



Global Environment Facility

Summary of Document GEF/C.28/15

Comparative Advantages and Complementary Roles of the Implementing Agencies and Executing Agencies of the GEF

Recommended Council Decision

The Council reviewed document GEF/C.28/15, *Comparative Advantages and Complementary Roles of the Implementing and Executing Agencies of the GEF*, and agrees that the primary roles for project development and management of the Implementing Agencies as described in the Instrument and those of the Executing Agencies as described in the GEF Business Plan FY03-FY05 should be maintained. In cases of integrated projects that include components where the expertise and experience of one agency is lacking or weak, partnerships with other Implementing or Executing Agencies should be established with clear complementary roles, so that all aspects of the projects can be well managed.

The Council agrees that following the GEF Evaluation Office's review of the engagement of Executing Agencies, the Secretariat should prepare for Council review an action plan for strengthening the engagement of Executing Agencies.

Executive Summary

1. This document, requested by the Council, and prepared in consultation with the Implementing and Executing Agencies proposes an approach towards clarification of the roles of the GEF Agencies with respect to the development and management of GEF projects.
2. The Implementing Agencies (UNDP, UNEP and World Bank) operate 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 GEF is a project based organization, and the role of Agencies should therefore be assessed primarily in terms of their ability to develop and manage projects. The Operational Principle of country drivenness implies that countries will have a strong influence on the

selection of partners for projects, and the Resource Allocation Framework will further strengthen this role of the countries.

4. The global environmental concerns that GEF projects intend to address increasingly require integrated approaches that often combine institution building, policy change, capacity development and investment promotion. This has blurred the distinction between the primary roles assigned to the Implementing Agencies according to the Instrument, and to some extent also the roles assigned to the Executing Agencies, in particular the Regional Development Banks.

5. The Executing Agencies feel 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 also find that a number of structural and procedural barriers hamper the utilization of their full potential as GEF partners. These issues are the subject of a review of the experiences of the Executing Agencies that the GEF Evaluation Office is likely to undertake in response to the Policy recommendations for GEF-4 (still under negotiation). A revision of the roles of the Executing Agencies should be based on the analysis provided by the envisaged review.

6. It is recommended that the primary roles of the Implementing Agencies as described in the Instrument and the project roles of the Executing Agencies as described in GEF/C.19/10 continue. In cases of integrated projects that include components where the expertise and experience of an Agency is weak, partnerships with other GEF Agencies must be established, so that all aspects of the projects can be well managed.

7. Specific assessment of the roles of Agencies in project preparation and management will take place in those particular cases, where the involvement and roles of the Agencies deviate from their assigned primary roles. It is assumed that this additional assessment will apply only to a small number of GEF projects.