipro Basin Environmental Cooperation to which the SAP document has been attached as an annex. The riparian countries have determined that this is the best legal mechanism to achieving high-level country endorsement and ownership of the SAP and NAPs. The Cabinets of Ministers of all three countries are currently vetting the agreement. Current expectations are that the three governments will give their necessary endorsements by the last quarter of 2004.

56. The *Danube TEST* project has fully achieved its objective of assisting industrial hot spots of the Danube River Basin in reducing pollutant discharges by enhancing national capacities in integrated industrial environmental management.

57. More than two hundered (230) "Cleaner production options" have been implemented in the 17 demonstration enterprises for a total investment of 1.66 M USD and resulting in the following economic and environmental benefits:

- 1.3 M USD yearly financial savings
- 4.6 M m3/y of wastewater discharge reduction in the Danube river basin
- Average 30% of BOD/COD reduction in effluent per unit of production

58. Four plants have implemented an EMS that was certified ISO 14001; eleven enterprise have EMS documentation in place ready for ISO certification; and six enterprises have implemented EMA systems.

59. Investment projects have been prepared for all participating enterprises utilizing the UNIDO investment appraisal software (COMFAR). Total investments of EST are 47 M USD. Additional reduction of wastewater discharge into the Danube river Basin is expected to be 7.9 M m3 after implementation of these investments.

60. Finally, an additional 10 enterprises have been introduced to the TEST approach in another Danube Basin country (Bosnia) and 10 enterprises in Romania and Croatia have been offered a training seminar on the TEST approach

61. *GloBallast* has been widely credited with playing a major role in facilitating the completion and adoption of *International Convention for the Control and Management of Ships Ballast Water & Sediments*, which was adopted by consensus at a Diplomatic Conference at IMO in London on Friday 13 February 2004. Subsequently the IMO Office of Ballast Water Management was established, including recruitment of Head and Admin. Assistant, and is operating effectively as Secretariat to new BW Convention. IMO Technical Cooperation Funds are also being made available to supplement / replicate GloBallast activities. All Pilot Countries are proceeding with developing National policy, strategies and/or legislation/regulations to implement IMO BW guidelines/ Convention. Regional Task Forces and Regional Action Plans in place in all

six regions around the GloBallast Pilot Countries. Furthermore, several new (non-GloBallast) regions moving to establish same (e.g. Wider Caribbean).

Integrated Ecosystem Management

62. Only two OP 12 projects were part of the PIR 2003 process, and both are in their second year of implementation (Senegal IEM, PIMS 1148; and Mexico IEM, PIMS 931). It is therefore difficult to make aggregated analyses of progress towards achieving outcomes and impacts.

63. Both projects however expect to provide benefits in BD, CC and LD. Only the Senegal project has put into place a baseline monitoring process, although neither one have yet to quantify the baseline. Both expect to start the monitoring by end of 2004. The Senegal project also plans to measure carbon sequestration. The indicators in the logframes of both projects continue to focus primarily on biodiversity values. Both projects expect to fine tune their indicators by end of 2004.

64. In general both projects appear to be moving in the right direction, the Senegal IEM project more so. The Mexican project has benefited from several consultancies and training sessions for a greater understanding of "integrated ecosystem management" as an approach. Both projects have long term periods, and we expect real impact to start manifesting itself in a few more years.

Project Implementation

Challenges

Biodiversity

65. While the range of risks reported was large, seven categories were dominant. These were associated with:

- Government commitment, as reflected by lacking of funding, poor cooperation among government agencies, resistance to legislative changes and slow progress in making necessary inputs;
- Community commitment, encompassing lack of participation and lack of social harmony;
- Conflicts with economic development activities, including infrastructure projects (mainly road building), and lack of cooperation with sectoral agencies and the private sector;
- Security, including political unrest, armed insurrection, and social conflict;
- Natural events, most commonly drought, but also floods, storms, and fire;
- Budget constraints, including overall level of GEF resources, failure to mobilize promised co-financing, and slow disbursement;

- Staffing problems, mainly rapid turnover of project staff positions, and also lack of capacity.

66. Problems with government commitment and community commitment are very common, with nearly 75% reporting risks associated with the former and more than 50% with the latter. Formal agreements with community-based organizations, whether related to monitoring or management, can be problematic. In many cases the problems may be linked to formal recognition of the role of CBO's by governmental authorities. However, such risks are typically rated Moderate or Low, especially in the case of community commitment. Conflicts with economic and infrastructure development projects is the next most significant risk category, with nearly 40% of projects reporting some level of risk. In contrast to the risks associated with community and government commitment, more than on quarter of projects citing risks with economic and infrastructure development rated those risks High or Substantial.

67. Particularly interesting are the figures for the "New risks" identified during implementation. Three categories dominate the New risks, namely:

- Government commitment,
- Economic and infrastructure development, and
- Staffing

68. As these represent risks that were not identified during project design, the implication is that the design process should pay much greater attention to these types of risks than has been the case in the past. Risks associated with the project budget also feature prominently in the "new ratings", but many of these are probably confounded with the shortfall in government commitment.

69. The most common strategies proposed to address implementation challenges involved increased lobbying and awareness raising, environmental education, and training. The initiation of a legal review, increasing exchanges with other projects, and community mobilization were other strategies proposed.

Climate Change

70. Risks and implementation challenges reported by CC projects fall into three broad categories:

- Country political and institutional environment
- Market conditions
- Financial issues

Country political and institutional environment

71. In the Russian residential building project progress in FY 2004 has been hampered by re-elections/high staff turnover in the municipal administration of Vladimir city. In

addition bankruptcy of the international subcontractor responsible for installation and guaranteed maintenance of the autonomous boilers created difficulties and substantive risks for the adequate functioning of the equipment.

72. In the Energy Efficiency cluster delays in the translation of policy recommendations into actual regulations on the ground has resulted in slower impact on visible policy implementation at sector levels than originally envisaged.

73. Weak institutions and political uncertainty make it difficult to design the most adequate project institutional arrangements and hamper efficient implementation as reported from the Peru and Philippines projects. In this context, it could be recommended that in countries typically considered difficult to work in, project design should be more conservative and less ambitious by UNDP. Particular attention needs to be paid, in such cases, to project institutional arrangements. It is easy to underestimate the effect of country conditions on project success, during the design phase.

Market conditions

74. In Slovenia for example, the risks largely relate to how competitive biomass technologies will be against fuel alternatives. The price of wood chips has in fact risen, because (a) the particle-board industry is driving up prices, and supply is low, and neighbouring Austria is able to pay higher prices for wood chips since biomass as a fuel is subsidized in Austria. The project has not effectively been able to lock in fuel prices through contractual agreements, however it is (a) working on the supply-side to increase volumes of woodchips to bring down the price; and (b) is now looking to smaller biomass systems which can be a more cost effective and competitive technology against fuel alternatives.

75. In the Fuel Cell Bus cluster, market conditions and prices, which are prone to shift during the promotion of new technologies, have the potential to affect the projects significantly. In China, for example, due to the higher than expected cost of the technology, three fewer Fuel Cell buses were purchased than originally envisaged. All three FCB projects mentioned that adaptive management would be necessary given the nature of the new technology.

76. The risks for the District Heating project in Ukraine identify fuel price, regulatory environment, and credibility of the new ESCO being set up by the project to attract investment when the ESCO is floated on the market.

Financial issues

77. For off-grid Renewable Energy projects the main challenge is that, although the technology used is usually the least cost alternative, the gap between the technology cost and the end users' ability to pay is usually quite high. The projects offer a variety of schemes to address this gap, including the development of favourable RE policies, the implementation of financial mechanisms that allow for access to credit, and the

development of productive uses to bolster end user income and thus increase their capacity to pay. However, the stand-alone financial sustainability of off-grid RE interventions is yet undemonstrated in the UNDP/GEF portfolio. Therefore, efficient mechanisms to channel additional funds for off-grid investments remain a priority for these projects. While most of these mechanisms contain subsidy elements, they have the potential to substantially increase the efficiency of the use of funds and establish sustainable mechanisms to channel funds for off-grid investments.

78. In Bulgaria and Hungary District Heating projects risks relate to whether sources of financing will materialize. These include government co-financing for the demonstration projects and fiscal autonomy for municipalities to implement their energy efficiency programmes. While government co-financing for the demonstrations was forthcoming, decentralization did not take place as fast as was expected. However USAID started a credit guarantee programme, enabling municipalities to borrow more readily from the financial sector.

79. Adaptive Management. As described earlier, the national circumstances under which CC projects are implemented are, in many cases, far from steady. Therefore, the strategies conceived during project design often need to be adjusted, in some cases quite fundamentally. Effective adaptive capacities within the project management team and streamlined UNDP/GEF procedures to respond to these changes greatly enhance the possibilities of project success.

International Waters

80. The multi-country, multi-agency character of IW projects determines many of the risks and difficulties reported in this focal area. In addition, similar to the other Focal Areas, several IW projects report risks related to countries' political and institutional environment.

81. In the Lake Chad Basin project for example, inadequately defined roles of World Bank, UNDP, UNOPS and the LCBC have caused disruption in implementation. The Project Partners met from 30 August to 2nd September to discuss the overall implementation of the project. The Meeting was instrumental in making progress about the clarification of the roles and responsibilities of all major players. LCBC has agreed to take more action and to reinforce its participation in the project execution. Specific arrangements will be made between the LCBC and UNOPS in order to provide the necessary means to LCBC for its involvement. In the Lake Peipsi/Chudskoe, the issue of the joint Management Programme is still being debated due to the fact that some official expressed negative attitude towards the possibility to organize joint actions in the region i.e. to complete joint Management Programme, which could be not realistic to finance and fulfil. Differences in national water monitoring programs, water sampling and analysis methods is also mentioned as a difficulty.

82. Risks reported in relation to the country political and institutional environment refer to a broad range of issues, from political instability to payment of dues. Types of risks identified most frequently include:

- Changes in economic, political and social conditions detract from country commitment.
- Insufficient participation of communities.
- Potential risk that an NGO executed project will be taken over by the governments.
- Social, political and/or economic environment will constrain SAP (or equivalent) adoption and/or implementation.
- Country financial, institutional and political commitments to Joint Institutional Arrangements can be maintained.
- Social, legislative and institutional bottlenecks hinder full stakeholder participation.
- Social, legal and institutional bottlenecks hinder sharing data/information freely.
- GEF funds not adequately complemented by country commitments and funding from other donors.

83. Legal gaps as well as the unwillingness of participating countries to make national legislative and regulatory changes and/or accept regional approaches can be a handicap for implementation. In the Dnipro River Basin, the project has always suffered from the lack of a significant over-arching legal document from which the responsible ministers could derive their legal authority with confidence. Many of the expected project results required the exercise of regional (inter-state) authority, information exchange and inter-ministerial cooperation, etc., for which the ministers lack mandates for their actions. The Aarhus convention and the EU WFD, although relevant, do not offer the specific authority that is still a pre-condition for the exercise of political authority in the region. Therefore the SAP endorsement process was at risk, as, in the absence of a regional convention, the Environment ministers themselves did not have the requisite authority to bind their respective governments

84. The three National Management Chairmen, themselves deputy-ministers, agreed upon using the format of a regional treaty (in the nature of a convention), which declared its objectives for protecting the Dnipro basin and contained the specific mechanism for doing so in the form of the SAP document which was included as an annex to the treaty. The enabling event occurred in 2003 with the signing of the aforementioned Kyiv Declaration that specifically made reference to the governments committing to develop and sign precisely such an agreement/treaty.

85. In the Global Mercury Project purchasing equipment from Zimbabwe has failed because of hyperinflation and impossibility to obtain bank guarantees. As a response the project had to identify suppliers elsewhere and to initiate international bidding for equipment for Sudan, Tanzania and Zimbabwe

86. Other reported risks include:

- Risk associated with the degree to which cooperation and trust can be nurtured between the public and private sectors within and among participating countries.
- Continuous donor interest in an ecosystem management approach will be maintained. Recruiting and maintaining qualified staff
- Recruiting and maintaining qualified staff
- Inadequate sustained and strategic attention paid to facilitating project/programme sustainability.

Integrated Ecosystem Management

87. The Mexico IEM project reports that the change in government has led to major changes in rural development policies and State level budget allocation. This has led to a serious downfall in baseline co-financing, as a result, they expect that much of the eco-regional planning processes will be hampered. However, the project expects that the new government executing agency to consider the project as a top priority and to promote the approach within other federal agencies so as to attract co-financing.

Lessons learned

Biodiversity

88. A very large number of highly disparate lessons are presented in the 2004 BD PIRs. Some of these "lessons", as in years past, are of the "accepted wisdom" type, e.g., "participation by local stakeholders is good", and "involvement of local stakeholders promotes sustainability". Some lessons emerge consistently from a large number of projects, and the key recurring themes include:

- Project administration;
- Time allocation for implementation, including timing of different components;
- Training and capacity development;
- Project partnerships with NGOs, CBOs, government agencies, and the private sector;
- Miscellaneous technical lessons relevant to project design

Lessons cited in each of these categories are listed below:

Project administration

89. A large number of lessons are cited dealing with administration of projects, covering UNDP's internal procedures, the use of executing and local implementing agencies, and the function of steering committees. The most cited ones include:

- National Execution (NEX) causes large delays and NEX guidelines represent a problem for weak counterparts;

- Project staffing causes problems, and key staff should work full-time on the project;
- Steering Committee needs authority; and should be decentralized, with local committees overseeing local work;
- Institutional arrangements should be part of project design, including capacity assessment of implementing agencies;

Time allocation

90. The general observation that the timeframe for projects is too short was a common theme. Also noted, however, was the need to address financial sustainability from the outset of project implementation, as well as time allocations for awareness raising and environmental education, and social issues, linking conservation to social and economic improvements:

Training and capacity development

91. The inadequacy of training in the project strategy is a recurring theme, including the link to one of the common risks, namely a high rate of staff turnover.

Project partnerships

92. Problems with partnerships are the dominant theme of lessons related to project partnership strategies. In general, while the value of working with NGO's is widely recognized, the limited capacity of some local NGO's, and the loss of ownership among government agencies if NGO's play too great a role are two of such problems. Partnerships among government agencies and between different levels of government are also highlighted:

- Choice of partners important - too many "NGOs" (presumably CBOs) is too complex;
- Potential for conflict with governmental agencies, or at least a tendency for perceptions of mandates to become blurred, particularly when NGO's are playing a significant role in project implementation;
- Do not rely on unconfirmed partners;
- Project beneficiaries should give written undertaking of willingness;
- Pre-selection of partners can be a problem;
- Government agencies must be involved in design of NGO-led projects in order to create ownership (multiple times);
- Government support needs to be secured both at field level and the political level;
- Management councils, constituted by several organizations with separate though interconnected mandates can be effective only if it has a strong implementing arm
- Need a "champion" (multiple times);
- Team building an essential project component (multiple times);
- Integration of all stakeholders on equitable terms;

- The establishment of the inter-agency team to develop the management plan has promoted a strong sense of ownership of the plan;
- Use of private-public cooperation locally;

Miscellaneous technical issues

93. Not surprisingly, a very large number of technical lessons were cited. Many of these were "variations on a theme", most often related to well established themes. The following is a selection of lessons dealing with key components of project strategies that provide new insights or strengthen lessons reported previously:

- Conducting an annual risk assessment is important
- Community management is better where social organization was stronger before project;
- Creation of new institutions requires clear vision;
- Environmental impunity (i.e., lack of respect for environmental issues among the judiciary) must be addressed;
- Leakage is a problem – destructive activities are simply transferred outside the project site, not stopped;
- Livelihood benefits to communities must be linked with incentives for changed behaviour to reduce threats;
- Micro-credit arrangements should be confidential, but processes in approving small-grant pilot projects should be transparent;
- Resistance to change in land tenure by landowners and their political allies must be carefully considered

Lessons Exchanged

94. Twenty-six projects (37%) report that they have exchanged lessons with other GEF projects (lessons exchanged with 42 projects in total), and 23 projects report exchange of lessons with non-GEF projects (57 projects in total). Thirty projects (43%) report that they have not exchanged lessons with other projects, though a proportion of these projects claim that existing mechanisms, such as UNDP networking, or seminars and workshops provide adequate platforms for exchange of lessons learned.

95. A large majority of projects have exchanged lessons only with other projects in the same country. Where international exchanges have occurred, they have usually been with neighboring countries, or countries sharing common geographic or political links. Not surprisingly, it is regional projects that most often exchange lessons internationally. One of the few examples of projects exchanging "long-range" lessons involved the Philippines: Mt. Isarog project, which exchanged lessons with Nepal: Mustang, the two projects both working in mountain ecosystems.

Climate Change

96. Lessons reported by CC projects are quite specific, technical, and mostly relevant to their specific cluster. Therefore a cluster approach has been chosen to report on lessons in this Focal Area.

Cluster 1: Market Transformation for Efficient Appliances and Buildings

Buildings Energy Efficiency

97. Buildings EE projects recognize the importance of the built environment in national greenhouse gas inventories.

98. Decision processes and activities in the building and construction sector involve different and multiple stakeholders. Promoting new practices, such as adopting energy savings designs and technologies, requires consistency of message to market players, perseverance of the authorities, as well as a combined package of incentives and regulatory instruments. A large portion of the GEF budget is allocated to raising awareness and building capacity. Interestingly, each of the four building projects proposes its own path for promoting energy efficiency in construction activities.

Appliance Energy Efficiency

99. Because appliances present a faster turnover than building stock, the notion of market transformation is easier to perceive and organize. The introduction of energy efficiency standards and labels also facilitates the monitoring of the desired market transformation. Labels are convenient for building the awareness of end-use consumers.

Cluster 2: District Heating and Hot Water

100. Among the eleven projects, a fairly diverse set of lessons was generated. The main lesson from Romania is that once a project idea has been identified, it is best to approach the financial sector as soon as possible and work hand in hand with them to develop the project idea. In this way, the project idea is more likely to be financed. Apart from confirming that demonstrations did yield energy savings, and that awareness raising is effective, a core lesson from Bulgaria is that involving as many stakeholders as possible helps to overcome the problems of high staff turnover, especially in government, and therefore avoids discontinuity and helps to maintain momentum for project implementation. The corollary of this is that the project needs to spend significantly more effort coordinating among stakeholders.

101. The Slovenia project offers equity as an incentive to attract investment in biomass district heating. It has managed to sign investment contracts within about a year of beginning implementation. However, the project team believes that this approach is extremely labour intensive, and that the project underestimated the skills required to finalize contracts with investors.

102. The need for more careful analysis of institutional and implementation arrangements during the project design, secured by sustainable agreements among the key institutional players, is one of the main lessons from implementation of the projects in Poland, Hungary and Turkmenistan.

Cluster 3: Industrial Energy Efficiency

103. The regulatory and pricing environment within which EE projects work is most critical to their ultimate long term sustainability; yet these are the activities that face the greatest obstacles when implementing projects. Strong and detailed attention to this aspect during the project design stage has to be emphasized, especially during the PDF B stage.

- Capacity development and targeted focus on awareness building have to be tailor made to the economic structure of the host country. At the local level, systematic capacity building activities and networking influence the establishment of a favorable environment for local level energy efficiency investment;
- Financial sustainability of a end of project scenario developed at the project design phase will need stronger evidence of the expected state of the sector or economy;
- Project designs (activities) may need to be modified more frequently without impacting upon the ultimate objectives.

Cluster 4: Photovoltaics for Rural Electrification

104. Much more attention needs to be paid by the executing and implementing agency to resolving or better preventing operational problems and delays. These delays adversely affect the overall project impact. The institutional and managerial structure of a project needs to be examined and monitored very carefully.

105. PV systems are expensive for the large majority of potential customers. Appropriate financing mechanisms are crucial for translating interest and demand into actual purchases of PV systems. All PV projects are experimenting with tailor-made financing modalities targeted at end-consumers, dealers or financing institutions.

106. Given the importance of these topics, UNDP-GEF has recently published experiences with PV financing and delivery models in Africa in its lessons for the future series

Cluster 5: Mixed Renewable Energy.

107. Financial Mechanisms: There have been ongoing attempts in several projects to successfully develop tailored financial incentives and mechanisms adapted to specific market niches. For instance, the South Africa project has been searching for the appropriate consumer credit facility, going from a township based mechanism towards a

commercial bank based credit guarantee scheme that will be linked to specific consumer credit schemes to be developed in 2005. In the case of the Morocco project, there has been a widening in the range of financial incentive policies and regulatory framework adjustments that are considered, together with favorable taxation measures. In the China project, less attention seems to have been devoted directly to the development of specific financing mechanisms for RE, however the overall impact on RE investments has nevertheless been impressive. On the other hand, the recent Philippines project (initiated in mid 2003), this is a major area of intervention with emphasis on guarantee and micro finance fund facilities currently being negotiated with the financial sector, private sector and government agencies.

108. Local Business Development: Local business development has been promoted with some success in both the early India and China projects, with several manufacturers that have adapted the designs and lowered manufacturing costs, thus reaching a wider local and regional market. This is also being promoted in the South Africa project, which has also opened up to several cooker technology alternatives and a critical mass of local and national entrepreneurs and enterprises are working in partnership with the project and a debt-equity mechanism expected in 2005 will facilitate the sector development.

109. Process for Policy Change: An interesting early lesson learned from the Philippines project is the proposed development of an alternative administrative mechanism to enable policy changes/measures without requiring the traditional legislative process through Congress (so far the draft RE bill, which proposes several key RE policies, has been stalled for years in order to pass through approval of Congress, and meanwhile overall progress on RE development has been limited).

110. Institutionalization of technology promotion: Several of the projects have been successful in integrating their support measure or technology focus into overall national RET funds and support mechanisms for RET, such as the South Africa project, where a renewable energy cooking unit has been established in its Energy Development Division and market facilitation will be provided through the Central Energy Fund (CEF). Similar success has been developed in the China project and is promoted within the Philippines project as well.

Cluster 6: Off-Grid Renewable Energy

111. Success or failure of off-grid RE initiatives requires a set of favorable conditions both at the local (end-user) level and at a broader political and financial sphere. Due to this need, a priority for all projects in this cluster is the establishment and consolidation of strong partnerships, be it with governments, the private sector, donors, or NGOs. Therefore, projects in this cluster have proven to be very vulnerable to changes that affect the structure of such partnerships as originally conceived. In general, those projects that have demonstrated the capacity to adapt to changing circumstances and develop new partnerships beyond the initial project design have demonstrated the highest level of success. However, this capacity must be successfully transferred to the beneficiaries in order for the success to continue beyond the project duration.

112. Partnerships: The nature of off-grid RE interventions requires exceptionally strong linkages between the end users and the partners facilitating the RE investment (NGOs, Government, donors, private sector, etc.) Often, the nature of these partnerships is not constant, requiring beneficiaries to be proactive in establishing a strong network of associations to increase the chances of project success.

113. Productive uses: The incorporation of a productive use approach to off-grid interventions remains the most viable mechanism to increase the local sustainability of RE investments. However, this approach is proving to be quite complex, as establishing linkages between access to energy and increased income requires the development of (sometimes quite lengthy) productive changes that introduce many external variables. Due to the relatively recent inclusion of this approach in the portfolio, it is yet unclear whether the income increase based on increased productivity is sufficient to cover investment and O&M costs, or whether external financial assistance is still required.

114. Policy and information: Most projects have been successful in increasing overall awareness on RE and promoting favorable policies and regulations. However, this is clearly demonstrated to be a necessary but insufficient condition for the promotion of RE technologies. In order for investment in off-grid RE to take place, clear financial benefits must be demonstrated, or in the case of unprofitable interventions, the financial burden must be clearly assumed by a project partner.

Cluster 7: Biomass

115. Any project for implementation in poverty stricken rural areas of developing countries requires a focus on poverty reduction through provision of better income earning opportunities for target communities. Provision of any new or enhanced services would be financially sustainable only if the paying capacity of the consumer increases.

116. Instead of creating completely new institutions, make use of existing or traditional institutions in implementation in order to enhance the capacity of the existing institutions, and for the project to get off the ground quickly. At the end of the project, transition would be easier and therefore the project outcomes could be more sustainable.

117. Effective community relations programs such as the one successfully launched by Roi-Et Green and EGCO can be used as a model to mobilize community support for biomass-based power generation projects. One key aspect is that a biomass-based power plant that is situated near the source of biomass fuel supply would receive less resistance from the surrounding communities. This implies that people are more concerned about environmental impacts that are created by the transport of biomass fuel than the operation of the power plant.

Cluster 8: Biomethanation and Landfill Gas

118. The ability to create viable methane recovery operations clearly depends on the framework created by the local (municipal) and national government. As all three

projects are mature, the effects of a regulatory framework and devised incentives to stimulate replication become increasingly evident. For example, in China the central government has issued preferential policies governing the utilization of renewable energy, including return of VAT and low income tax. The municipality at one Chinese demo site has issued a favorable policy that gives the private operating company a considerably favorable tariff when selling the electricity, compared to electricity generated by coal-fired power plants. In India, the Master Plan and other policies have already spurred significant replication. Further cooperation between the Environmental Authorities, especially with respect to enforcement of water pollution standards, would greatly increase this replication. In Jordan, the project has until very recently been struggling to secure enough waste for the biogas plant, while at the same time important capacity building components and the Master Plan for landfill gas and high rate biomethanation have been much delayed.

International Waters

119. The *Benguela Current* LME project identified a key lesson learned has been the effective use of sustained and effective communications and media campaign as a means of raising high level political support for project activities, and to provide the grounds for sustaining management interventions. Another lesson involved the recognition that training and capacity needs will differ from country to country and that plans and execution need to take these differences into account.

120. The *Global Mercury* project noted that the development of comprehensive scientific protocols for the environmental and health surveys has assured replicability of the approach in assessing the impact of small-scale gold mining on habitat and water.

121. The *Rio de la Plata* project identified two valuable lessons related to TDA and SAP preparation. First, the project carried out cooperation agreements with key scientific and technical institutions in Argentina and Uruguay –instead of involving consultants- and encouraged the formation of research teams made up of experts belonging to different institutions in the same country and of binational groups. This brought benefits in terms of sharing information and strengthening local environmental research capacity. Second, given that the project is binational and in many cases the adoption of the strategies developed by the Project will involve the creation of horizontal institutional arrangements it was decided to begin to implement confidence building and consensus building strategies from a very early stage, even before the TDA has been completed. The aim of these activities should be to prepare the ground before putting forward specific proposals for the development of the existing legal and institutional framework. Information and education must precede the submittal of specific proposals.

122. The *Pacific SIDS* SAP project noted that a very positive aspect of the Project that is gradually emerging is the beneficial synergies that are developing across the social assessment and participation, economics and communication elements for the community-based components. Despite absorbing considerable resources in terms of expertise, finance and time to build a sound platform – the implementation of a strategic

approach to the determination of root causes for environmental concerns, understanding the social and economic driving factors for key stakeholders and using that as a basis to leverage behavioural change through tailored communication appears to offer considerable potential. An essential element is an evaluation of the costs and benefits of potential solutions to root cause problems prior to the selection of activities designed to address them.

123. Finally, other lessons appearing in many PIRs related to the following recurring themes:

- GEF underestimating necessary time frames needed through projects to bring forth the policy, legal, institutional and other reforms called for;
- Need to clearly and specifically, before initiation of project activities, define the roles and responsibilities of different stakeholders in project implementation, from IAs/EAs to intergovernmental bodies to NGOs and the private sector;
- Need for early stage regional/national level institutional capacity assessments and associated follow-up strengthening;
- Need for greater and improved guidance from IAs and GEF on GEF and International Waters policies, programmes, criteria, etc.;
- The need to build in sufficient financial and administrative management capacities in project management unit structures, to avoid diverting the time/resources of technical and other professionals from these tasks.

Knowledge Management

124. UNDP-GEF knowledge management efforts aim to contribute to project and programme success by enabling UNDP country office staff and project teams to leverage lessons learnt from past and on-going projects, and to replicate successes. To achieve this objective, UNDP-GEF draws on the wealth of experience embodied in its portfolio, not only of PIR projects, but also of completed and newer projects. This is operationalized through a four-pronged approach: development of information systems to monitor and evaluate the UNDP-GEF portfolio; analysis and codification of lessons learnt through generation of knowledge products and services; dissemination through existing UNDP knowledge dissemination mechanisms; and knowledge uptake. The last pillar is critical for ensuring that knowledge products and services are not only applied and used, but also further improved through such use. Table 6 below summarizes the various types of knowledge products and services being produced by UNDP-GEF, including the primary target audience and key objectives of each.

125. Knowledge management activities are being implemented in close collaboration with other units in UNDP's Energy and Environment Practice, as well as experts from other UNDP Development Practices, and complement those being implemented by

UNDP's Regional Support Centres. In addition, UNDP-GEF also participates in GEF-wide knowledge management activities and processes, such as periodic discussions organized by the GEF's Scientific and Technical Advisory Panel on various themes of relevance to the GEF's mandate

Table 6: Knowledge Products and Services

Knowledge products/ services	Target audience	Key objective
(a) Human Development Viewpoints (SP-based)	UNDP country office staff	**Advocacy:** To support UNDP's advocacy efforts on important upstream, policy issues related to the global environmental conventions.
(b) Programming Kits (SP-based)	UNDP country office staff and project teams, UNDP regional centers.	**Mainstreaming**: To help users understand what is eligible under the GEF strategic priority, and articulate thematic links with relevant UNDP development practice areas.
(c) Project Learning Networks (SP-based)	Project teams, development practitioners, UNDP country office staff	**Learning**: To provide an electronic discussion forum and allow exchange of non-codified information centered on a particular GEF strategic priority.
(d) Lessons Learned Publications (SP-based)	Members of the GEF family, development practitioners, consultants and project teams, UNDP country offices.	**Learning**: To consolidate project learning by distilling and synthesizing GEF project evaluations, so as to improve future practice.
(e) Practitioner Guides (SP-based)	Development practitioners, project teams/experts engaged in developing and implementing global environment initiatives.	**Impact**: To provide detailed technical guidance on developing and implementing such projects.
(f) Resource Kits	UNDP country office staff, consultants, project teams	**Mainstreaming**: To help users understand and apply standard GEF policies and procedures (incremental cost analysis, M&E, etc.).
(g) Project Publications	Development practitioners	**Learning**: To share technical and other findings emanating from active projects.
(h) Publications for Outreach	Broad readership of government officials, media, private sector and civil society, Convention Secretariats, other members of the GEF family	**Outreach**: To assist UNDP in its outreach activities in the area of global environmental management

126. In Biodiversity, after the success of "Conserving Forest BD, Threats, Solutions and Experiences" UNDP/GEF has launched this year another publication to assist conservation planners, policy makers and practitioners in improving strategies for conserving biodiversity. The publication is titled "Local Business for Global BD Conservation. Improving the design of Small Business Development Strategies in BD projects". It provides guidance to: i) assess the role of small business in conservation; ii) determine if a small business could be socially, economically and environmentally viable; iii) incorporate into project design issues important to small business development.

127. In Climate Change, UNDP has undertaken a number of studies on district heating, biomass, productive uses, biomethanation, and local benefits. Moreover, it recently completed a photovoltaic study that takes stock of what has been learned so far and

provides guidance for future PV initiatives. The publication, Solar Photovoltaics in Africa: Experiences with Financing and Delivery Models, focuses on the exchange of experiences between GEF PV projects in Eastern and Southern Africa.

128. In addition, a UNDP/GEF Programming Kit on GEF Strategic Priority 4 "Productive Uses of Renewable Energy" is under development, which aims to guide UNDP Country Offices and project proponents towards mainstreaming of GEF resources into UNDP regular programming for sustainable development.

129. In International Waters, the most important recent output is the near completion and first validation of the Train-Sea-Coast course, "The TDA/SAP Process in the Adaptive Management of Transboundary Water Systems", prepared under the GEF-UNDP-UNDOALOS Train-Sea-Coast programme. Following final revisions and review based on stakeholder input received at the October 2004 validation workshop, the course should be available in early 2005 for wide delivery to an estimated 10-15 GEF IW projects which are or soon will be beginning their respective TDA/SAP exercises. This course will, for the first time, permit the GEF IW portfolio to apply a harmonized approach to fact-finding (TDA) and priority setting (SAP) processes in fostering sustainable integrated management of shared water systems.

Projects at Risk Systems

130. GEF projects operate in difficult environments. Their success often depends on factors outside their control such as military conflicts, political instability or economic turmoil. Moreover, many of them are large, multi-country or highly innovative projects making their implementation more difficult.

131. As a GEF implementing agency, UNDP responds to these challenges by identifying and mitigating risks as early as possible as part of project design. During project implementation M&E mechanisms ensure monitoring of risks as well as of changes in external circumstances and any other issues that might affect the project progress towards its objectives.

132. As part as its renewed focus on proactive and adaptive management, UNDP/GEF has recently developed a Projects Risk Management System (PRMS) that reinforces current mechanisms and adds new ones necessary to ensure achievement of results and impacts.

133. The system will assist Programme Officers in UNDP Country Offices (CO) and Regional Coordinators (RC) in UNDP/GEF Regional Coordinating Units (RCU) to prioritize their project implementation, monitoring and oversight services. It will do so by providing a systematic approach to prioritizing projects for supervision and by effectively addressing any issues that significantly impair or might impair project's progress towards its objectives. It will also enable the RCs to enter into effective

dialogue with the CO Programme Officers concerning adaptive management of projects at risk.

134. The UNDP/GEF Risk Management System rests on three pillars: i) project risk classification; ii) strengthened monitoring system; and iii) early and effective management response.

135. The first pillar focuses on identifying priority projects for enhanced supervision. Ongoing projects will be classified in one of three possible categories: a) standard; b) potential problem project; c) actual problem project. Project classification will take into consideration progress towards objectives as well as a number of risk factors historically associated with unsatisfactory outcomes.

136. Enhanced supervision (second pillar) is achieved through strengthening the existing monitoring tools, adding new ones, or both. For those projects that so require, reporting and field visits will be applied more rigorously or frequently. The quality of reporting will be improved by developing appropriate indicators, baselines, milestones and targets. (*refer to section 4.3 for more details*).

137. The third -and most critical- pillar ensures early and effective management responses. It provides a set of parameters and responsibilities for adaptive management so that project supervisors at different levels can provide a tailor-made response to the different challenges faced by projects. For potential problem projects the emphasis is placed on early warning and the careful consideration of management alternatives such as risk transfer or risk mitigation. A response management plan will be required providing recommendations to address challenges or will request an immediate evaluation/supervision mission. Quarterly reports on progress of management response and a more complete PIR will ensure enhanced supervision.

138. At the moment UNDP/GEF is working closely with UNDP's Office of Information Systems & Technology (OIST) to make the PRMS operational electronically. After the necessary programming is completed -by beginning of January 2005- it is expected that the PRMS will be incorporated as a module in ATLAS.

139. The new module will allow users to monitor a checklist of standard factors mentioned earlier. These include –among others- political risk, institutional risk and regulatory risk as well as other issues such as delivery ratios, effectiveness delays or disbursement of co-financing. Non-standard project-specific risks will also be included and monitored.

140. In addition to individual project risk monitoring, PRMS-module generated reports will allow preliminary project classification according to their levels of risk as well as regional and focal area comparisons.

Annex A: List of PIR 04 Projects

No	GEF #	Lead Country	Regional Bureau	FA	Short Title	PT
1	**31**	**CHAD**	**RBA**	**IW**	Reversal of land and water degradation trends in the Lake Chad Basin Ecosystem	**FP**
2	**55**	**JORDAN**	**RBAS**	**CC**	Jordan - Reduction of Methane Emissions and Utilization of Municipal Waste for Energy in Amman	**FP**
3	**66**	**LEBANON**	**RBAS**	**BD**	Lebanon - Strengthening of National Capacity & Grassroots In-Situ Conservation for Sustainable BD Protection	**FP**
4	**77**	**EGYPT**	**RBAS**	**IW**	Egypt - Lake Manzala Engineered Wetlands	**FP**
5	**96**	**NAMIBIA**	**RBA**	**IW**	Benguela Current Large Marine Ecosystem	**FP**
6	**98**	**ROMANIA**	**RBEC**	**CC**	Capacity Building for GHG Emission Reduction through Energy Efficiency improvement in Romania	**FP**
7	**114**	**RUSSIAN FEDERATION**	**RBEC**	**CC**	Capacity Building to Reduce Key Barriers to Energy Efficiency in Russian Residential Buildings and Heat Supply	**FP**
8	**128**	**Poland**	**RBEC**	**CC**	Integrated Approach to Wood Waste Combustion for Heat Production in Poland	**MSP**
9	**139**	**BURKINA FASO**	**RBA**	**BD**	Optimization of BD in game ranching systems; a pilot experiment in a semi arid area	**FP**
10	**143**	**CENTRAL AFRICAN REPUBLIC**	**RBA**	**BD**	A Highly Decentralized Approach to BD Protection and Use: The Bangassou Dense Forest.	**FP**
11	**149**	**BULGARIA**	**RBEC**	**CC**	Energy Efficiency Strategy to Mitigate Greenhouse Gas Emissio ns. Energy Efficiency Demonstration Zone in the City of Gabrovo	**FP**
12	**160**	**SOUTH AFRICA**	**RBA**	**BD**	Capacity building network for southern African Botanical diversity	**FP**
13	**219**	**SUDAN**	**RBAS**	**CC**	Sudan - Barrier Removal to Secure PV Market Penetration in Semi-Urban Sudan	**MSP**
14	**230**	**ERITREA**	**RBA**	**BD**	Conservation management of Eritrea's coastal, marine and island BD	**FP**
15	**242**	**COTE d'IVOIRE**	**RBA**	**BD**	Control of Aquatic Weeds to enhance and restore BD	**FP**
16	**243**	**LESOTHO**	**RBA**	**BD**	Conserving Mountain BD in southern Lesotho	**FP**
17	**245**	**REGIONAL**	**RBA**	**BD**	Southern African BD Support Programme	**FP**
18	**258**	**SYRIAN ARAB REPUBLIC**	**RBAS**	**BD**	Regional: Conservation and Sustainable Use of Dryland Agro-BD of the Fertile Crescent	**FP**
19	**294**	**ZIMBABWE**	**RBA**	**BD**	Conservation and sustainable use of tra ditional medicinal plants in Zimbabwe	**MSP**
20	**349**	**CZECH REPUBLIC**	**RBEC**	**CC**	Low Cost/Low Energy buildings in the Czech Republic	**MSP**
21	**390**	**MADAGASCAR**	**RBA**	**BD**	Madagascar environment program support	**FP**
22	**407**	**TUNISIA**	**RBAS**	**CC**	Tunisia - Experimental Validation of Building Codes and Removal of Barriers to their Adoption	**FP**
23	**441**	**SYRIAN ARAB REPUBLIC**	**RBAS**	**CC**	Syria - Supply-Side Efficiency and Energy Conservation and Planning	**FP**
24	**450**	**SEN MAUR**	**RBA**	**BD**	Biological Diversity Conversation through Participatory Rehabilitation of Degraded Mauritania an Senegal	**FP**

25	**452**	**EGYPT**	**RBAS**	**CC**	Regional - Energy Efficiency Improvements and GHG Reduction in Egypt and the Palestinian Authority	**FP**
26	**458**	**INDIA**	**RBAP**	**CC**	Optimizing Development of Small Hydel Resources in the Hilly Regions of India	**FP**
27	**461**	**BANGLADESH**	**RBAP**	**BD**	Coastal and Wetland BD Management	**FP**
28	**463**	**PAKISTAN**	**RBAP**	**CC**	Fuel Efficiency in the Road Transport Sector	**FP**
29	**464**	**INDIA**	**RBAP**	**CC**	IND: Development of High Rate BioMethanation Processes as Means of Reducing Greenhouse Gas Emissions	**FP**
30	**466**	**CHINA**	**RBAP**	**CC**	Energy Conservation and GHG Emissions Reduction in Township and Village Enterprise Industries in China 2	**FP**
31	**520**	**CHINA**	**RBAP**	**BD**	Wetlands BD Conservation and Sustainable Use	**FP**
32	**522**	**MALAYSIA**	**RBAP**	**BD**	Conservation and Sustainable Use of Tropical Peat Swamp Forests and Associated Wetland Ecosystems	**FP**
33	**526**	**MALAWI**	**RBA**	**CC**	National Sustainable and Renewable Energy Programme	**FP**
34	**540**	**BRAZIL**	**RBLAC**	**BD**	Promoting BD Conservation and Sustainable Use in the Frontier Forest Mato-Grosso	**FP**
35	**543**	**BRAZIL**	**RBLAC**	**CC**	Hydrogen Fuel Cell Buses for Urban Transport	**FP**
36	**556**	**CHINA**	**RBAP**	**CC**	CPR: Promoting Methane Recovery and Utilisation from Mixed Municipal Refuse	**FP**
37	**557**	**CHINA**	**RBAP**	**CC**	CPR: Capacity Building for the Rapid Commercialization of Renewable Energy	**FP**
38	**558**	**CHINA**	**RBAP**	**CC**	CPR: Barrier Removal for the Widespread Commercialization of Energy-Efficient CFC-Free Refrigerators in China	**FP**
39	**568**	**INDIA**	**RBAP**	**BD**	Gulf of Mannar -Multi-Sectoral and Integrated Systems Approach to the Conservation, Management and Sustainable Utilization of Coastal Biodiversity.	**MSP**
40	**580**	**REGIONAL**	**RBLAC**	**BD**	Conservation of BD in the Lake Titicaca Basin	**FP**
41	**585**	**REGIONAL**	**RBLAC**	**IW**	Environmental Protection of the Rio de La Plata and its Maritime Front: Pollution Prevention and Control and Habitat Restoration	**FP**
42	**598**	**INDIA**	**RBAP**	**CC**	Biomass Energy for Rural India	**FP**
43	**604**	**ARGENTINA**	**RBLAC**	**BD**	Consolidation and Implementation of the Patagonian Coastal Zone Management Programme and BD Conservation	**FP**
44	**605**	**BOLIVIA**	**RBLAC**	**CC**	Rural Electrification with Renewable Energy through the Popular Participation Law	**FP**
45	**628**	**MONGOLIA**	**RBAP**	**BD**	BD Conservation and Sustainable Livelihood Options in the Grasslands of Eastern Mongolia	**FP**
46	**643**	**VIET NAM**	**RBAP**	**BD**	Vietnam PARC - Creating Protected Areas for Resources Conservation (PARC) in Vietnam Using a Landscape Ecology Approach	**FP**
47	**644**	**Slovenia**	**RBEC**	**CC**	Slovenia - Removing Barriers to the Increased Use of Biomass as an Energy Source	**FP**
48	**645**	**UKRAINE**	**RBEC**	**CC**	Overcoming Market Barriers to the Implementation of Energy Efficiency Improvements and Renewable Energy Technologies in Ukraine	
49	**727**	**CHINA**	**RBAP**	**CC**	China's Initial National Communication: Needs Assessment and Enabling Activity Preparation	**FP**
50	**744**	**INDIA**	**RBAP**	**CC**	India: Coal Bed Methane Capture and Commercial Utilisation -FULL	**FP**
51	**752**	**MALAYSIA**	**RBAP**	**CC**	Industrial Energy Efficiency and Improvement Project	**FP**

52	**761**	**PHILIPPINES**	**RBAP**	**CC**	Capacity Building to Remove Barriers to RE Development Project	**FP**
53	**762**	**THAILAND**	**RBAP**	**CC**	Removal of Barriers to Biomass Power Generation and Co-generation in Thailand	**FP**
54	**764**	**CHINA**	**RBAP**	**CC**	Demonstration for Fuel Cell Bus Commercialization in China	**FP**
55	**766**	**ALGERIA**	**RBAS**	**BD**	Strengthening of National Capacity & Grassroots In-Situ Conservation for Sustainable Biodiversity Protection	**MSP**
56	**810**	**REGIONAL**	**RBAS**	**IW**	Regional - Implementation of the Strategic Action Programme (SAP) for the Red Sea and Gulf of Aden	**FP**
57	**828**	**REGIONAL**	**RBAS**	**BD**	Regional - Conservation of Wetland and Coastal Ecosystems in the Mediterranean Region	**FP**
58	**833**	**UKRAINE**	**RBEC**	**IW**	Preparation of the Strategic Action Plan for the Dnipro River Basin and Development of SAP Implementation Mechanism	**FP**
59	**851**	**TUNISIA**	**RBAS**	**BD**	Regional - Participatory Management of Plant Genetic Resources in Date Palm Oases of the Maghreb	**FP**
60	**852**	**MOROCCO**	**RBAS**	**BD**	Transhumance for BD Conservation in the southern High Atlas	**FP**
61	**866**	**PALESTINE**	**RBAS**	**CC**	Lebanon/Palestine - Energy Efficient Buildings	**MSP**
62	**866**	**LEBANON**	**RBAS**	**CC**	Energy Efficient Buildings	**MSP**
63	**874**	**KENYA**	**RBA**	**CC**	Removal of barriers to energy conservation and energy efficiency in small and medium scale enterprises	**FP**
64	**877**	**PHILIPPINES**	**RBAP**	**BD**	Samar Island BD Project (SIBP) Conservation and Sustainable Use of the BD of a Forested Protected Area -FULL	**FP**
65	**898**	**INDIA**	**RBAP**	**CC**	Enabling Activities for the preparation of India's Initial National Communication to the UNFCCC	**EA**
66	**899**	**IRAN**	**RBAP**	**CC**	Carbon Sequestration in the Desertified Rangelands of Iran	**MSP**
67	**931**	**MEXICO**	**RBLAC**	**IEM**	Integrated Ecosystem Management in Three Priority Ecoregions	**FP**
68	**947**	**PAKISTAN**	**RBAP**	**BD**	Mountain Areas Conservancy Project	**FP**
69	**968**	**CHINA**	**RBAP**	**BD**	Multi-Agency And Local Participatory Cooperation in BD Conservation in Yunnan's Upland Mountain Ecosystems	**MSP**
70	**972**	**EGYPT**	**RBAS**	**BD**	Conservation & Suistainable Use of Native Biodiveristy Resources used for Herbal, Medicinal, Pharmaceutical & Cosmetic Purposes	**FP**
71	**985**	**PHILIPPINES**	**RBAP**	**BD**	Conservation of the Tubbataha Reef National Marine Park	**MSP**
72	**987**	**SUDAN**	**RBAS**	**BD**	Sudan - Conservation and Management of Habitats and Species, and Sustainable Community Use of BD in Dinder National Park	**MSP**
73	**990**	**SAMOA**	**RBAP**	**IW**	Implementation of the Strategic Action Programme (SAP) of the Pacific Small Island Developing States (13 countries)	**FP**
74	**993**	**TUNISIA**	**RBAS**	**CC**	Tunisia -Barrier Removal to Encourage and Secure Market Transformation and Labelling of Refrigerators.	**MSP**
75	**995**	**FIJI**	**RBAP**	**CC**	FIJ: Fiji Renewable Energy Hybrid Village Power Systems -MEDIUM < 750	**MSP**

76	**998**	**MONGOLIA**	**RBAP**	**CC**	Commercialisation of super-insulating building technology in Mongolia	**MSP**
77	**999**	**CHINA**	**RBAP**	**CC**	Improving Lighting Energy Efficiency in China: The China Green Lights Program	**FP**
78	**1014**	**DPR KOREA**	**RBAP**	**BD**	Conservatio n of BD Mt. Myonghan in the DPRK.	**MSP**
79	**1027**	**IRAN**	**RBAP**	**BD**	Conservation of the Asiatic cheetah, its Natural Habitat and Associated Biota in the I.R. of Iran	**MSP**
80	**1030**	**MALAYSIA**	**RBAP**	**CC**	Barrier Removal for Biomass Residues Cogeneration, Tranche 1	**FP**
81	**1046**	**MICRONESIA**	**RBAP**	**BD**	Community Conservation and Compatible Enterprise development in Pohnpei, Federated States of Micronesia	**MSP**
82	**1051**	**NEPAL**	**RBAP**	**BD**	Upper Mustang BD Conservation Project	**MSP**
83	**1068**	**PAPUA NEW GUINEA**	**RBAP**	**BD**	Milne-Bay Province Marine Integrated Conservation	**FP**
84	**1071**	**SRI LANKA**	**RBAP**	**BD**	Conservation of BD through Integrated Collaboration Management in the Rekawa, Usangoda and Kalametiya Coastal Ecosytem	**MSP**
85	**1073**	**SRI LANKA**	**RBAP**	**BD**	Project name: Contributing to the Conservation of the Unique BD in the Threatened Rain Forests of Southwest Sri Lanka	**MSP**
86	**1109**	**MONGOLIA**	**RBAP**	**BD**	The Conservation of the Great Gobi and Its Umbrella Species	**MSP**
87	**1124**	**SOUTH AFRICA**	**RBA**	**CC**	Pilot Production and Commercial Dissemination of Solar Cookers in South Africa	**MSP**
88	**1130**	**PHILIPPINES**	**RBAP**	**CC**	Palawan Alternative Rural Energy and Livelihood Support Project	**MSP**
89	**1136**	**Tanzania**	**RBA**	**BD**	Development of Jozani-Chwaka Bay National Park, Zanzibar Island.	**MSP**
90	**1148**	**SENEGAL**	**RBA**	**IEM**	Integrated Ecosystem Management of Four Representative Landscapes of Senegal	**FP**
91	**1175**	**MOROCCO**	**RBAS**	**CC**	Morocco - Market Development for Solar Water Heaters	**FP**
92	**1188**	**LEBANON**	**RBAS**	**CC**	Lebanon - Cross Sectoral Energy Efficiency and Removal of Barriers to ESCO Operation	**FP**
93	**1209**	**BRAZIL**	**RBLAC**	**BD**	MSP Establishment of Private Reserve Heritage Reserves (RPPNs) in the Brazilian Cerrado Biome	**MSP**
94	**1231**	**Tanzania**	**RBA**	**BD**	Reducing Biodiversity Loss at Selected Cross Borders Sites in East Africa	**FP**
95	**1232**	**NAMIBIA**	**RBA**	**CC**	Barrier removal to the development of commercially institutionally and technically sustainable solar energy services in Namibia	**FP**
96	**1237**	**EGYPT**	**RBAS**	**CC**	Egypt - Introduction of Viable Electric and Hybrid Electric Bus Technology in Egypt	**MSP**
97	**1238**	**BELIZE**	**RBLAC**	**BD**	Conservation and Sustainable Use of the Belize Barrier Reef Complex	**FP**
98	**1265**	**GEORGIA**	**RBEC**	**BD**	Conservation of Arid and Semi-arid Ecosystems in the Caucasus	**MSP**
99	**1271**	**UZBEKISTAN**	**RBEC**	**BD**	Establishment of Naratau-Kyzylkum Biosphere Reserve as a Model for BD Conservation in Uzbekistan. MEDIUM < 750	**MSP**
100	**1285**	**RUSSIAN FEDERATION**	**RBEC**	**BD**	Demonstrating Sustainable Conservation of Biological Diversity in Four Protected Areas of Russia's Kamchatka Oblast. Phase 1.	**FP**
101	**1291**	**LATVIA**	**RBEC**	**CC**	Economic and Cost-Effective Use of Wood Waste for Municipal Heating Systems in Latvia	**MSP**
102	**1299**	**VENEZUELA**	**RBLAC**	**BD**	Protection and Sustainable Use of Biological Diversity in the Orinoco Delta Wetlands.	**FP**
103	**1319**	**CHILE**	**RBLAC**	**BD**	Biodiversity Conservation in Salar del Huasco	**MSP**
104	**1320**	**CHILE**	**RBLAC**	**CC**	Barrier Removal for Rural Electrification with Renewable Energies.	**FP**

105	**1321**	**COLOMBIA**	**RBLAC**	**BD**	Biodiversity Conservation in the Paramo and Montana Forest Ecosystems of the Colombian Massif	**FP**
106	**1326**	**CUBA**	**RBLAC**	**BD**	Priority Actions to Consolidate BD Protection in the Sabana-Camaguey Ecosystem	**FP**
107	**1330**	**GUATEMALA**	**RBLAC**	**BD**	Integrated BD Protection in the Sarstun-Motagua Region.	**FP**
108	**1343**	**SURINAME**	**RBLAC**	**BD**	Conservation of Globally Significant Forest Ecosystems in the Suriname's Guyana Shields	**FP**
109	**1349**	**ECUADOR**	**RBLAC**	**BD**	Integrated Programme for the Control of Introduced Species in Galapagos Archipelago	**FP**
110	**1359**	**PHILIPPINES**	**RBAP**	**BD**	BD Conservation and Management of the Bohol Islands (Pamilacan-Balicasag-Panglao Islands) Marine Triangle	**MSP**
111	**1366**	**BHUTAN**	**RBAP**	**BD**	Linking and Enhancing Protected Areas in the Temperate Broadleaf Forest Ecoregion of Bhutan (LINKPA)	**MSP**
112	**1376**	**PHILIPPINES**	**RBAP**	**BD**	Sustainable management of Mount Isarogs Territories	**MSP**
113	**1415**	**MEXICO**	**RBLAC**	**CC**	Project to demonstrate Fuel Cell Buses and Associated Fuel Supply system in Mexico , Phase I	**FP**
114	**1421**	**PARAGUAY**	**RBLAC**	**BD**	Paraguayan Wildlands Protection Initiative	**FP**
115	**1423**	**PERU**	**RBLAC**	**CC**	Photovoltaic-based Rural Electrification in Peru	**FP**
116	**1424**	**PERU**	**RBLAC**	**BD**	In situ conservation of Native Cultivars and Wild relatives	**FP**
117	**1427**	**PERU**	**RBLAC**	**BD**	Conservation and Sustainable use of the Coastal Lomas of Southern Peru	**MSP**
118	**1434**	**NICARAGUA**	**RBLAC**	**BD**	Establishment of a programme for the Consolidation of the Mesoamerican Biological Corridor	**FP**
119	**1443**	**CUBA**	**RBLAC**	**IW**	Demonstration of Innovative Approaches to the Rehabilitation of Heavily Contaminated Bays in the Wider Caribbean	**FP**
120	**1505**	**CHILE**	**RBLAC**	**BD**	MSP: Conservation and Sustainable Use of Chiloe Globally Significant Biodiversity	**MSP**
121	**1631**	**GHANA**	**RBA**	**BD**	BD Conservation of Lake Bosumtwe Basin	**MSP**
122	**1672**	**PERU**	**RBLAC**	**CC**	MSP: Renewable Energy Systems in the Peruvian Amazon Region (RESPAR)	**MSP**
123	**1687**	**ARGENTINA**	**RBLAC**	**BD**	Management and Conservation of wetland biodiversity in the Esteros del Iberia, Corrientes	**MSP**
124	**1735**	**CAMBODIA**	**RBAP**	**BD**	Management of the Cardamom Mountain Protected Forest and Wildlife Sanctuaries-Cambodia	**MSP**
125	**1749**	**HUNGARY**	**RBEC**	**CC**	Hungary: Public Sector Energy Efficiency Programme	**FP**
126	**1757**	**VIET NAM**	**RBAP**	**BD**	*In situ* Conservation of Native Landraces and their Wild Relatives in Vietnam	**MSP**
127	**1810**	**CAMEROON**	**RBA**	**BD**	Sustainable Forest Management by Communities in the Bamenda Highlands, Cameroon.	**MSP**
128	**1815**	**EGYPT**	**RBAS**	**IW**	Egypt - Developing Renewable Underground Water Resources in Arid Lands, A Pilot Case - The Eastern Desert of Egypt	**MSP**
129	**1926**	**RUSSIAN FEDERATION**	**RBEC**	**CC**	Low Cost Energy Efficiency Measures in the Russian Educational Sector	**MSP**
130	**1928**	**NEPAL**	**RBAP**	**BD**	Landscape-scale Conservation of Endangered Tiger and Rhinoceros Populations in and around the Chitwan National Park.	**MSP**
131	**1945**	**SLOVAKIA**	**RBEC**	**CC**	Removal of Barriers to Creation of a Market for Biomass Energy in Slovakia	**MSP**
132	**1971**	**TURKMENISTAN**	**RBEC**	**CC**	Improving the Energy Efficiency of the Heat and Hot Water Supply	**MSP**
133	**1997**	**SLOVAKIA**	**RBEC**	**IW**	Transfer of Environmentally Sound Technology (TEST) In the Danube River Basin	**MSP**
134	**2001**	**POLAND**	**RBEC**	**CC**	Gdansk Cycle Infrastructure and Promotion Project	**MSP**

135	**2164**	**SAMOA**	**RBAP**	**CC**	RAS: South Pacific Renewable Energy Initiative	**MSP**
136	**2183**	**REGIONAL**	**RBEC**	**IW**	Control of eutrophication, hazardous substances and related measures for rehabilitating the Black Sea ecosystem, Tranche 1	**FP**
137	**2184**	**REGIONAL**	**RBEC**	**IW**	Strengthening the implementation capacities for nutrient reduction and transboundary cooperation in the Danube River Basin	**FP**
138	**2186**	**CUBA**	**RBLAC**	**BD**	Strengthening the National System of Protected Areas	**FP**
139	**2187**	**CHINA**	**RBAP**	**CC**	Targetted Research	**FP**
140	**2189**	**MEXICO**	**RBLAC**	**BD**	Biodiversity Conservation in the Sierra Gorda Biosphere Reserve	**FP**
141	**2196**	**GLOBAL**	**GLOBAL**	**IW**	Knowledge Sharing in International Waters - Train-Sea-Coast	**FP**
142	**2197**	**GLOBAL**	**GLOBAL**	**IW**	Removal of Barriers to the Effective Implementation of Ballast Water Control and Management Measures in Developing Countries	**FP**
143	**2198**	**GLOBAL**	**GLOBAL**	**IW**	Artisanal Gold Mining	**FP**
144	**2209**	**ECUADOR**	**RBLAC**	**BD**	Galapagos Oil Spill - Environmental Rehabilitation and Conservation	**MSP**
145	**2215**	**PHILIPPINES**	**RBAP**	**IW**	Partnerships for Environmental Management in the Seas of East Asia	**FP**
146	**2216**	**LITHUANIA**	**RBEC**	**CC**	Elimination of Green House Gases in the Manufacturing of Domestic Refrigerators and Freezers at Snaige	**MSP**
147	**2220**	**PANAMA**	**RBLAC**	**CC**	Capacity Building for Stage II Adaptation to Climate Change in Central America, Mexico and Cuba	**FP**
148	**2221**	**MEXICO**	**RBLAC**	**MTP**	Strategic Planning and Design for the Environmental Protection and Sustainable Development of Mexico	**MSP**
149	**2263**	**SOUTH AFRICA**	**RBA**	**MTP**	Best Environmental Practice in the Hosting of the World Summit on Sustainable Development	**MSP**
150	**2285**	**MEXICO**	**RBLAC**	**BD**	Capacity Building for Implementation of the Cartagena Protocol	**FP**
151	**2296**	**ESTONIA**	**RBEC**	**IW**	Lake Peipsi/Chudskoe Basin Management Program	**MSP**
152	**2312**	**GLOBAL**	**GLOBAL**	**IW**	Capacity Building for Small Island Developing States through SIDS Net	**MSP**
153	**2340**	**GLOBAL**	**GLOBAL**	**MTP**	Country Dialogue Workshop	**FP**
154	**2367**	**HUNGARY**	**RBEC**	**CC**	Capacity Building for Improving the Quality of GHG Inventories	FP

Annex B: List of Projects Operationally Completed

GEF #	Lead Country	Regional Bureau	F A	Short Title
236	**ETHIOPIA**	RBA	BD	A Dynamic farmer-based approach to the conservation of African Plant Genetic Resources
383	**UGANDA**	RBA	CC	Uganda photovoltaic pilot project (PV) for rural electrification
519	**BHUTAN**	RBAP	BD	Integrated Management of Jigme Dorji National Park
600	**SRI LANKA**	RBAP	CC	SRI: Renewable Energy & Energy Efficiency Capacity Building
637	**PHILIPPINES**	RBAP	IW	Building Partnerships in Environmental Protection and Management for the East Asian Seas (PEMSEA)
70	**MOROCCO**	RBAS	CC	Regional - Building Capacity in the Maghreb to Respond to the Challenges and Opportunities created by National Response to the UNFCCC
255	**YEMEN**	RBAS	BD	Yemen - Conservation and Sustainable Use of the BD of Socotra Archipelago
811	**PALESTINIAN AUTHORITY**	RBAS	CC	PA - Energy Efficiency Improvements and Greenhouse Gas Reduction
541	**BRAZIL**	RBLAC	CC	Biomass Power Generation: Sugar Cane Bagasse and Trash
1222	**CUBA**	RBLAC	CC	Producing Energy Efficient Refrigerators without making use of Ozone Depleting Substances
1469	**COSTA RICA**	RBLAC	BD	Conservation of BD in the Talamanca-Caribbean Biological Corridor
1516	**REGIONAL**	RBLAC	CC	The creation and strengthening of Capacity for Sustainable Renewable Energy Development in Central America
2185	**REGIONAL**	RBLAC	MTP	Building wider public and private constituencies for the GEF in Latin America and the Caribbean: Regional Promotion of Global Environmental Protection through the Electronic Media
2194	**GLOBAL**		IW	LEARN

Annex C: List of Mid-term and Final Evaluation Reports

GEF #	Short Title	Focal Area	RB	Lead Country	Evaluation type
139	Optimization of BD in game ranching systems	**BD**	RBA	BURKINA FASO	**MTE**
230	Conservation management of Eritrea's coastal, marine and island biodiversity	**BD**	RBA	ERITREA	**MTE**
245	Sustainable Biodiversity Action Project	**BD**	RBA	MALAWI	**MTE**
390	Madagascar environment program support	**BD**	RBA	MADAGASCAR	**FEV**
450	Biological Diversity Conversation through Participatory Rehabilitation of Degraded Mauritania an Senegal	**BD**	RBA	SENEGAL-MAURITANIA	**FEV**
1136	Development of Jozani-Chwaka Bay National Park, Zanzibar Island.	**BD**	RBA	TANZANIA	**FEV**
1231	Reducing biodiversity loss at cross borders sites in East Africa.	**BD**	RBA	TANZANIA	**MTE**
1631	BD Conservation of Lake Bosumtwe Basin	**BD**	RBA	GHANA	**MTE**
877	Samar Island BD Project (SIBP)	**BD**	RBAP	PHILIPPINES	**MTE**
985	Conservation of the Tubbataha Reef National Marine Park	**BD**	RBAP	PHILIPPINES	**MTE**
1014	Conservation of BD Mt. Myonghan in the DPRK.	**BD**	RBAP	DPR KOREA	**FEV**
1027	Conservation of the Asiatic cheetah	**BD**	RBAP	IRAN	**MTE**
1073	Conservation of the Unique BD in Southwest Sri Lanka	**BD**	RBAP	SRI LANKA	**MTE**
1359	Community-based Marine Biodiversity Conservation and Management of the Bohol Islands Marine Triangle	**BD**	RBAP	PHILIPPINES	**MTE**
1376	Sustainable management of Mount Isarogs Territories	**BD**	RBAP	PHILIPPINES	**MTE**
255	Conservation and Sustainable Use of the BD of Socotra Archipelago	**BD**	RBAS	YEMEN	**FEV**
519	Integrated Management of Jigme Dorji National Park	**BD**	RBAS	BHUTAN	**FEV**
828	Conservation of Wetland and Coastal Ecosystems in the Mediterranean Region	**BD**	RBAS	REGIONAL	**MTE**
851	Plant Genetic Resources in Date Palm Oases of the Maghreb	**BD**	RBAS	TUNISIA	**MTE**
1285	Sustainable Conservation of BD in Four Protected Areas of Russia's Kamchatka	**BD**	RBEC	RUSSIA	**FEV**
1343	Conservation of Globally Significant Forest Ecosystems in Suriname's Guayana	**BD**	RBLAC	SURINAME	**MTE**

557	Capacity Building for the Rapid Commercialization of Renewable Energy	**CC**	RBAP	CHINA	**MTE**
999	Improving Lighting Energy Efficiency in China:	**CC**	RBAP	CHINA	**MTE**
407	Experimental Validation of Building Codes and Removal of Barriers	**CC**	RBAS	TUNISIA	**MTE**
128	Integrated Approach to Wood Waste Combustion for Heat Production	**CC**	RBEC	POLAND	**MTE**
149	Energy Efficiency Strategy to Mitigate Greenhouse Gas Emissions.	**CC**	RBEC	BULGARIA	**FEV**
644	Removing Barriers to the Increased Use of Biomass as an Energy Source	**CC**	RBEC	SLOVENIA	**MTE**
1291	Economic and Cost-Effective Use of Wood Waste for Municipal Heating Systems	**CC**	RBEC	LATVIA	**MTE**
1749	Public Sector Energy Efficiency Programme	**CC**	RBEC	HUNGARY	**MTE**
2367	Capacity Building for Improving the Quality of GHG Inventories	**CC**	RBEC	HUNGARY	**MTE**
605	Rural Electrification with Renewable Energy	**CC**	RBLAC	BOLIVIA	**MTE**
1320	Barrier Removal for Rural Electrification with Renewable Energies.	**CC**	RBLAC	CHILE	**MTE**
1148	Integrated Ecosystem Management of Four Representative Landscapes of Senegal	**IEM**	RBA	SENEGAL	**MTE**
947	Mountain Areas Conservancy Project	**IEM**	RBAP	PAKISTAN	**MTE**
990	Implementation of SAP of the Pacific Small Island Developing States	**IW**	RBAP	SAMOA	**FEV**
77	Lake Manzala Engineered Wetlands	**IW**	RBAS	EGYPT	**MTE**
810	Regional - Implementation of the SAP for the Red Sea and Gulf of Aden	**IW**	RBAS	REGIONAL	**FEV**
2184	Strengthening the implementation capacities transboundary cooperation in the Danube River Basin	**IW**	RBEC	REGIONAL	**MTE**
2296	Development and Implementation of the Lake Peipsi/Chudskoe Basin Management Program	**IW**	RBEC	ESTONIA	**MTE**
585	Environmental Protection of the Rio de La Plata and its Maritime Front:	**IW**	RBLAC	REGIONAL	**MTE**
2197	Ballast Water Control and Management Measures in Developing Countries	**IW**		GLOBAL	**MTE**

2263	Best Environmental Practice in the Hosting of the World Summit on Sustainable Development	**MTP**	RBA	SOUTH AFRICA	**FEV**
2185	Regional Promotion of Global Environmental Protection through the Electronic Media	**MTP**	RBLAC	REGIONAL	**FEV**