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Agenda Item 17

ROLES AND COMPARATIVE ADVANTAGES OF THE GEF AGENCIES

Recommended Council Decision

The Council reviewed document GEF/C.30/9, *Roles and Comparative Advantages of the GEF Agencies*, and the information presented therein on the experience of the agencies in working with the GEF. The Council welcomes the consultations that have been undertaken by the CEO/Chairperson of the Facility with the agencies and the agreed proposals to promote a more focused participation in GEF activities and a level playing field among the agencies. In this regard, the Council agrees that:

- (a) the seven Executing Agencies operating under expanded opportunities will be granted direct access to GEF funding based on their comparative advantages;
- (b) the current corporate budget of the Implementing Agencies will be eliminated as of FY08;
- (c) the project cycle management fee for all GEF Agencies will be increased from 9 percent to 10 percent; with a cap that will ensure that no agency receives more administrative support than under the current system of fees and corporate budget. This increased fee will be applied immediately to projects managed by the Executing Agencies. For projects managed by the Implementing Agencies the 10 percent fee will be applied beginning in FY08 when the corporate budget for the Implementing Agencies will be eliminated. The total fee amount for any Implementing Agency in a fiscal year will be capped at what it would have received under the present system of a 9% fee plus \$3 million in the corporate budget;
- (d) GEF Agencies will participate in the corporate activities outlined in annex 2 of document GEF/C.30/9;
- (e) GEF Agencies will focus their involvement in GEF project activities within their respective comparative advantages and assigned primary roles;
- (f) The comparative advantage of a GEF agency to manage a proposed project will be assessed by the Secretariat during the project concept review.

EXECUTIVE SUMMARY

1. This document, requested by the Council and prepared in consultation with the Implementing and Executing Agencies proposes an approach towards clear and equitable roles of the GEF agencies with respect to the development and management of GEF projects.
2. The Implementing Agencies (UNDP, UNEP and World Bank) have operated according to broad primary roles identified in the GEF *Instrument*, whereas the Executing Agencies under Expanded Opportunities (ADB, AfDB, EBRD, IADB, FAO, IFAD and UNIDO) have been granted access to GEF resources through a sequence of Council decisions and have been assigned more definite roles based on specific business needs of the GEF (summarized in GEF/C.19/10, *GEF Business Plan, FY03-05*).
3. The CEO and the three Implementing Agencies have agreed that the GEF agencies would operate within their respective areas of comparative advantage as reflected in the *Instrument*.
4. The Executing Agencies have felt constrained by the limited scope of their access to GEF resources under the Policy of Expanded Opportunities, and find that their expertise and project experience would justify a much wider project role in the GEF. The Executing Agencies generally find that a number of structural and procedural barriers hamper the utilization of their full potential as GEF partners. These issues have been reconfirmed by the Evaluation of the Experiences with the Executing Agencies under Expanded Opportunities prepared and implemented by the GEF Evaluation Office.
5. It is recommended that:
 - (a) The seven Executing Agencies under Expanded Opportunities are granted direct access to GEF funding based on their comparative advantages.
 - (b) The current corporate budget of the Implementing Agencies is eliminated as of FY08;
 - (c) The project cycle management fee for all GEF agencies be increased from 9 percent to 10 percent;¹
 - (d) The increase in fee of 1 percent will be used by all GEF agencies to participate in the corporate activities of the GEF.
 - (e) All GEF agencies should focus their involvement in GEF project activities within their respective comparative advantages and assigned primary roles.
 - (f) The comparative advantage on a GEF agency to manage a GEF financed project will be assessed by the Secretariat during the project concept review.

¹ The total fee amount for any Implementing Agency in a fiscal year will be capped at what it would have received under the present system of a 9% fee plus \$3 million in the corporate budget.

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INTRODUCTION

6. At its meeting in November 2005, the GEF Council requested the Secretariat to prepare, in collaboration with the Implementing and Executing Agencies, a draft policy paper clarifying the roles and comparative advantages of the Implementing Agencies (as referenced in the Instrument) and the Executing Agencies for Council consideration in June 2006.² Due to time constraints, Council deferred the discussion to its December 2006 Meeting. Meanwhile, the CEO convened consultations with all GEF agencies in October 2006 to discuss with them steps to ensure that all agencies will __ within the scope of their comparative advantages.

7. This document proposes to the Council an approach towards clear and equitable roles of the GEF agencies³ with respect to the development and management of projects, within the context of: (i) the GEF Instrument; (ii) policy decisions made by the Council with regard to Executing Agencies; (iii) the comparative advantages of the GEF agencies; and (iv) the operational realities of the GEF.

ROLES OF GEF AGENCIES AS STIPULATED IN THE GEF INSTRUMENT

8. The Instrument designates UNDP, UNEP and the World Bank as the Implementing Agencies of the GEF and identifies project roles in specified areas of particular emphasis for each Implementing Agency as follows:

- (a) “UNDP will play the primary role in ensuring the development and management of capacity building programs and technical assistance projects. Through its global network of field offices, UNDP will draw upon its experience in human resources development, institutional strengthening, and non-governmental and community participation to assist countries in promoting, designing and implementing activities consistent with the purpose of the GEF and national sustainable development strategies. Also drawing on its intercountry programming experience, UNDP will contribute to the development of regional and global projects within the GEF work program in cooperation with the other Implementing Agencies.
- (b) UNEP will play the primary role in catalyzing the development of scientific and technical analysis and in advancing environmental management in GEF-financed activities. UNEP will provide guidance on relating the GEF-financed activities to global, regional and national environmental assessments, policy frameworks and plans, and to international environmental agreements. UNEP will also be responsible for establishing and supporting the Scientific and Technical Advisory Panel (STAP) as an advisory body to the GEF.

² Joint Summary of the Chairs, November 2005 Council Meeting.

³ Taken in this paper to include 10 agencies: UNDP, UNEP and the World Bank (Implementing Agencies, with project and policy functions designated in the GEF Instrument) as well as ADB, AfDB, EBRD, FAO, IDB, IFAD and UNIDO (Executing Agencies with direct access under the Policy of Expanded Opportunities). This is not to preclude other organizations serving as executing agencies for certain project functions consistent with the GEF Instrument (see par. 4).

- (c) The World Bank will play the primary role in ensuring the development and management of investment projects. The World Bank will draw upon its investment experience in eligible countries to promote investment opportunities and to mobilize private sector resources that are consistent with GEF objectives and national sustainable development strategies.”

9. The Instrument (par. 28) stipulates that “Implementing Agencies may make arrangements for GEF project preparation and execution by multilateral development banks, specialized agencies and programs of the United Nations, other international organizations, bilateral development agencies, national institutions, non-governmental organizations, private sector entities and academic institutions, taking into account their comparative advantages in efficient and cost-effective project execution.”

POLICY DECISIONS BY THE COUNCIL WITH REGARD TO THE ROLES OF EXECUTING AGENCIES

10. Dialogue began between the Regional Development Banks (RDBs: AfDB, ADB, EBRD and IDB) and the GEF Council in early 1999 regarding expanded opportunities for their engagement. In May 1999 preliminary steps were taken by Council to afford greater GEF access to RDBs (GEF/C.13/3) followed by UNIDO and FAO (GEF/C.15/4) and then IFAD in 2001 (GEF/C.17/13). In November 2003, the Council approved direct access to GEF resources of all Executing Agencies under Expanded Opportunities, acting within their agreed scope of GEF operations (GEF/C.22/12). These agencies were accorded direct access to meet the growing business needs of the GEF and to widen the global reach of GEF as well as the range and quality of expertise it can draw upon to meet its objectives.

11. The appropriate project roles of the seven agencies with respect these business needs were briefly described in the GEF Business Plan FY03 – FY05 (GEF/C.19/10) as follows:

- (a) Regional Development Banks: Investment projects at the country or multi-country level and mobilizing private sector resources within their respective regions.
- (b) FAO: Persistent organic pollutants in the agriculture sector.
- (c) IFAD: Land degradation, with emphasis on smaller countries – such as those in Africa – through community-based natural resource management and poverty alleviation and national execution arrangements.
- (d) UNIDO: Persistent organic pollutants in the industrial sector.

Experience with the project roles of Implementing Agencies (as presented by the agencies)

UNDP

12. In accordance with paragraph 3 (a) above, UNDP has focused on developing and managing GEF projects intended to assist countries to develop their own capacity to manage for the global environment. Across all focal areas, every UNDP/GEF project has support to capacity development embedded throughout its development and implementation through coaching,

facilitation and learning by doing. Moreover, technical assistance is a core feature of nearly every project. As a grant agency, UNDP does not make actual on-the-ground investments. Instead, the GEF grant is provided to governments or development banks that then set up financial mechanisms with commercial banks.

13. The GEF portfolio is integrated into UNDP operations in each of the following three pillars of UNDP's operations:

- (a) enabling activities that help countries to take stock of their needs, strengths and weaknesses in environmental management.
- (b) efforts to mainstream environment into the national development agenda.
- (c) strengthening capacity to mobilize and deliver financing.

14. One of UNDP's core strengths is its ability, through its network of country offices, to work with governments to mainstream global environmental issues into broader sustainable development programs.

UNEP

15. UNEP's areas of emphasis, consistent with paragraph 3 (b) above, were set out more fully by the Action Plan on Complementarity Between the Activities Undertaken by the United Nations Environment Programme Under the Global Environment Facility and its Programme of Work, adopted in 1999 by the UNEP Governing Council (UNEP/GC.20/44) and the GEF Council (GEF/C.13/5). The action plan specifies the following types of projects:

- (a) advance knowledge for environmental decision-making through scientific and technical analyses, including environmental assessments and targeted research;
- (b) relate national and regional environmental priorities to the global environmental objectives of GEF, including assisting countries to prepare and implement environmental strategies, action plans and management and policy instruments to implement multilateral environmental agreements;
- (c) promote regional and multi-country cooperation to achieve global environmental benefits, particularly in international waters and biodiversity;
- (d) catalyze responses to environmental emergencies; and
- (e) advance environmental management through development, testing and demonstration of approaches, methods and tools, and through identification and promotion of best practices and lessons learned.

16. The Action Plan on UNEP's GEF activities recognizes the roles of UNDP and the World Bank in responding to country needs in capacity building and investments respectively.

UNEP's GEF projects will focus on establishing the enabling policy, scientific and technical environment for subsequent larger and longer-term assistance from the other agencies.

17. The UNEP-GEF project portfolio conforms with the mandate outlined in the GEF Instrument and detailed in the Action Plan on UNEP-GEF Complementarity. In many cases UNEP GEF projects, in addressing the areas outlined above, include technical assistance and in most cases involve capacity building. In cases where projects involve the use of financial instruments, stimulate investment, or include a GEF-funded investment component, the project is designed to include appropriate partnership for the investment component.

The World Bank

18. The World Bank is the leading international financial institution in a number of sectors that are related to the GEF's focal areas. The Bank's investment lending focuses on:

- (a) institution building;
- (b) social development;
- (c) public policy needed to facilitate private sector activity; and
- (d) capital investments.

The Bank-GEF portfolio is closely integrated ('blended') with IBRD/IDA lending, and all GEF operations are anchored in the Bank's country and sector strategies. The Bank invests significant resources in economic and sector work (ESW) which provides the analytic underpinning for its country assistance programs. Examples are country environmental analyses, board-approved sector strategies, and public environmental expenditure reviews. This analytic work draws on specialists across a number of sectors in international development assistance.

19. Bank operations, including the GEF portfolio, are managed according to policies and procedures such as those related to Country Assistance Strategies, Country Portfolio Performance Reviews, financial intermediary lending, development policy and investment lending, and guarantees. Operational policies applied to GEF projects further include: environmental and social safeguard policies (environmental assessment, natural habitats, indigenous peoples, involuntary resettlement, forests); fiduciary (financial management, procurement, and disbursement); management (project monitoring and evaluation, supervision, and implementation completion reporting); contractual; and disclosure policies. Portfolio management applied to GEF operations is based on indicators of portfolio performance and a system of risk flags, as in the case of all IBRD/IDA lending.

Experience with the project roles of the Executing Agencies (as presented by the agencies)

20. The working experience of Executing Agencies operating under the policy of expanded opportunities varies considerably. Some agencies had considerable GEF experience gained under the arrangements in place prior to being granted direct access. For other agencies, operation under expanded opportunities is still in an early stage, and the process to finalize the

administrative and financial arrangements is still underway. For example, the Memorandum of Understanding between the GEF and the EBRD is still under negotiation. AfDB finalized its negotiations with the GEF Secretariat and Trustee for direct access only in 2005, and is now in the process of developing project concepts under the revised procedures.

21. IADB and ADB have both developed diverse project portfolios in terms of project types and focal areas targeted, many of which originate from before their procedures for direct access were completed. Although many of these projects have strong investment components, all the projects also incorporate capacity building and technical assistance to varying degrees. As noted by IADB, the nature of the issues that GEF projects intend to address requires integral approaches that include all the mentioned components, in order to achieve global benefits. ADB has brought forward a number of projects across several focal areas, and has taken the lead in putting together consortia of GEF agencies and other partners to support longer-term integrated programs under the land degradation focal Area. Thus, the role of the RDBs in investment projects and in mobilizing co-financing from various sources including the private sector must be seen in this broader context of integrated approaches.

22. IFAD has, in accordance with its Memorandum of Understanding with the GEF, focused its portfolio of GEF projects in the land degradation focal area, where IFAD can build on its recognized expertise in land degradation, rural sustainable development, and integrated land management, its experience in long-term lending, its partnership with external funding agencies, and its role in the implementation of the UNCCD.

23. UNIDO has developed a large portfolio of projects in the POPs focal area. UNIDO has focused on the implementation of the Stockholm Convention on POPs in the industrial sector, covering a wide range of activities, from identifying and assessing sources of POPs, building capacity in taking part of the process, through activities for reducing the generation of POPs, to the management and disposal of POPs waste.

24. FAO, like UNIDO, was granted direct access to GEF resources in the POPs focal area based on its extensive experience in the area of POPs chemical management and replacement in agriculture. FAO's strengths in the context of the Stockholm Convention on POPs are in the areas of phase-out and replacement of POPs pesticides in use, and the elimination of POPs pesticide stockpiles. For this reason, FAO collaborates with UNEP-Chemicals, UNIDO and other members of the GEF family in the preparation and implementation of national implementation plans. Furthermore, FAO has taken an active role in the preparation and implementation of projects focused on pesticides, in collaboration with other agencies. However, it has stopped short of supporting countries in implementing projects that cover the full spectrum of POPs prevention and management, particularly those that address industrial POPs and by-products.

Issues related to Project Roles of GEF agencies

25. The Third Overall Performance Study of the GEF (OPS3) found that the roles and responsibilities for Implementing Agencies and Executing Agencies are not always clear, especially with regard to collaboration and competition. OPS3's review of the portfolio across all focal areas found that the majority of projects in the pipeline are well aligned with the stated

comparative advantages of the respective agencies, but also noted a number of projects that apparently crossed over into the comparative advantage of other agencies. OPS3 also noted that the Executing Agencies have “uncertain” mandates and some Executing Agencies still face a steep learning curve to climb in order to function competitively in the GEF ‘market’.

26. A review of the policy of Expanded Opportunities (GEF/C.22/12) noted that the Executing Agencies felt their roles were unnecessarily constrained under the policy, and that their productive potential within the GEF was not fully utilized. For instance, FAO and UNIDO are currently limited to direct access within the POPs focal area, despite their technical expertise in other areas. FAO emphasized that it has experience and staff expertise in sustainable land management and integrated ecosystems management, and in critical areas such as agricultural biodiversity, productive uses of renewable energy, biosafety, and fisheries. Similarly, UNIDO stated that its expertise covers renewable energy and energy efficiency, land degradation, and international waters. These views are still voiced by the UN Executing Agencies, and a detailed list of their fields of expertise and experience related to the GEF focal areas is attached as Annex 1.

27. The Executing Agencies have also emphasized the growing extent to which they are contributing to the programming and policy functions of GEF at the focal area and corporate levels and their efforts to mainstream global environmental concerns into national and sectoral plans and policies.

28. The recent *Evaluation of the Experience with Executing Agencies under Expanded Opportunities* (GEF/ME/C.30/4) confirmed the perception of the Executing Agencies of the operational and structural barriers for their engagement in the GEF. The evaluation recommends steps towards establishing a level playing field for all GEF agencies.

29. GEF’s activities are basically project based, and the conditions in terms of country context, needs for different types of expertise, external partners and sources of co-financing will change over time and will vary from one project to another. The potential role of GEF agencies vis-à-vis their respective comparative advantages should therefore be primarily assessed in terms of their ability to develop and manage projects.

30. The Operational Strategy of the GEF emphasizes country ownership and stakeholder involvement as fundamental operational principles. The principle of country drivenness implies that the countries will have a strong influence on the selection of the most competent and relevant partners for a given project activity, in view of existing and envisaged national policies, programs, capacity, and capacity needs. The Resource Allocation Framework (RAF) will further strengthen the role of countries in project preparation and design.

31. The distinction among the primary project roles of the Implementing Agencies as defined in the *Instrument* has become less evident as projects and programs have moved towards more integrated approaches to the achievement of global environmental benefits through a combination of capacity building, technical assistance and investments.

32. It is increasingly recognized that capacity development and investment are interrelated. This interrelationship is embodied by the barrier removal approach and reflected in overall

trends in donor financing. GEF projects seek to remove the full range of market and institutional barriers, including those relating to policy, information, technology, business and investment. Accordingly, there are an increasing number of projects that combine institution building, policy change, capacity development, and investment promotion. All GEF agencies have adopted integrated approaches in the design of projects for GEF financing, and almost every project supports capacity building, provides technical support, and often supports pilot demonstration activities that can be scaled up for investment purposes.

Proposed steps toward clear and equitable project roles of the GEF agencies

33. The CEO and the GEF Implementing Agencies have agreed that the GEF agencies would operate within their respective areas of comparative advantage as reflected in the *Instrument*.

34. It is proposed that the seven Executing Agencies under Expanded Opportunities are granted direct access to GEF funding based on their comparative advantages in stead of their current limited direct access based on actual GEF business needs⁴. Specifically, it is proposed that:

- (a) FAO is granted direct access reflecting its comparative advantages in fisheries, forestry, agriculture and land management;
- (b) IFAD is granted direct access reflecting its comparative advantages related to land degradation; and
- (c) UNIDO is granted direct access reflecting its comparative advantage in the industrial sector.

35. In order to further level the playing field among the GEF agencies, it is proposed that:

- (a) The current corporate budget for the three Implementing Agencies be eliminated as of FY08;
- (b) The project cycle management fee for all GEF agencies be increased from 9 percent to 10 percent;⁵ and
- (c) The increased in fee of 1 percent will be used by GEF agencies to contribute to the corporate activities of the GEF, including policy formulation.⁶ Annex 2 provides a list of standard GEF corporate activities.

⁴ This policy can be implemented immediately upon approval by the GEF Council.

⁵ The total fee amount for any Implementing Agency in a fiscal year will be capped at what it would have received under the present system of a 9% fee plus \$3 million the corporate budget.

⁶ On Council approval of this policy, the fee change will be effective with immediate effect for the Executing Agencies, and will be effective for the Implementing Agencies beginning FY08. Simulations show that with the proposed system, savings of as much as \$ 12 million in total administrative overheads (corporate budget+fees) could be realized over a four year replenishment period.

36. It is proposed that all GEF agencies should focus their involvement in GEF project activities within their respective comparative advantages and assigned primary roles. In cases of integrated projects that include components where the expertise and experience of a GEF Agency is lacking or weak, partnerships with other GEF agencies must be established with clear complementary roles, so that all aspects of the projects can be well managed.

37. In practical terms, the role of the GEF agencies will be assessed in view of their comparative advantages during the Project Identification Review, when Project Identification Forms (PIFs) are submitted to the GEF Secretariat for approval prior to concept development. The appropriateness of the agencies would be, *inter-alia*, judged on factors such as agencies' mainstream programs, staff skills, breadth of policy and technical research agenda, scope and size of country assistance programs, sector strategies, operational policies and procedures, environment and social safeguards, fiduciary standards, co-financing, and portfolio management. If a concept falls beyond the comparative advantages of the submitting GEF Agency, the project concept might be rejected, referred to another GEF Agency, or amended to include a partnership with other GEF agencies.

38. Among the Implementing Agencies, lead agencies may be identified to coordinate work on certain emerging themes across the GEF family in areas where the agency has particular expertise or a leadership advantage. Examples are the World Bank leading on investments in land degradation in Africa through UNDP leading the work on enabling activities and capacity building; and UNEP leading activities in biosafety.

39. The ongoing UN Reform may have profound impacts on the future role of the UN agencies within the GEF. A High-level Panel on System-wide Coherence has been established to analyze *inter alia*, how the United Nations can best provide more comprehensive and coherent management and monitoring of the growing range of multilateral environmental agreements and better integrate the environmental perspective within the broad principle of sustainable development in UN country-level activities. The further development of the roles and responsibilities of the UN agencies in the GEF will take the outcome of this process into account.

Annex 1. Summary of contributions from the UN Executing Agencies regarding their expertise and experience related to GEF business.

FAO has summarized its expertise and experience within the GEF Focal Areas as follows:

- Biodiversity: Agricultural biodiversity, conservation of plant, animal and forest genetic resources, integrated production systems, grasslands production and maintenance, indigenous agricultural heritage systems, sustainable mountain development and conservation, biosafety for food and agriculture, forest biodiversity (global forest resources assessment, sustainable forest management), aquatic biodiversity/alien species.
- Climate Change: bioenergy, productive uses of renewable energy, agriculture and forestry in climate change mitigation through carbon sequestration, substitution and conservation, sustainable forest management, adaptation for agriculture.
- Land Degradation: Land Degradation Assessment in Drylands (LADA), agriculture policies and practices, soil fertility, new approaches to watershed management, integrated ecosystem management, sustainable land use and land management, sustainable forest management, conservation agriculture, sand dune stabilization, pastoral management of rangelands, wild fire management and control.
- International Waters: Integrated land and water management, sustainable and ecosystem-based fisheries management, reduction of pesticide runoff through integrated pest management, watershed management
- POPs: Life cycle management of agricultural pesticides, disposal and prevention of obsolete pesticides, soil/water decontamination, Integrated Pest and Pesticide Management (IPPM), Rotterdam Convention (with UNEP) (PIC).

UNIDO has summarized its expertise and experience within the GEF Focal Areas as follows:

- Climate Change: industrial energy efficiency, investment and technology promotion, rural energy development with productive uses and income generation activities, renewable energy for rural electrification (on / off grid areas), ICT and industrial applications.
- Land Degradation: involvement of the private sector, at two levels: promoting income-generating productive capacities for the rural poor to relieve *inter alia* unsustainable pressures on the natural environment; fostering partnerships with rural communities to better preserve natural resources by introducing proven technical solutions for land preservation.
- International Waters: contamination from land-based industries, cleaner production technologies, remediation technologies, solid waste management, coastal tourism.
- POPs: implementation of the Stockholm Convention in the industrial sector, capacity building for POPs assessment, technologies for reducing emissions, management and disposal of POPs wastes.

IFAD emphasizes its work in marginal lands, degraded ecosystems and in post-conflict situations; hence widening the GEF spectrum of interventions to reach the poorest people and ecosystem in degraded and vulnerable environments. Although IFAD's comparative advantage is primarily related to the Land degradation area, the fund has a wide range of experience in working under diverse agro-ecological and socio-economic setting that fall under various GEF focal areas such as biodiversity, Climate change and International Waters. IFAD has summarized its expertise and experience of relevance to various GEF Focal Areas as follows:

- Biodiversity: Integrated ecosystem management and CBNRM, agro-biodiversity, sustainable management of national parks and adjacent buffer zones, sustainable rangeland management, promotion of local best practices and traditional know how, agro-forestry and conservation of forest biodiversity.
- Climate Change: payment for environmental services, bio-carbon fund, bio-energy, renewable energy in rural areas, climate change mitigation and carbon sequestration through sustainable land management.
- Land Degradation: Integrated watershed and ecosystem management, combating desertification and land degradation, soil fertility and improved land productivity, policy dialogue and access to productive assets and technology, sustainable rangelands, silvo-pastoral resources, forests and agricultural land management, capacity building and mainstreaming of SLM practices at national planning frameworks and policies.
- International Waters: Integrated watershed management, Integrated, water resources conservation, harvesting and aquifers conservation in arid land in particular.

Annex 2: GEF agencies' contribution to Corporate Activities

The GEF agencies will assist the GEF Secretariat in carrying out the following corporate functions:

Policy Development:

- (i) Prepare proposed policies, strategies and other reports for Council review and approval

Program Management:

- (i) oversee the implementation of decisions of the Assembly and Council in GEF-financed operations, including preparation of common guidelines to implement policies;
- (ii) prepare business plans and focal area strategies based on analytical work and pipeline management;
- (iii) oversee and coordinate general operations (management information system, resource management);
- (iv) coordinate the formulation of joint work programs and pipeline entries (includes review of concepts and project proposals);
- (v) prepare annual GEF Portfolio Performance Reports, which detail portfolio performance, implementation experience, and evaluation lessons; and
- (vi) conduct activities to gather and disseminate lessons learned and best practices to improve portfolio quality and foster replication.

Relations with Internal and External Constituents:

- (i) participate in STAP meetings and workshops, with a view to ensuring that STAP's advice is anchored in the GEF business plan and related GEF operations;
- (ii) interact with Trustee on the financial management of the GEF;
- (iii) contribute to the work of the GEF Evaluation Office by providing required information and by preparing joint management responses to evaluations;
- (iv) reach out to GEF Participants (for example through the GEF National Dialogue Initiative) and to the NGO community;
- (v) participating in the development and implementation of the corporate communications strategy.