



GEF/C.40/04/Rev.1
April 25, 2011

GEF Council Meeting
May 24-26, 2011
Washington, D.C.

Agenda Item 9

Annual Monitoring Report FY10

Recommended Council Decision

The Council, having reviewed document GEF/C.40/04, *Annual Monitoring Report FY10*, welcomes the progress the GEF has made in reporting portfolio level results and the overall finding that the GEF portfolio under implementation in 2010 performed satisfactorily across all focal areas.

The Council requests the Secretariat to continue to work in close collaboration with the GEF Agencies to carry out the GEF-5 RBM work-plan (GEF/39/6). The Council agrees with the two-phased reporting proposal outlined in the document and requests the Secretariat to submit its first report under this proposal to the November 2011 Council meeting.

EXECUTIVE SUMMARY

1. The 2010 Annual Monitoring Report (AMR) highlights achievements in 117 countries, for 605 projects and programs that began implementation on or before July 1, 2009. Specifically, GEF's active portfolio for the 2010 report includes all projects under implementation, for at least part of the period July 1, 2009 – June 30, 2010. The AMR includes: 1) an overview of the GEF portfolio since inception, 2) performance information of GEF projects under implementation, 3) achievement of focal area results at a portfolio level, and 4) information on management effectiveness and efficiency indicators.
2. As of June 30, 2010, the total GEF project approvals amounted to \$9,473 million with \$646 million in related fees. During FY 2010, project approvals amounted to \$552 million in grants, and \$55 million in fees for 202 projects: 121 full-sized projects (FP), 72 medium-sized projects (MSP), and 9 enabling activities (EA).
3. The majority of projects reported in the 2010 AMR were approved in GEF-3 (60%), with a few remaining under implementation from GEF-2 and GEF-1. However, GEF-4 projects under implementation are now a larger portion of the active portfolio, having increased by 60% over the previous reporting period (64 in FY 2009 to 159 in FY 2010).
4. FY 2010 marks the last year of funding under GEF-4. As such, this year's AMR provides an analysis of resources programmed in GEF-4 as well as a section comparing programming across GEF-3 and GEF-4.
5. Based on all Project Implementation Reports (PIRs) submitted by the GEF Agencies, the GEF portfolio under implementation has performed satisfactorily across all focal areas, with 86% of projects rated as moderately satisfactory or above. The value of these projects total \$3,309 million.
6. In November 2010, the Council approved the GEF-5 RBM work plan (*Results-based Management and Knowledge Management Work Plan for GEF-5*, GEF/39/6). One of the components of the work plan was to establish and implement an updated AMR process for GEF-5. As detailed in the work plan, the current AMR is presented to Council in the spring, almost a full year after the reporting period. The Secretariat is therefore proposing a two-phased approach to reporting on the GEF portfolio. In order to report to Council in a more timely fashion, the Secretariat will provide an initial report to the fall council meeting focusing on data already housed in the Secretariat's database (i.e portfolio overview, resources programmed). The report to the spring Council will focus on more in-depth analysis of focal area results, lessons learned, and best practice. Details of the changes are currently being discussed with Agencies.

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INTRODUCTION

1. As outlined in the GEF Results-Based Management Policy (RBM), the AMR is designed to provide performance information regarding the overall health of GEF's portfolio of active projects. The report provides an overview on the GEF's active portfolio of projects, an assessment of portfolio achievements, and progress towards result targets.
2. The 2010 AMR highlights achievements in 117 countries, for 605 projects and programmes that began implementation on or before July 1, 2009. Specifically, the 2010 report includes all projects under implementation, for at least part of the period July 1, 2009 – June 30, 2010, as part of the GEF's active portfolio. The AMR includes: 1) an overview of the GEF portfolio since inception; 2) performance information of GEF projects under implementation; 3) achievement of focal area results at a portfolio level, and 4) information on management effectiveness and efficiency indicators.
3. The majority of projects reported in the 2010 AMR were approved in GEF-3 (60%), with a few remaining under implementation from GEF-2 and GEF-1. However, GEF-4 projects under implementation are now a larger portion of the active portfolio, having increased by 60% over the previous reporting period (64 in FY09 to 159 in FY10)
4. Each GEF Agency submits individual annual Project Implementation Reports (PIRs) on all active projects in their respective portfolios. The AMR 2010 includes performance ratings by focal area, agency, and region, based on Agency PIRs. The AMR also reflects Agency overview reports. These reports are available in their entirety at <http://www.thegef.org/gef/node/4280>
5. FY10 marks the last year of funding under GEF-4. As such, this year's AMR provides an analysis of resources programmed in GEF-4 as well as a section comparing programming across GEF-3 and GEF-4.
6. In November 2010, the Council approved the GEF-5 RBM work plan (*Results-based Management and Knowledge Management Work Plan for GEF-5*, GEF/39/6). One of the components of the work plan was to establish and implement an updated AMR process for GEF-5. As detailed in the work plan, the current AMR is presented to Council in the spring, almost a full year after the reporting period. The Secretariat is therefore proposing a two-phased approach to reporting on the GEF portfolio. In order to report to Council in a more timely fashion, the Secretariat will provide an initial report to the fall council meeting focusing on data already housed in the Secretariat's database (i.e portfolio overview, resources programmed). The report to the spring Council will focus on more in-depth analysis of focal area results, lessons learned, and best practice. Details of the changes are currently being discussed with Agencies.
7. Table 1 provides a summary of key figures for project approvals and for projects under implementation.¹

¹ Throughout the AMR, data for projects under implementation are provided by the Agencies

Table 1. GEF at a Glance

Cumulative – GEF Project Approvals	
Number of approvals	2671
Value of Approvals ²	\$ 9,473 million
Planned Co-financing	\$41,616 million
Ratio of \$ GEF : \$ Planned Co-financing	1:4
FY2010 – GEF Project Approvals	
Number of Approvals	202
Value of Approvals	\$ 552 million
Average Value for FSP Project	\$ 3.95 million
Range of Value	\$ 1.23 – \$ 25 million
FY2010 – GEF Projects Under Implementation	
Number of Projects	605
GEF-1 ³	11
GEF-2	70
GEF-3	367
GEF-4	157
Value of Projects	\$ 3,309 million
Number of Closed Projects	80
Number of Cancelled Projects	13
FY2010 – GEF Projects Development Outcome Ratings	
Percentage of projects that have received a moderately satisfactory or better rating	86%
Value of projects that have received a moderately satisfactory or better rating	\$ 2,783 million

PORTFOLIO OVERVIEW

8. This section provides an overview of the GEF portfolio from three perspectives: The first is the cumulative project approvals since GEF inception. The second focuses on fiscal year 2010 (July 1, 2009 until June 30, 2010) as the last fiscal year of the GEF-4 replenishment period. The third, considers projects currently under implementation (projects that have started implementation on or before June 30, 2009 and were under implementation for at least a part of FY2010). The information presented is based on data retrieved from annual reports by the Agencies, the Secretariat's database (PMIS), and the GEF Trustee.

² Excluding Agency fees

³ A closer analysis of GEF-1 and GEF-2 projects still under implementation revealed that out of the 81 projects, 60% have closed in FY 2010 or will be closing in FY2011 (see Annex III for analysis).

Cumulative Project Approvals since Inception

9. Total project amounts for GEF approvals as of June, 30 2010 was \$9.47 billion⁴ in grants. Of this, \$646 million is related Agency fees (including programs, enabling activities, project preparation grants, the Earth Fund and Small Grants Program projects) See Table 2.

10. In FY10 alone, project approvals amounted to \$552 million in grants, and \$55 million in fees for 202 projects: 121 Full-Sized Projects (FSP), 72 Medium-Sized Projects (MSP), and 9 Enabling Activities (EA), including FSPs and MSPs under programs.

Table 2. GEF Cumulative Funding

Modality	Amount (million \$)
Earth Fund	50
Small Grants Program	403
Programs	1,169
Enabling Activities	348
Project Preparation Grants	272
MSPs and FSPs	7,236
GEF Trust Fund	9,473

11. Cumulatively, as of FY10, a total of 1851 FSPs and MSPs were approved in GEF work programs, compared to 1335 projects as of FY09, indicating an increase of 39%. In addition, 820 EAs have been approved through FY10. Figure 1 presents the cumulative GEF projects approvals by US\$ amount from 1991-2010.

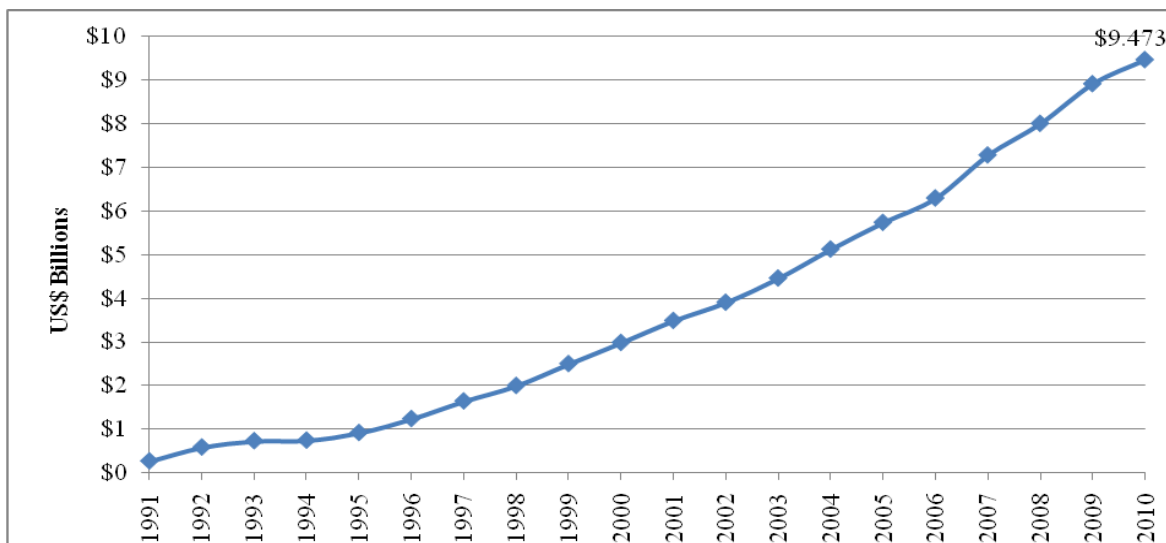


Figure 1. Cumulative gef project approvals

⁴ The cumulative GEF grant amount since inception does not reflect Agency fees (included in the Trustee's figure below).

Programs

12. Programs were first launched at the GEF in 2001. As of FY10, 33 programs have been approved, and a total of 322 FSPs and MSPs have been approved under these programs. Programs amount to a total \$1,207 million since inception. The bulk of program approvals came in GEF-4, which accounts for \$1,006 million of the cumulative amount (83%).

13. Below is a distribution of the number of programs by focal area since inception. The multi-focal area (MFA) has the largest number of total programs, while the four programs approved under biodiversity (BD) include the largest number of projects (Figure 2 shows the distribution of programs by focal area).

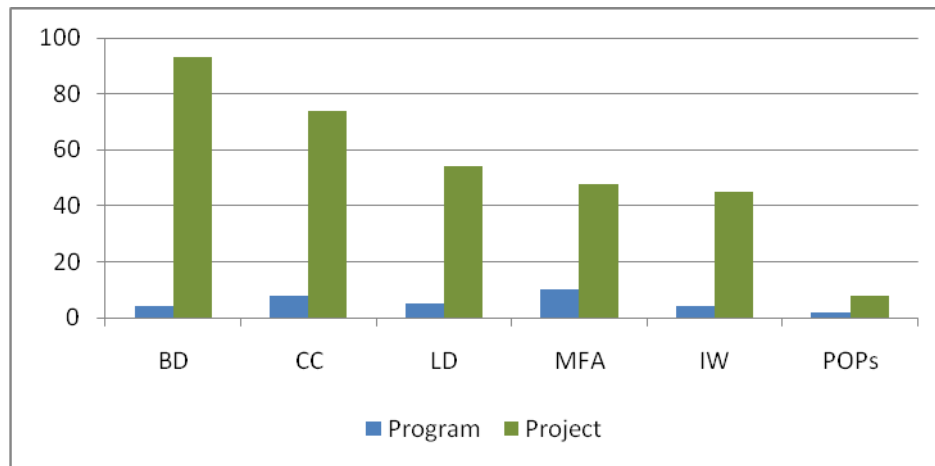


Figure 2. Distribution of programs by focal area

Net Commitments, Funding Decisions, and Cash Transfers

14. Figure 3 provides the GEF cumulative commitments, funding decisions, and cash transfers as of June 30, 2010. The cumulative funding decisions from the start of the GEF total \$10,021 million. Cumulative cash transfers, which refers to the transfer of funds from the Trustee to Agencies, totaled \$6,079 million in FY10, an increase of nine percent from FY09 (\$5,519 million)

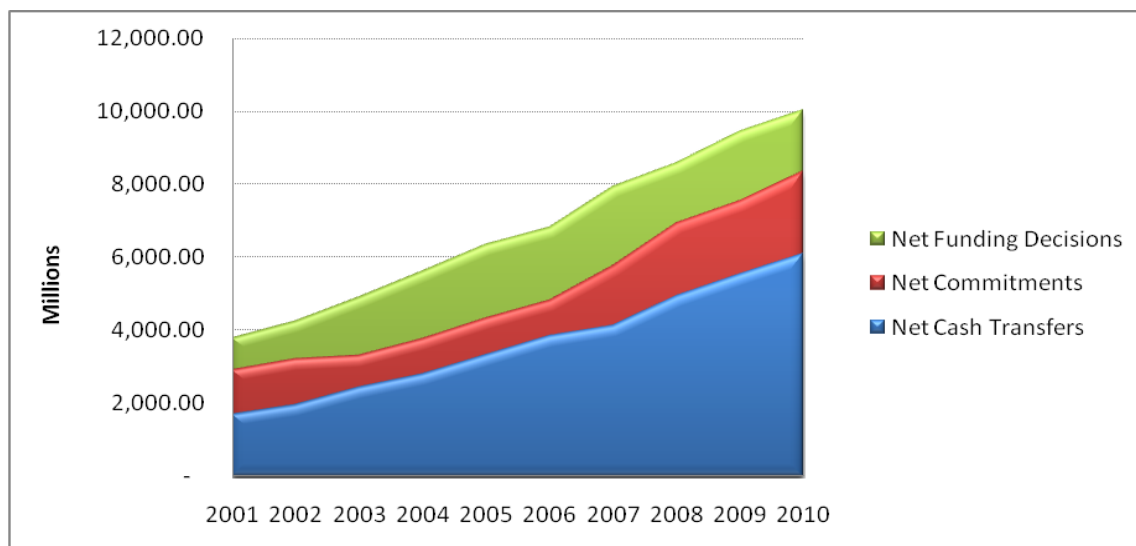


Figure 3. Cumulative funds transfer, commitments and funding decisions⁵
(by Fiscal Year as of June 30, 2010)

GEF's Fourth Replenishment Period

15. The fourth Replenishment (GEF-4) period includes four fiscal years (2007-2010). During GEF-4, a total of \$2,996 million was programmed for 836 projects (excluding the Earth Fund and SGP program). During the first year of GEF-4, approvals consisted of a relatively higher grant per project, at \$6million per project, compared to \$3million per project for the other years. The third quarter of GEF-4 has the largest number of approvals, at 264 projects, and the highest amount of approvals, at \$914 million.

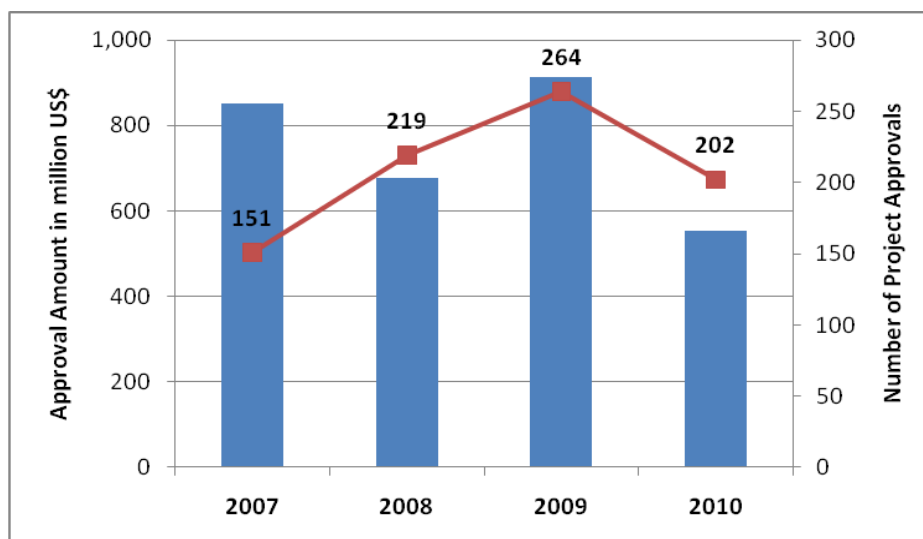


Figure 4. Distribution of GEF-4 project approvals by US\$ amount and number of projects

⁵ The data presented in this figure may have shifted across years due to data reconciliation.

16. In GEF-4, United Nations Development Programme (UNDP) had the largest number of projects approved (323) as well as the largest grant amount totaling \$970 million. The World Bank had the second largest number of projects approved (170) as well as the second largest in grant amount totaling \$946 million, an average of \$5.5 million per project. The European Bank for Reconstruction and Development (EBRD) had three FSP approved for an average \$7.6 million per project, giving it the highest per/project average. The United Nations Environment Programme (UNEP) had the lowest per project average with \$2 million per project. UNEP's low average per project reflects its higher number of MSPs, especially in proportion to FSPs. The median for all Agencies in terms of grant amount comes around \$2.5 million. Table 3 presents a detailed break-down by Agency.

Table 3. GEF-4 Project Approvals at a Glance by Agency

Agency	No. of Approvals		Total Grant (million \$)	Average (million \$)	Range (million \$)
	FSP	MSP			
UNDP	<i>195</i>	<i>128</i>	<i>971</i>	3	<i>0.18-43</i>
World Bank	134	36	946	6	0.05-45
UNEP	59	69	287	2	0.04-11
Joint Agencies	34	4	285	8	0.70-25
UNIDO	35	16	175	3	0.35-18
ADB	19	1	92	5	1-13
IFAD	18	4	76	3	0.73-7
IDB	19	2	73	3	1-6
FAO	15	6	63	3	0.86-9
EBRD	3	-	23	8	5-9
AfDB	2	-	5	3	3

17. Climate change (CC) had the largest share of funds during GEF-4 with \$980 million, while Biodiversity (BD) had the largest number of approvals, 272 projects. The largest average per project was under MFA, at \$4.3 million per project, followed by CC, at \$4.2 million per project. CC also had the largest range in amount for its projects. Table 4 presents the detailed break-down by focal area.

Table 4. GEF-4 Project Approvals at a Glance by Focal Area

Focal Area	No. of Approvals		Total Grant (million \$)	Average (million \$)	Range (million \$)
	FSP	MSP			
CC	167	65	980	4	0.25-45
BD	165	107	836	3	0.13-20
MFA	66	31	446	4	0.20-43
POPs	47	25	273	4	0.04-14
IW	47	17	272	4	0.05-20
LD	40	19	178	3	0.30-9
ODS	1	2	11	4	0.70-9

18. The Regional/Global projects received the largest number of approvals (194), with a grant amount of \$870 million. South Asia had the lowest number of approvals (48) for a grant amount of \$249 million (Table 5).

Table 5. GEF-4 Project Approvals at a Glance by Region⁶

Region	No. of Approvals		Total Grant (million \$)	Average (million \$)	Range (million \$)
	FSP	MSP			
Regional/ Global	138	56	870	5	0.05-43
EAP	85	28	481	4	0.20-21
LAC	94	33	480	4	0.18-16
AFR	101	55	439	3	0.13-11
ECA	47	57	280	3	0.04-16
SA	34	14	249	5	0.25-45
MNA	35	23	197	3	0.21-10

⁶ Africa (AFR), East Asia and Pacific (EAP), Europe and Central Asia (ECA), Latin America and the Caribbean (LAC), Middle East and North Africa (MNA), South Asia (SA)

19. At the end of GEF-3, the World Bank had the largest proportion of grants by dollar amount at 41%. GEF-4 saw a shift in this proportion with UNDP increasing its share to 32% and the newer GEF Agencies utilizing a 17% share of the grant amount. Along with the increase grant distribution to newer Agencies come a decrease in Joint Agency implementation from 17% to 9%. Figure 5 shows the change in distribution of funds by Agency in GEF-3 versus GEF-4.

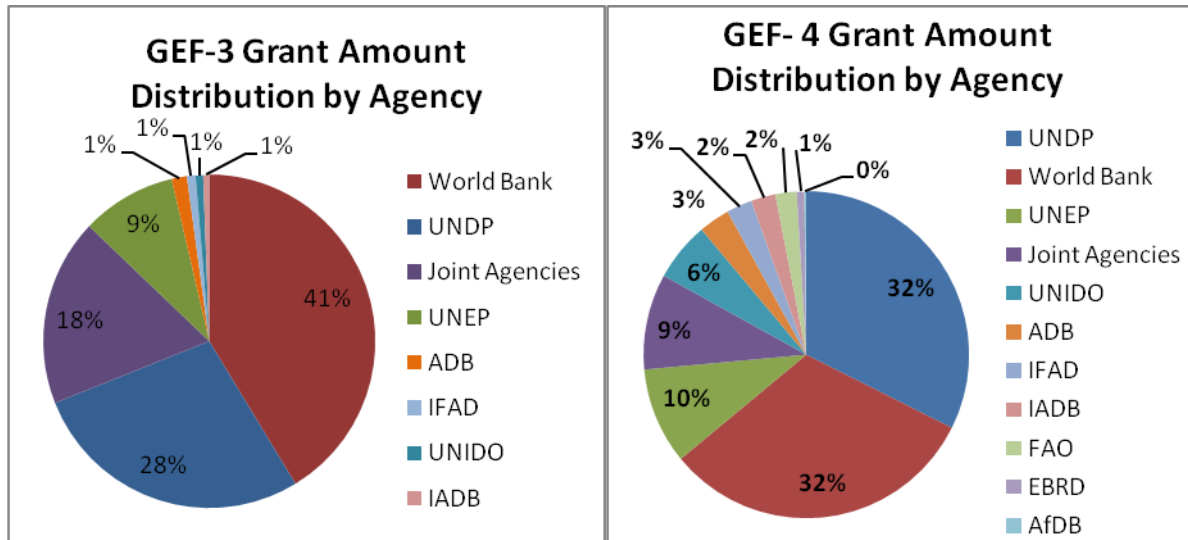


Figure 5. Agency breakdown of projects approved: gef-4 vs. Gef-3
(as a percentage of \$ amount approved)

20. In terms of the focal areas, CC utilized the largest proportion of GEF funds during GEF-4 (33%). Figure 6 shows the change in distribution of funds by focal area from GEF-3 to GEF-4.

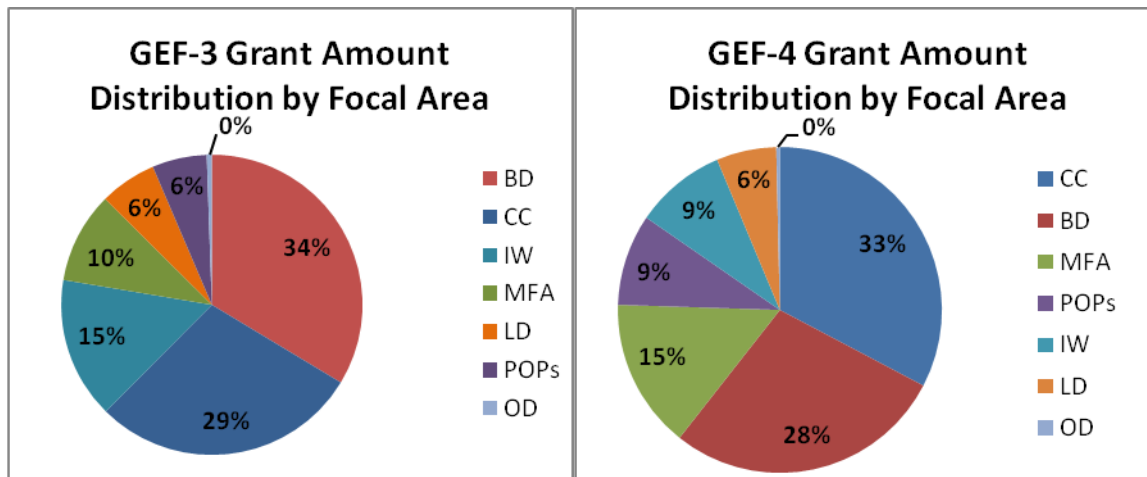


Figure 6. Focal area breakdown of projects approved: gef-4 vs. Gef-3
(As a percentage of \$ amount approved)

21. In terms of the regional distribution, GEF funds have shifted slightly. Regional/Global projects continue to utilize the largest portion of GEF funds in GEF-4. In East Asia and the Pacific (EAP), funding slightly increased to 16% from 14%. South America (SA) has also seen

an increase in the proportion of funds received, from 3% to 8%. The Europe and Central America (ECA) region appears to have slightly decreased its portion in GEF-4 compared to the other regions. Figure 7 shows the shift of funds by region from GEF-3 to GEF-4.

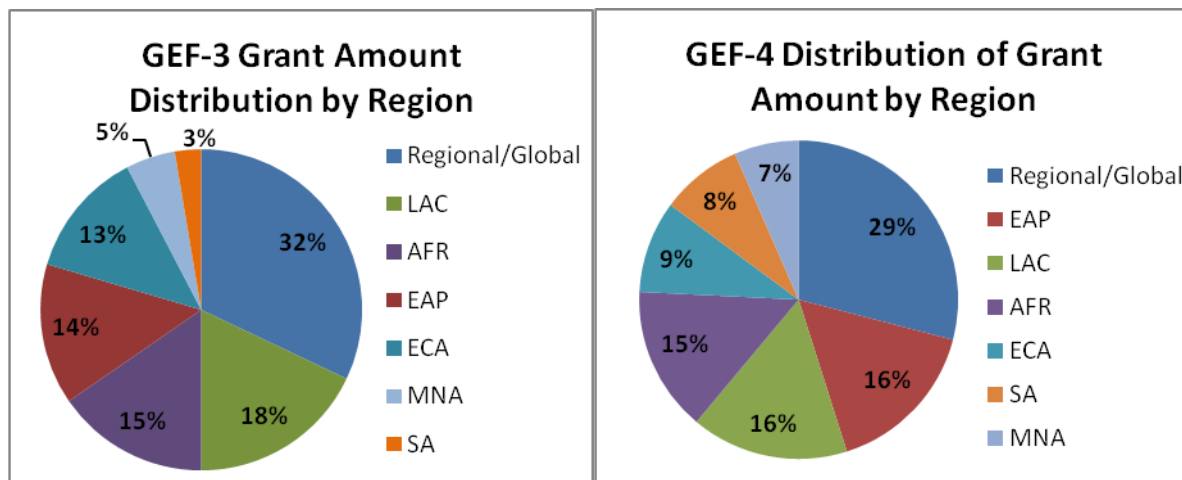
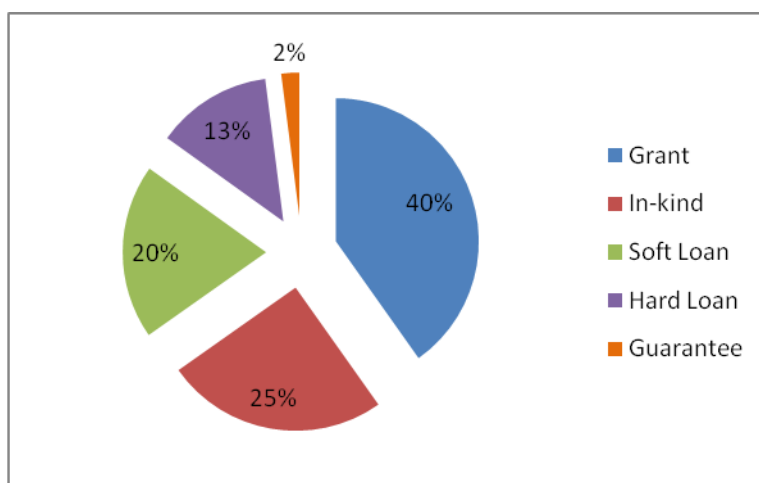


Figure 7. Region breakdown of projects approved: gef-4 vs. Gef-3
(as a percentage of \$ amount approved)

Planned Co-financing for GEF-4

22. At CEO Endorsement, Agencies provide the Secretariat with indicative planned co-financing for each project broken down by type and source. As of FY2010, 513 GEF-4 projects were CEO endorsed and are analyzed in this section by type and source of co-financing. These projects have \$2,106 million of GEF grants, and are expected to receive \$13,954 million in co-financing, yielding a 1:6 ratio.

23. In terms of the type of co-financing planned, the majority in GEF-4 comes from grants⁷ (40%), followed by in-kind (25%). Figure 8 provides the percent distribution by type of co-financing.



⁷ Grants as a type of co-financing refer to those outside of the GEF grant amount

Figure 8. Distribution of the type of planned co-financing in gef-4

24. By focal area, the Persistent Organic Pollutants (POPs) focal area planned co-financing has the highest proportion of grants (65%), while International Waters (IW) projects have the largest portion of in-kind (56%). Land Degradation (LD) has the largest proportion of soft loans (41%) and CC has the largest proportion of hard loans and guarantees (21% and 4%) respectively. Figure 9 shows the percent distribution of the type of planned co-financing by focal area.

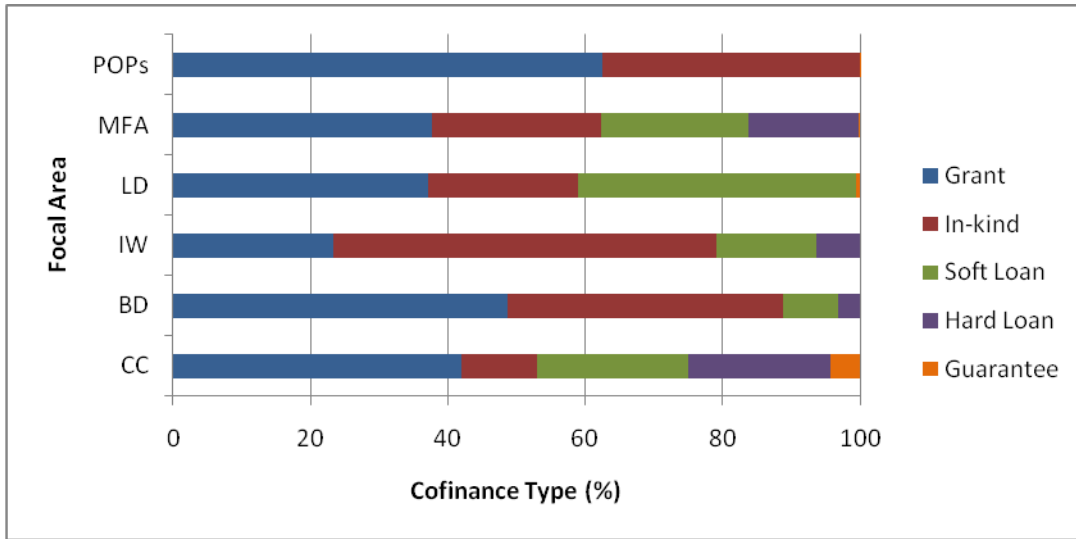


Figure 9. Distribution of the Type of Planned Co-financing in GEF-4 by Focal Area

25. By region, the type of planned co-financing was distributed to show that, SA received the most in grants (61%). In-kind-grants constituted the largest proportion in regional/global projects (56%), soft loans in LAC (26%), hard loans in ECA (36%), and guarantees in SA and LAC (6%). Figure 10 shows the percent distribution of the type of planned co-financing by region.

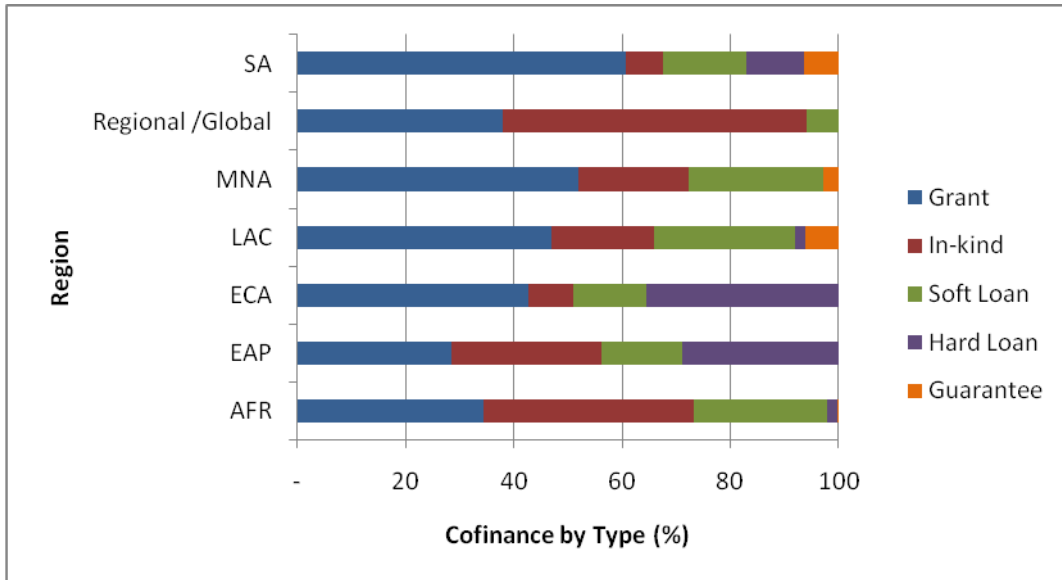


Figure 10. Distribution of the type of planned co-financing in GEF-4 by Region

26. In terms of the source of co-financing, national governments were the largest co-financier (47%) of all planned co-financing, followed by multilateral funding sources (19%). Figure 11 shows the percent distribution by co-finance source.

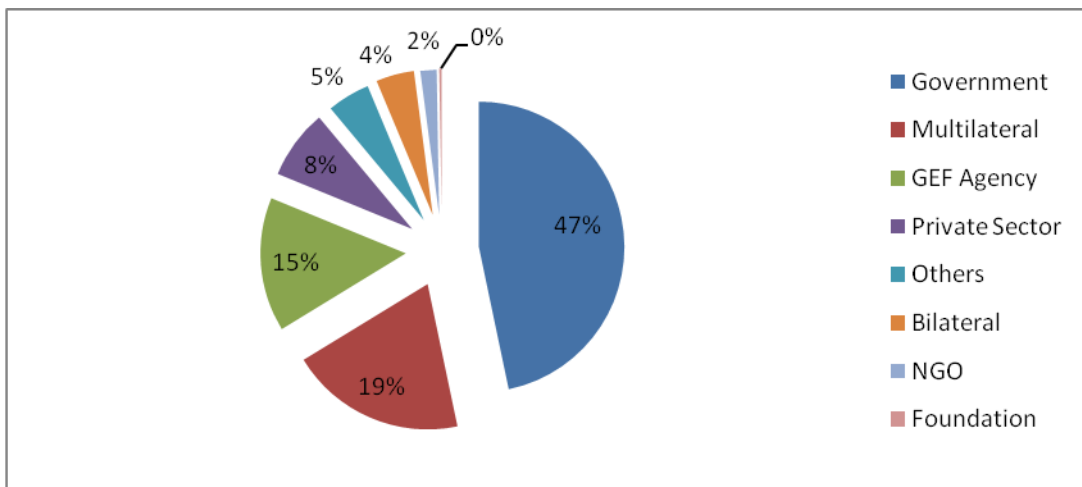


Figure 11. Distribution of the source of co-financing in GEF-4

27. By focal area, BD, IW, and POPs received an equal proportion of their co-financing, and the largest compared to other focal areas, from national governments (57%). Co-financing by multilateral sources was the highest for MFA projects (27%). Figure 12 shows the percent distribution of the source of planned co-financing by focal area.

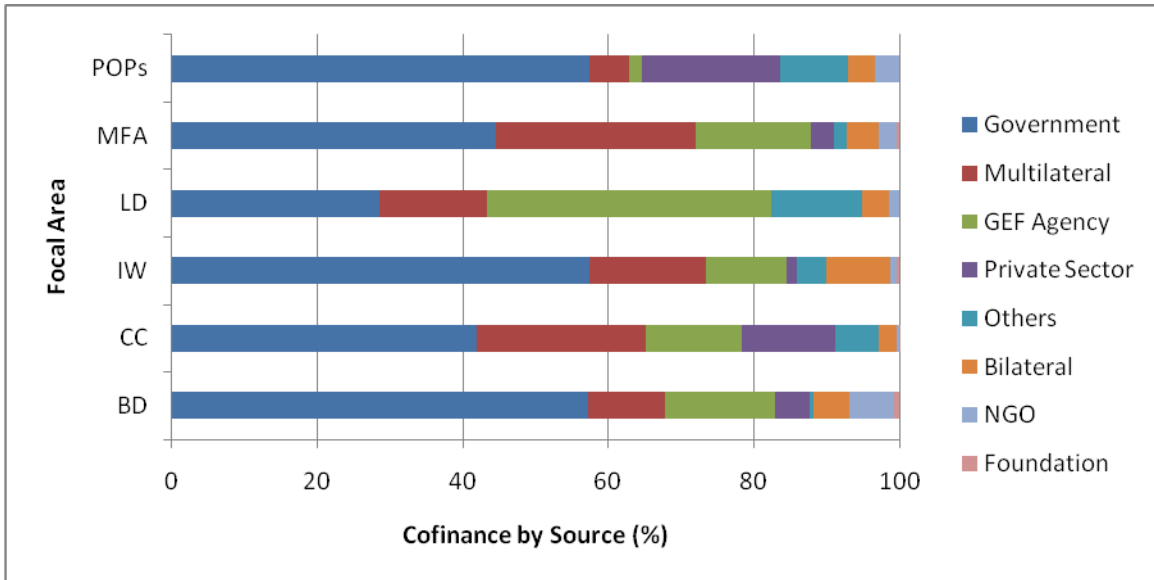


Figure 12. Distribution of the source of planned co-financing in gef-4 by focal area

28. By region, the source of planned co-financing was distributed to show that national governments had the largest proportion of co-financing in MNA (69%). Co-financing by multilateral sources was highest in ECA (43%). Figure 13 shows the percent distribution of the source of planned co-financing by region.

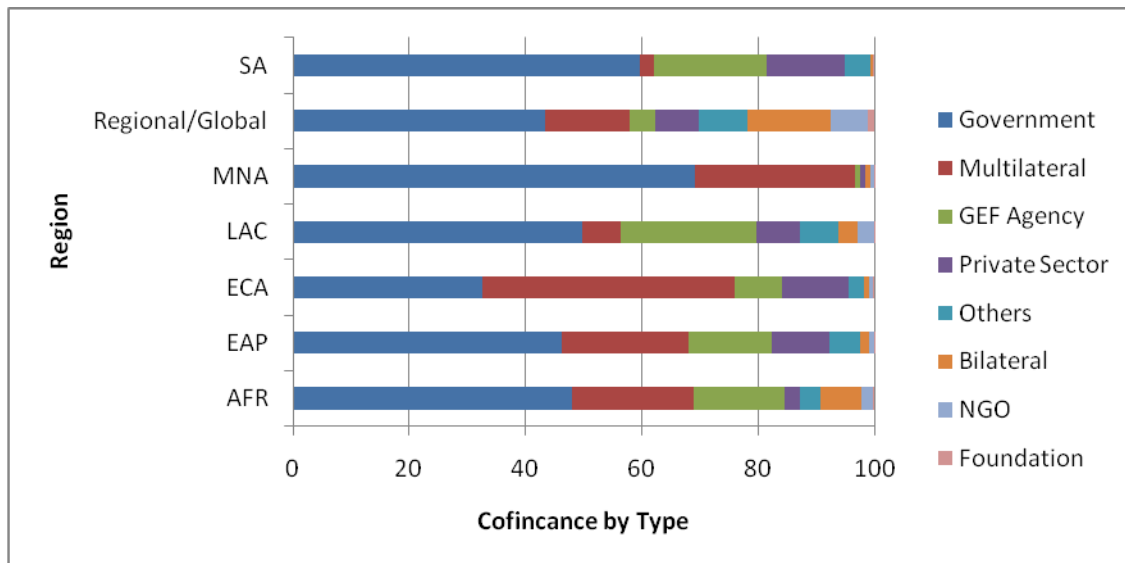


Figure 13. Distribution of the source of planned co-financing in gef-4 by region

Projects Under Implementation

29. The GEF Agencies submitted PIRs for 605 projects, including 433 FSPs and 172 MSPs that have been under implementation for at least one year as of June 30, 2010. The total number of projects under implementation reflects a steady growth of 10% for the portfolio under implementation, up from 552 projects in 2009.

30. The total amount of GEF funds allocated to FSPs and MSPs that were under implementation in FY2010 is \$3,309 million (including PPGs), compared to \$ 3,078 million in FY2009, showing an increase of 8%.

31. The World Bank had the largest amount of GEF grants, totaling \$1,681 million (51%), followed by UNDP and UNEP, at \$ 1,101 million (33%) and \$293 million (9%), respectively. UNIDO has projects worth 2% of the total amount under implementation and the remaining 5% was divided amongst the following Agencies in decreasing order: Joint Agencies, ADB, IFAD, IDB, and FAO.

32. In terms of the distribution of the 605 projects amongst the Agencies, UNDP has the largest portion under implementation (47%), followed by the World Bank and UNEP (32% and 13% respectively). UNIDO is currently implementing about 3% of the projects in the GEF portfolio. The remaining 5% are distributed amongst the following Agencies in decreasing order: IFAD, ADB and IDB, and FAO and Joint Agencies.

33. In terms of the distribution of the 605 projects across the focal areas, CC has the largest share of total GEF funds, utilizing \$1,101 million (33 %), slightly passing that of BD, which utilizes \$ 1,072 million (also 33%) . In terms of the number of projects under implementation BD has the greater proportion, 37%, compared to 28% under CC.

34. In terms of the distribution of the 605 projects amongst regions, Regional/Global has the largest sum of GEF funds, at \$1,039 million (32 %,) followed by East Asia and Pacific, at \$633 million (19 %). Next is the Latin America and the Caribbean region, at \$ 521 million (13%), followed by the Africa region at \$438 million (13%).

Performance Ratings

35. Based on FY2010 PIRs submitted by the GEF Agencies, the GEF portfolio under implementation received a marginally satisfactory rating or higher for 86% of those projects, in compliance with the target of at least 75%.

36. Figure 14 provides the distribution of agency ratings for the likelihood of attaining development/global environment objectives (DO) and the Implementation Progress (IP) for the 605 projects under implementation.

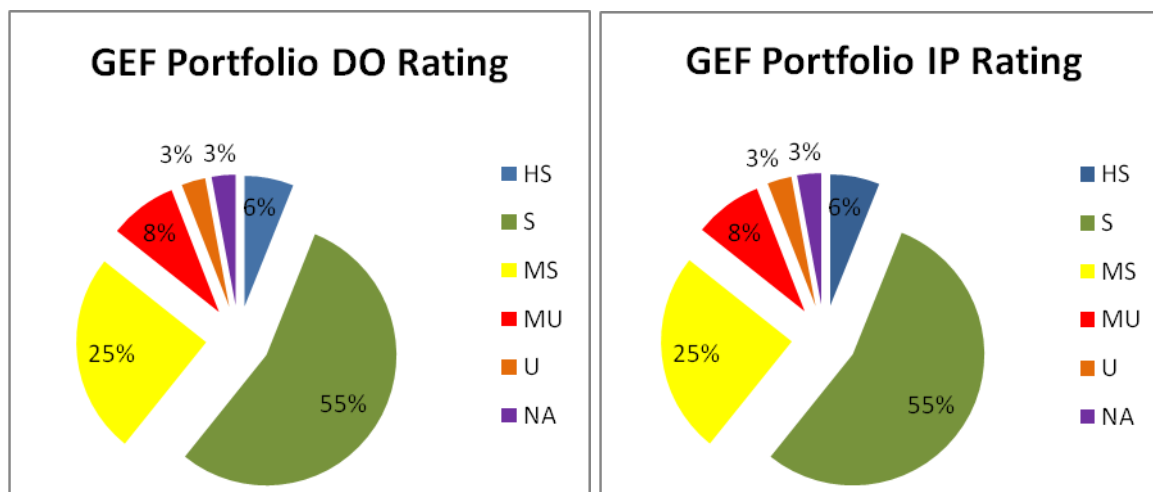


Figure 14. Gef portfolio performance ratings in fy10

37. By Agency, FAO, Joint Agencies, and UNIDO reported Marginally Satisfactory (MS) or above results for the likelihood of achieving development/global environmental objectives (DO) for all their projects. The other Agencies that are implementing projects in FY10 successfully met the target (at least 75% of projects rated marginally satisfactory or above) except IADB, showing 40%. ADB did not appropriately report on the ratings for any of their 7 projects.

38. According to IADB, the project ratings reflect the complexities of the political and regulatory components of the four regional projects currently under implementation (out of five). Several challenges have been encountered including differences in legal and institutional requirements and capacities among participating countries. These differences have caused temporary barriers for the successful implementation of coordinated activities.

39. In terms of the Implementation Progress (IP) ratings by Agency, FAO, IFAD and UNIDO reported MS or above results for all their projects. The other Agencies successfully met the target (at least 75% of projects rated Marginally Satisfactory or above) except IADB, showing only 40%. ADB did not appropriately report on the ratings for any of their 7 projects.

40. According to IADB, the implementation progress was affected by the political crisis in Honduras, hampering the execution of some components involving policy and regulatory frameworks for at least 6 months or more. However, country participation at the technical level continued to take place, providing certainty that the projects will likely continue their execution successfully. It should be noted that given the small size of IDB's portfolio (5 projects), its overall performance is highly impacted by projects with lower ratings.

41. Projects that were implemented jointly, did achieve the target of projects rated MS or above, albeit at a lower rate than the average (75%). This could reflect the challenges of jointly implementing projects. As with the DO ratings, ADB did not appropriately report on the ratings for any of their 7 projects. Table 6 shows the breakdown of project DO and IP ratings by Agency.

42. As Agencies other than the UNDP, UNEP, and the WB, increase their proportion of projects under implementation, it may be worthwhile for the GEF Evaluation Office to see whether there are criteria that are consistently applied by the different agencies, in terms of ratings.

Table 6. Development Objective Ratings and Implementation Progress Ratings by Agency⁸

Agency	Total No. of Projects	DO Ratings (%)		IP Ratings (%)	
		MS or above	MU or below	MS or above	MU or below
ADB	7	-	-	-	-
FAO	4	100	0	100	0
IDB	5	40	60	40	60
IFAD	8	88	0	100	0
Joint Agencies	4	100	0	75	25
UNDP	285	90	8	85	13
UNEP	81	89	10	91	9
UNIDO	16	100	0	100	0
WB	195	82	17	78	21

43. All focal areas are successfully meeting the target for both the DO and IP ratings. However, IW and MFA report 77% of their projects with marginally satisfactory ratings or above for the implementation progress. This number, while still meeting the target established for the GEF, is relatively low compared to the overall GEF portfolio, showing that these two focal areas may be facing more challenges. For IW, further analysis has been done to indicate that with statistically significance if a project has an initial rating at MS or below, then it is likely the project will face similar ratings throughout implementation. This could be an indication of a number of factors, including, (a) an agency's response strategy to bring projects back on track is not efficient or (b) since IW projects tend to be complex with their issues of sovereignty and the political economy of transboundary water and fisheries, supervision of such projects at the start of implementation may need to be more intense.

44.

45. Table 7 shows a breakdown of the percentage of DO and IP ratings for projects by focal area.

⁸ For tables 6 through 10, the missing percentage from DO Ratings or IP Ratings reflect the percent of projects that have not reported their ratings.

Table 7. Breakdown of the percentage of DO and IP ratings for projects by focal area.

Focal Area	Total No. of Projects	DO Ratings (%)		IP Ratings (%)	
		MS or above	MU or below	MS or above	MU or below
BD	225	87	10	83	14
CC	169	86	14	85	15
IW	66	83	14	77	20
LD	49	88	8	88	8
MFA	40	82	11	77	18
ODS	3	100	0	100	0
POPs	39	87	10	87	13

46. All regions show successful results in meeting the target for achieving the development objective. By region, the DO ratings show that the Middle East-North Africa (MNA) has the most satisfactory ratings, at 97%, followed by Africa (AFR), at 90%. Latin America and the Caribbean (LCR) has the most unsatisfactory ratings, at 17%.

47. In terms of the IP ratings, MNA also has the most satisfactory ratings, at 90%, followed by Europe and Central America (ECA) and regional/global projects, at 86%.. LCR reports only 76% satisfactory results for IP ratings, slightly lower than the anticipated target.

48. Table 8 includes the breakdown of the percentage of DO and IP ratings for projects by region.

Table 8. Breakdown of the percentage of DO and IP ratings for projects by region.

Region	No. of Projects	DO Ratings (%)		IP Ratings (%)	
		MS or above	MU or below	MS or above	MU or below
AFR	97	90	10	82	16
EAP	93	81	13	78	14
ECA	108	87	9	86	11
LCR	84	83	17	76	24
MNA	30	97	3	90	10
Regional/Global	162	86	12	86	12

SA	33	85	9	85	12
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Regional/Global Analysis

49. Discussions on the GEF regional/global sub-portfolio prompted further analysis on these type of projects. In FY2010, there were 162 regional and global projects under implementation, out of these, 50 are global projects utilizing \$348 million.

50. AFR had the largest number of regional projects, at 44, as well as in amount, at \$304 million. Data shows that, by region, both the DO and IP ratings meet the target (at least 75% marginally satisfactory or above) shows a breakdown of the DO and IP ratings of regional and global projects.

51. Table 9 shows a breakdown of the DO and IP ratings of regional and global projects.

Table 9. Breakdown of the percentage of DO and IP ratings for GEF regional/global sub-portfolio

Region	No. of Projects	DO Ratings (%)		IP Ratings (%)	
		MS or above	MU or below	MS or above	MU or below
AFR*	44	80	18	75	23
LAC*	33	82	15	82	18
ECA	16	94	6	100	0
EAP	11	91	9	91	9
Global*	50	88	8	90	6
LAC*	33	82	15	82	18
MNA	3	100	0	100	0
SA	5	100	0	100	0

*These regions have some projects with missing ratings.

52. IW had the largest number of global/regional projects, at 44, as well as in amount, at \$287 million. Data also shows that, by focal area, both the DO and IP ratings meet the target of at least 75% marginally satisfactory or above (Table 10 below shows a breakdown by percentage of DO and IP ratings of global/regional projects by focal area.

Table 10. Breakdown of the percentage of DO and IP ratings of global/regional projects by focal area.

Focal Area	No. of Projects	DO Ratings (%)		IP Ratings (%)	
		MS or above	MU or below	MS or above	MU or below
BD*	43	84	12	86	12
CC	34	88	12	91	9
IW*	44	86	11	80	18
LD	11	91	9	100	0
MFA*	15	80	13	80	13
ODS	2	100	0	100	0
POPs	13	85	15	85	15

*These focal areas have projects with missing ratings

FOCAL AREA RESULTS

GEF-4 Programming

53. In FY 2010, programming of GEF-4 resources came to a close. A complete picture of how GEF-4 resources were programmed versus the coverage targets established in the GEF-4 replenishment is now possible (GEF/A.3/6).⁹ Below tables depict the results of an analysis of the coverage indicators of all Project Identification Forms (PIFs) approved during GEF-4 and how these match the GEF-4 replenishment targets.

⁹ The GEF-4 strategies were revised after the completion of the replenishment negotiations and approved by Council in June 2007. The targets that were negotiated for the replenishment were not revised along with the GEF-4 strategies. For this reason, certain strategic objectives were changed or deleted and the Secretariat is therefore unable to report on replenishment targets for strategic objectives that are no longer part of the GEF-4 strategies.

Table 11. Biodiversity Coverage Indicators Programmed in GEF-4

Biodiversity Strategic Programs	Coverage Targets per GEF-4 Replenishment	GEF-4 Programmed through June 30, 2010	Additional key coverage targets achieved <i>not part of GEF-4 replenishment targets</i>
<i>Catalyzing sustainability of protected area systems at national levels</i>	80 million hectares of PAs supported 400 PAs supported	336 million hectares 898 protected areas	125 protected area sustainable finance plans under development including system-level plans at national and sub-national levels
<i>Mainstreaming biodiversity conservation in production landscapes/seascapes and sectors</i>	75 million hectares in production landscapes and seascapes	58 million hectares	Biodiversity being mainstreamed into 66 policy frameworks
<i>Capacity building for the Cartagena Protocol on Biosafety</i>	40 Biosafety frameworks implemented	50 Biosafety frameworks under development and implementation	
<i>Capacity building in access and benefit sharing</i>	This strategic objective was introduced in the revised GEF-4 strategy, and <i>no target was established.</i>	35 countries being supported to develop capacity in ABS	

Table 12. Climate Change Mitigation Coverage Indicators Programmed in GEF-4

Climate Change Mitigation Overall Objective	Coverage Targets per GEF-4 Replenishment	GEF-4 Programmed through June 30, 2010
<i>Develop, expand, and transform the markets for energy and mobility so that over the long term, they will be able to grow and operate efficiently toward a less carbon-intensive path</i>	400 million tons of CO ₂ with the range from 250 to 500 million tons. These estimates include lifetime avoided emissions from cumulative GEF-facilitated investments (includes some replication but not large market scale-up). 125 market transformations from mitigation projects	Estimated that 813 additional million tons of CO₂ will be mitigated through the implementation of projects approved under GEF-4, beyond the 800-1200 million tons estimated to have been mitigated by GEF projects through the end of GEF-3. Estimated that 157 markets transformations will take place as a result of GEF-4 project implementation.

Table 13. Climate Change Adaptation Coverage Indicators Programmed in GEF-4

Climate Change Adaptation Overall Objective*	Coverage Targets per GEF-4 Replenishment	GEF-4 Programmed through June 30, 2010
<i>Piloting a strategic approach to adaptation</i>	8 sector interventions	8 sector interventions achieved through 15 adaptation pilot projects approved under GEF-4

*The figures on adaptation in the 2010 AMR are based on the Special Program on Adaptation (SPA) portfolio approved under the GEF Trust Fund. Information on projects funded through the LDCF/SCCF can be found in the 2010 LDCF/SCCF AMR <https://www.thegef.org/gef/node/1440>

Table 14. International Waters Coverage Indicators Programmed in GEF-4

International Waters Strategic Programs	Coverage Targets per GEF-4 Replenishment	GEF-4 Programmed through June 30, 2010
<i>Catalyzing implementation agreed reforms and stress reduction investments...</i>	7 water bodies with results; 20 states 2 strategic partnerships funded to produce measurable pollution reductions	8 water bodies; 25 plus states 2 strategic partnerships funded; \$60 mill programmed
<i>Expanding foundational capacity</i>	6 new water bodies; 30 states	10 new water bodies, 30 plus states
<i>Undertaking innovative demos addressing the key gaps</i>	20 SIDS adopt water reforms/actions 4-5 demo basins with actions addressing groundwater, IWRM and PTS	20 SIDS to adopt reforms within 2 regional projects (Pacific and African SIDS) 8 demo basins with addressing IWRM, groundwater and PTS

Table 15. Land Degradation Coverage Indicators Programmed in GEF-4

Land Degradation Strategic Programs	Coverage Targets per GEF-4 Replenishment	GEF-4 Programmed through June 30, 2010
<i>Foster system-wide change and remove policy, institutional, technical, capacity and financial barriers to SLM</i>	At least 5 new countries with partnership programming frameworks for SLM that cross-sectorally align policies and programs in three main production sectors At least 20 additional countries in which main barriers for SLM	One country (India) and three regional (Sub-Sahara Africa, Congo Basin, Middle East and North Africa) partnerships with projects focused on cross-sector policy alignment in agriculture, rangeland management, and forestry

	<p>are removed</p> <p>At least 11 million ha of land directly impacted by the country program partnerships</p>	<p>Eighteen (18) additional countries with national level projects targeting the removal of barriers to SLM and SFM</p> <p>More than 20 million ha to be brought under SLM (and SFM) based on a combination of enabling environment for SLM at country-level and targeted interventions in affected agro-ecosystems, watersheds, and forest landscapes</p>
<p><i>Demonstrate and up-scale successful SLM practices for the control and prevention of desertification and deforestation</i></p>	<p>At least 25 community-based initiatives that apply innovative and best practices for SLM in demonstration areas.</p> <p>At least 15 initiatives that have successfully up-scaled practices for SLM.</p>	<p>Twenty-four (24) community-based initiatives in 18 countries designed to apply innovative and best practices for SLM</p> <p>All 18 countries with national level projects on removing barriers to SLM and SFM also include elements of up-scaling interventions across production landscapes benefits</p>
<p><i>Generate and disseminate knowledge addressing current and emerging issues in SLM</i></p>	<p>One knowledge management system (including indicator framework)</p>	<p>Three (3) global, two regional (sub-Saharan Africa, Middle East and North Africa) and one national projects targeting knowledge management systems, including indicator framework</p>
<p><i>Demonstrate cross focal area synergies and integrated ecosystem approaches to watershed-based sustainable land management</i></p>	<p>At least 5 watersheds that promote an integrated ecosystem approach to SLM in areas with high potential for multiple global environmental benefits</p>	<p>Seventeen (17) projects focused on watersheds to promote an integrated ecosystem approach to SLM, including areas with high potential for generating multiple global environmental</p>

Table 16. POPs Coverage Indicators Programmed in GEF-4

POPs	Coverage Targets per GEF-4 Replenishment	GEF-4 Programmed through June 30, 2010
<i>Number of countries receiving support for NIP development</i>	8 countries receiving support for NIP development	12 countries receiving support for NIP development
<i>Number of countries receiving support to strengthen capacity for POPs management</i>	50 countries receiving support to strengthen capacity for POPs management	75 countries receiving support to strengthen capacity for POPs management
<i>Number of countries receiving support for POPs reduction activities</i>	20 of countries receiving support for POPs reduction activities	38 of countries receiving support for POPs reduction activities
<i>Number of alternative technologies/sets of practices demonstrated</i>	5 alternative technologies/sets of practices demonstrated	25 alternative technologies/sets of practices demonstrated

54. The above tables reveal that all focal areas have met or exceeded the coverage targets established in GEF-4. It should be noted that exceeding coverage targets at the project identification stage is quite reasonable. Actual results of how projects are progressing on the ground toward achieving these targets will be available in the coming years, as more GEF-4 projects reach maturity. In this same vein, there will inevitably be projects that do not achieve the targets they set out to achieve. As such, programming above the original targets set is not an indication that the targets established will be met. How projects under implementation are progressing toward achieving focal area outcomes is discussed in the next section.

55. In subsequent AMRs the Secretariat will begin to report on programming undertaken in GEF-5. Through the AMR 2009 (GEF/C.38/4), Council requested that in GEF-5 the Secretariat track the percentage of funding utilized for the focal area outcome indicators agreed to in the GEF-5 Programming Document (GEF/R.5/31/CRP.1). To achieve this, the Secretariat has reformulated its PIF template to request information on indicative funding per focal area expected outcome. The Secretariat will report on the amount of funding programmed per focal area outcome over the course of GEF-5. Since this is the first time project proponents are being asked to give indicative funding amounts per outcome at the concept stage, the next report will take stock of issues, challenges, and experiences in this area.

Progress in Achieving Portfolio-level Outcomes from the PIR 2010 Project Cohort

BIODIVERSITY

56. GEF Agencies submitted completed Biodiversity tracking tools for all 33 projects undergoing a mid-term review or final evaluation in FY2010. Portfolio level results from GEF-3 for the FY2010 cohort are provided in Table 17 below. Two projects from GEF-4 underwent a mid-term review and their results are presented as well.

Table 17. FY2010 Update on GEF-3 Project Cohort Contributions to the Biodiversity

Strategic Priority One For GEF-3: Catalyzing Sustainability of Protected Area Systems at National Levels	
<p>Expected Impact: Improved management effectiveness of national PA system, and individual PAs which receive direct support over the long-term.</p>	
<p>Selected Performance indicators (outcomes) to be assessed at mid-term and final evaluation: X (Y %) ¹⁰ of the PAs supported show improved management effectiveness against baseline scenarios</p>	
<p>Tracking Tool Results (extracted from tracking tools submitted as part of the FY 2010 PIR)</p>	
<p>A total of 12 protected area projects underwent a <u>mid-term review</u> in FY 2010, these projects include:</p> <ul style="list-style-type: none"> • 35 protected areas • 16 million hectares (12% of total hectares covered in the GEF-3 cohort) • 26 of the 35 protected areas (74%) demonstrated improved management effectiveness¹¹ • One regressed and demonstrated a negative trend. • The 26 sites that demonstrated improved management effectiveness covered an area of 14 million hectares or 88 % of total coverage of the protected areas reported on during FY2010. 	<p>A total of eight protected area projects underwent a <u>final evaluation</u> in FY 2010, these included:</p> <ul style="list-style-type: none"> • Eleven protected areas • PAs cover an area of 829,449 hectares (slightly less than 1 % of total hectares covered in the GEF-3 cohort) • Six of these protected areas demonstrated improved management effectiveness.¹² • The remaining five PAs demonstrated an improvement in management effectiveness since the start of the project, but no change was recorded in these areas since the mid-term reviews. • The six sites that demonstrated improved management effectiveness since the mid-term covered an area of 818,088 hectares or 99% of total coverage of the evaluated protected areas.

¹⁰ During the GEF-3 replenishment no targets were set for any Focal Area outcomes

¹¹ A measured by Management Effectiveness Tracking Tool

¹² Ibid.

Strategic Priority Two For GEF-3: Mainstreaming Biodiversity Conservation in Production Landscapes and Sectors

Expected Impact: (i) Produce biodiversity gains in production systems and buffer zones of protected areas and (ii) Biodiversity mainstreamed into sector programs of the IAs.

Selected Performance indicators (outcomes) to be assessed at mid-term and final evaluation: (i) X (Y %) projects supported in each sector have included incorporated biodiversity aspects into sector policies and plans at national and sub-national levels, adapted appropriate regulations and implement plans accordingly. (ii) X ha of production systems that contribute to biodiversity conservation or the sustainable use of its components against the baseline scenarios.

Tracking Tool Results (extracted from tracking tools submitted as part of the FY 2010 PIR)

Eight mainstreaming projects underwent a mid-term review in FY 2010, out of these projects:

Three projects sought to mainstream biodiversity into nine production sector policies in three countries. The projects' progress on policy mainstreaming was assessed with the GEF tracking tool.¹³

Results at project mid-term indicate that:

- Agriculture: In two instances agriculture policy moved from one to six.
- Fisheries: In two instance fisheries policy moved from one to six by mid-term and in one instance it moved from one to three.
- Water management: In one instance, water policy moves from zero to five.
- Tourism: In both instances where tourism policy was the focus, no policy movement was noted.
- Banking: No policy movement noted.

The five remaining projects focused on changing management practices of production systems and reported the following results:

- 1,473 hectares under organic agricultural production (not certified)
- Okavango Delta Management Plan developed and approved as the over-arching District planning tool for Okavango Delta covering 5,500,000 hectares

Three mainstreaming project underwent a final evaluation in FY 2010, out of these projects:

One project sought to mainstream biodiversity (management of invasive alien species across sectors) into 14 production sector policies in four countries. The projects' progress on policy mainstreaming was assessed with the GEF tracking tool.

Results at project final evaluation indicate that:

- Four agricultural policies moved from 3 to 6
- Two fisheries policies moves from 0 to 5
- Two fisheries policies moved from 1 to 6
- Three forestry policies moved from 1 to 6
- One forestry policy moved from 1 to 5
- Two Trade policies moved from 1 to 6

The two remaining projects focused on changing management practices of production systems and reported the following results:

¹³ The tracking tool assesses progress on a scale from one to six: biodiversity (BD) mentioned in sector policy-1; BD mentioned in sector policy through specific legislation—2; Regulations in place to implement the legislation—3; Regulations under implementation—4; Implementation of regulations enforced—5; Enforcement of regulations is monitored independently—6

<ul style="list-style-type: none"> • 3 million hectares under commercial hunting management based on sustainable off take (not certified) • 81,724 hectares of sustainable management of native grasslands (not certified) • 3,739 sustainable management of native forests (not certified) • 7 payment for environmental service contracts on 26,000 hectares generating about 1\$ million per year 	<ul style="list-style-type: none"> • 3,500 hectares under organic agricultural production (not certified) • 143,045 hectares of certified sustainable forest management (SFM) certified by FSC • 211,310 hectares of SFM not certified in areas of High biodiversity value
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57. At the time of the FY10 PIR, three protected areas were part of one protected area project from GEF-4 that underwent a mid-term evaluation as reported by the GEF Agencies. These three protected areas covered an area of 110,623 hectares and all demonstrated an improvement in management effectiveness and the protected area system recorded an improvement in financial sustainability as recorded in the sustainable finance scorecard.

58. At the time of the FY10 PIR, one GEF-4 mainstreaming project underwent a mid-term evaluation as reported by the GEF Agencies. The project sought to mainstream biodiversity into agricultural policy and has so far succeeded in advancing this policy from a score of one (biodiversity mentioned in sector policy) to four (biodiversity mentioned in sector policy through specific legislation and regulations being implemented to operationalize the legislation).

CLIMATE CHANGE – MITIGATION

59. Climate Change Mitigation (CCM) first piloted a tracking tool for the 2008 AMR. The FY10 reporting period is therefore the third year Agencies submitted tracking tools. Out of the 145 CCM projects that submitted reports for FY10, 141 completed tracking tools, an increase in compliance from 54 percent for FY09 (72 out of 133) to 98 percent for FY10. Portfolio achievements for projects under implementation through FY 2010 include:

- a. For the 141 projects that submitted tracking tools in FY 2010, cumulative GHG emissions reductions **equal 187 million tons of CO₂eq** (see Table 18)
- b. The number of markets influenced, developed or transformed equaled 195.

60. The FY10 project cohort consisted mainly of GEF-2 and GEF-3 projects, with only three GEF-1 and 25 GEF-4 projects. For many GEF-3 and GEF-4 projects, it is too early to report on

GHG reductions. For example, in certain projects there may be long-lead times for procurement and plant construction on large scale facilities. This means that outcomes cannot be adequately measured until many years into project implementation. Even for some projects that have reduced emissions, GHG reductions are awaiting validation and were not yet reported at this stage. Fifty-two projects that did set emission reduction targets in their project documents have not reported on GHG reductions. These projects are expected to deliver GHG reductions towards the end of project implementation and after project completion.

Table 18. Cumulative GHG Emission Reductions for FY 2010 Cohort
(million tons of CO2 eq.)

GEF Phases	Targets as Set in the Project Documents	Actual results	Percentage Achieved
GEF-1	3.1	29.6	>100%
GEF-2	206.4	84.2	41%
GEF-3	253.5	68.1	27%
GEF-4	145.9	4.7	3%

61. For this year's report, the Secretariat is able to provide information on how the CCM portfolio is progressing toward performance indicators established for GFE-3 and GEF-4. See Table 19 for key results.

Table 19. Climate Change Performance Indicators for Strategic Priorities and Programs

Strategic Priorities and Programs	Performance Indicators	Value
Renewable Energy		
GEF-4 SP3 and GEF-4 SP4: Promoting on-grid renewable energy	1: On-grid Electricity Production to Date(GWh)	1222.3
	2: MW of Renewable Energy Installed to Date (MW)	1016.7
GEF-3 SP4: Productive uses of renewable energy	1: No. of Businesses and Households Served by Renewable Energy to Date Beyond those Receiving Service at Project Inception (Thousand)	84.5
	2: Quantity of Energy Produced from Rural Renewable Energy Installation to Date (GWh)	95.2
GEF-3 OP7: Advanced low GHG emitting energy	1: No. of Businesses and Households Served by Renewable Energy to Date Beyond those Receiving Service at Project Inception (Thousand)	84.5

projects	2: Quantity of Energy Produced from Rural Renewable Energy Installation to Date (GWh)	95.2
GEF-3 SP2: Access to local sources of financing	1. Quantity of Energy Produced to Date (GWh)	7.2
GEF-3 OP7: Advanced low GHG emitting energy projects	1: Growth in Interest in the Technologies - No. of Stakeholders Indicating Interest in Procuring or Supplying the Tech to Date	398
	2: Electricity Produced from Grid-connected RE Installed to Date (GWh)	22.8
Energy Efficiency		
GEF-4 SP1: Promoting energy-efficient buildings and appliances	1: Quantity of Primary Energy Saved or Replaced to Date (GWh)	57383.6
GEF-4 SP2: Promoting industrial energy efficiency	1: Volume of Investments to Date (millions US\$ invested)	52.8
	2: Quantity of Primary Energy Saved or Replaced to Date (GWh)	680942.8
Transport		
GEF-4 SP5: Promoting Sustainable Transport	1. No. of Annual Person-trips Taken on Sustainable Transport to Date (Million Person-trips)	229.5

62. Due to inconsistencies in reporting among agencies, some indicators cannot be presented at the aggregate level and are therefore not covered in the table above. The Secretariat expects improvement in terms of consistency in the following years to enable better analysis of portfolio performance. The Secretariat is working with the Agencies to apply a revised tracking tool designed for GEF-5 to all projects. If feasible, this should resolve the inconsistency issue.

63. Overall, the portfolio is progressing well on its policy efforts. For example, the score for “Adoption/Creation/Enactment/of Policy Contributing to Enabling Environments” is between a 2 to 3, which indicates most policies and standards have been adopted for mature projects. The effort going forward should focus now on adopting the proposed standards/policies and establishing enforcement mechanisms for less mature projects.

CLIMATE- CHANGE ADAPTATION

64. In 2010, Agencies submitted 11 PIRs for projects under the Strategic Priority on Adaptation (SPA, a \$50 million adaptation pilot financed by the GEF climate change focal area.¹⁴ Three of these projects were approved under GEF-3, eight under GEF-4. The total amount of SPA grants invested in these projects is \$26.9 million and total co-financing amounts to \$44.4 million.

65. Key results of the portfolio include:

- 91% of the projects increased adaptive capacity and 55% of the projects reduced vulnerability on different levels. These achievements entail direct progress towards the priority objectives of the Climate Change Adaptation (CC-A) Focal Area.¹⁵
- 55% of the projects involved technology transfer. These included the transfer of desalination technologies, coastal mapping, drip irrigation systems, coastal erosion monitoring stations, and fire prevention technologies.

INTERNATIONAL WATERS

66. FY10 is the third year that Agencies submitted tracking tools for International Waters (IW). Out of the 72 projects under implementation in IW, 62 submitted complete tracking tools (86%). The data received through these tracking tools shows that most of the indicators are on track for being met by project completion. Through the end of FY10, projects have delivered four joint strategic action programs agreed at ministerial levels for commitments on transboundary action.

67.

68.

69. Table 20 presents a summary of progress toward achieving targets set out in the GEF-3 replenishment.

Table 20. GEF 3 International Waters Replenishment Targets

Replenishment Targets for IW GEF-3 (coverage)		
Co-finance ratio:1:3	GEF \$329.5 Mil / Co-finance \$1.78 Bil (178% of Target)	
Targets	GEF-3 Programmed	Results through FY 10

¹⁴ The GEF also manages two Trust Funds specifically dedicated to adaptation financing: the Least Developed Countries Fund (LDCF) and the Special Climate Change Fund (SCCF). Please refer to the LDCF/SCCF AMR for more details on the performance and historical data of these Funds.

¹⁵ The three objectives of the Climate Change Adaptation (CC-A) Focal Area are: CCA-1: Reduce vulnerability to the adverse impacts of climate change, including variability at local, national, regional and global level; CCA-2: Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level; and CCA-3: promote transfer and adoption of adaptation technology.

Global Coverage: At least 11 Transboundary Water bodies with management framework of priority actions agreed by riparian; 10-20 countries.	12 water bodies (109% of Target) 66 countries (330-660% of Target)	4 water bodies Rest on track based on agency input
Agreed Joint Management Actions At least 17 countries with national policies, investments regulations, institutions, etc re-aligned to be consistent with agreed joint management actions	28 Countries with Joint Management Actions (165 % of Target) 9 single country investments towards management Actions. 19 countries with National Actions aligned with joint management actions	On track based on agency input
Regional Cooperation At least 8 Regional Bodies and management authorities with strengthened capacities	15 Regional Bodies/Organizations (188% of Target)	On track based on agency input
Local Technological Development At least 12 countries with demonstration technologies and management practices viable under local conditions	28 National Demos (233% of Target)	Some demos on track, others unclear in TTs

LAND DEGRADATION

70. The Land Degradation (LD) focal area has finalized its tracking tool for GEF-5. The tracking tool will be launched for the FY2011 reporting process. For this year's report, PIRs were analyzed to ascertain progress toward outcome indicators. Only half of the total 72 PIRs submitted for FY10 were GEF-4 projects. These projects are almost all either at the inception phase or are completing their first year of implementation.

71. Progress reported for GEF-4 project through FY10 include:

- Six community-based initiatives apply innovative and best practices for SLM in demonstration areas
- 501,624 ha of land with SLM practices are being applied in demonstration sites

72. Data provided in PIRs for FY10 reflect major achievements in overall implementation of Integrated Environmental Management (IEM) and Sustainable Land Management (SLM) practices as a means of combating land degradation globally. For all projects under implementation (GEF-3 and GEF-4):

- a. Nearly six million hectares of land area are benefiting directly from SLM interventions, while an additional 398 million hectares are impacted by IEM interventions.
- b. The Eastern and Southern Africa region has the largest land area covered by IEM interventions (386 million hectares), but only 842,424 hectares under SLM practices.

c. The Latin America and Caribbean region has a total of 11 million hectares under IEM interventions, including four million hectares of land that involve some form of SLM measures.

d. The total for Western and Central Africa is four million hectares, including 75,420 hectares under SLM,

e. The Central Asia, Europe, and Asia region IEM covers 1.8 million hectares, with 954,134 hectares under SLM.

73. The large area of coverage by IEM includes grazing land rehabilitation, land use planning for grazing, forest land restoration (including forest plantation), sustainable forest management, peatland restoration, and erosion control measures on forest land. In some GEF-3 multi-focal area projects designed and implemented using IEM principles, sustainable land management was also linked in to the creation of protected areas, forest protection, and the establishment of biological corridors as a means of safeguarding ecosystem services and enhancing habitat connectivity in production systems. For example, in Namibia alone, implementation of the IEM approach accounts for 38.5 million hectares of land area that is being managed through Conservancies.

74. With the emphasis on production systems, the LD focal area is still in the early stages of demonstrating progress toward achieving measureable global environmental benefits. A portfolio synthesis of approaches used and evidence of direct measures of impacts on land, vegetation, water, biodiversity, and human livelihoods should be carried out. For the GEF-3 projects that are more advanced, the most common measureable GEB was carbon, although different approaches are used to estimate amounts secured or sequestered through the project. This ranges from literature based estimates to actual measurements in sample plots. Furthermore, the results are presented differently, from quantities of carbon per hectare, annual sequestration rates, total carbon accumulated over time. For the four projects that measured carbon accumulation, a total of 1.6 million tons was reported as amount accumulated to-date.

75. The AMR 2010 process revealed that it would be useful for the Secretariat to carry out, in collaboration with STAP and the Agencies, the undertaking of a portfolio synthesis of approaches used to measure GEBs.

PERSISTENT ORGANIC POLLUTANTS

76. This is the second year that Agencies submitted tracking tools for POPs projects under implementation. Out of 42 projects under implementation in FY10, 18 completed a tracking tool (43%). Table 21 provides a breakdown of actual results through FY10.

Table 21. Actual Results Achieved by FY2010

Strategic Priority	Key Indicators	Results achieved by this cohort of projects by FY2010
1.Strengthening capacity for NIP implementation	Number of countries that receive support to strengthen capacity for POPs management	7
	Number of countries that receive support to strengthen capacity for POPs management	29
2.Partnering in investments for NIP implementation	Number of countries receiving support for POPs reduction activities	23
3.Demonstration of innovative technologies and practices	Number of alternative technologies/sets of practices demonstrated/under demonstration	19
4. Addressing HCFCs, institutional Strengthening and other non-investment activities	HCFCs- 50-70 tons ODP eq.	100%

Lessons Learned

77. For the AMR 2010, each focal area team divided over 600 PIRs to synthesize portfolio level lessons learned. The Secretariat held an inter-agency meeting in early March to discuss the preliminary findings. This section contains a summary of the findings from the process and includes highlights of best practices.

78. Several cross-cutting issues emerged out of this exercise. They include:

- a. *Global/regional projects*: There is a perception that global/regional projects have greater implementation problems, more delays in starting-up, and are less likely to meet targets. Based on implementation ratings and development objective ratings submitted for FY10 there is no evidence that this is the case (86% received an IP rating of MS or above). Through discussions with Agencies, STAP, and within the Secretariat it has become clear that a distinction should be made between global and regional projects. For the 2010 AMR, the Secretariat has provided a section separating the two (see p. 22). While separating these two categories is useful, there has not to date been an analysis to distinguish global and regional projects by type. For example, some regional projects are “multi-country” where a similar framework is being utilized for different countries, while other projects focus on coming to agreement among a set of countries. These are two very different types of projects with different implementation mechanisms and unique challenges. Global and regional projects are a valuable part of the GEF portfolio, especially because of the transboundary nature of many of the environmental issues the GEF deals with. The Secretariat will therefore undertake further analysis of this issue through the FY11 AMR process.
- b. *Adaptive management*. It is clear from all focal areas that the project context can change between the project design and implementation stage. In these cases, projects must demonstrate flexibility in adapting project results frameworks to ensure that project objectives are met in the most efficient and effective way possible. This should be recognized by both project management and the GEF Secretariat. It should also be

noted that adaptive management is exercised through a formal process of approval by a project steering committee.

- c. *Enabling Frameworks*: A number of projects mentioned the need for longer than normal project time-frames, making them more effective, help in enforcing and disseminating, developing and implementing regulations, and enforcing regulations to be successfully implemented. At the project design stage the complex nature of the political process should be incorporated into project timelines. This finding also reinforces the importance of ensuring country ownership of GEF projects especially when trying to affect policy change.
- d. *Private sector integration*: The CC, LD, and POPs focal areas all found that the integration of the private sector can potentially lead to increased sustainability of projects. There are many successful projects currently under implementation that actively engage the private sector. The outcomes achieved through such projects should be taken into account when discussing an overall private sector strategy for GEF-5.

FOCAL AREA SPECIFIC FINDINGS

79. Biodiversity Strategy Objective One: Catalyzing Financial Sustainability of Protected Area Systems:

A number of mechanisms are being implemented to strengthen the financial sustainability of Protected Area Systems (Endowment Funds, REDD+ and Forest Carbon Accounts, Payment for Ecosystem Services, Eco-Tourism, Park entrance fees, Federal and State Budget lines, Private sector contributions through grants). The two mechanisms that have demonstrated the most success are some of the most basic options available to protected area authorities: capturing and re-investing park entry fees and lobbying finance ministries for increases in the Federal and/or State budget lines. New and trendy revenue generating mechanisms for protected areas may result in managers overlooking more achievable and traditional strategies that are more cost-effective and relatively simple to execute.

- While many projects appear to be successful in identifying budget gaps and conceptually designing the architecture for increasing revenues, projects continue to struggle to obtain funding to feed into the mechanisms that are being designed. An insufficient number of projects have undertaken rigorous financial feasibility studies that examine the likelihood of success with revenue generating strategies. To avoid this problem, this should be addressed more explicitly in the design phase of the projects and in the formulation of the project concept itself.
- Sustainable finance projects are investing a great deal of effort and resources in the establishment of the pre-conditions for the financial mechanisms to work or to even exist including baseline studies for REDD+ projects, business plans and strategies, tourist plans, and legislation. However, in some cases this kind of an approach may be premature as the protected area system itself is not ready to address these issues in the sophisticated manner that is often required. Success in addressing the finance issue may only come after a minimum of protected management efficiency is reached and individual and institutional capacities are more developed. Thus, future sustainable

finance project designs should make the case that sufficient baseline capacity exists to facilitate a successful system-wide financial planning effort.

Parks Can Pay: Strengthening the Protected Area Network (SPAN) in Namibia, UNDP

The project undertook a comprehensive economic analysis of the protected area system which indicated that protected areas contributed **3.1-6.3 percent of the GDP through park based tourism only** (without including other ecosystem services value). The economic rate of return on the government investment over 20 years was as much as 23 percent if the tourism concession potential is fully realized. This analysis helped leveraged a series of impressive outcomes:

1. The annual budget for park management and development has increased by 310 percent in the last four years;
2. The allocation to the Directorate of Parks and Wildlife Management for the 2010-11 financial year has been agreed at \$135,472,000, which is an increase of over \$130,000,000 for the next two years of the Medium Term Expenditure Framework;
3. The Ministry of Finance has agreed to earmark 25 percent of the park entrance revenue to be reinvested in park and wildlife management through a trust fund which will provide up to US\$2 million additional financing per annum; and
4. The project has successfully mobilized additional donor funding for PAs, including US\$67 million from the US Government's Millennium Challenge Account (MCA) with US\$40.5 million direct investment in Etosha National Park management infrastructure—the MCA's first biodiversity-based tourism project and investment in parks.

80. GEF Biodiversity Strategy Objective Three: Building Capacity in Biosafety

- The major lesson learned from the biosafety portfolio is that capacity building in projects that interweave technical, socio-economic, and political issues is a significant challenge. Shortage of experts on the subject matter in general can affect project performance. In order to enhance biosafety capacity building in the future, the following measures and efforts could be considered:
- Mainstream biosafety issues into the ongoing international environment governance discourse and also sustainable development discussions;
- State Parties and relevant institutions should put in place mechanisms to facilitate harmonization of technical measures as per the obligations of the Cartagena Protocol on Biosafety. This would help in handling transboundary movements of Living Modified Organisms and calls for joint cooperative measures; and
- All stakeholders should join efforts for strong “championship” and political leadership in domesticating biosafety regulatory instruments and making it operational to meet the Protocol obligations.¹⁶

¹⁶ These lessons learnt are largely coming from, and were corroborated by, the independent review undertaken by UNEP and submitted to COP/MOP 5 as UNEP/CBD/BS/COP-MOP/5/INF/9 in Nagoya, Japan.

Pioneering Environmentally Conscious Investment Funds: “Eco-Enterprises Fund”, World Bank (IFC)

The *Eco-Enterprises Fund*, which closed in FY10, was launched in 2002. Its objective was to mitigate threats to biodiversity conservation in Latin America and the Caribbean by creating economic incentives to protect critical natural resources. The project has come to be viewed as a pioneer in the industry of environmentally-conscious investment funds. The project used the tools and principles of venture capital and targeted small and medium enterprises (SMEs) with sustainable business models to achieve biodiversity conservation and social development goals. The initiative fostered the efforts of the local nonprofit community and conservation organizations in commercial enterprise development as a means of diversifying their funding base. The Fund was supported by a WB/IFC/GEF technical assistance grant of US\$ 1 Million.

The Fund financed 23 SMEs in 10 countries with total capital of \$6.3 million. **These SMEs were then able to receive co-investment in the order of \$36 million**, from other financial services providers motivated by the Fund's involvement, and later **received follow-up financing in excess of \$90 million**. The table below shows the key cumulative indicators for the Eco-Enterprises Fund.

Eco-Enterprises Fund (completed) Indicators, as of June 30, 2010

Impact Indicator	Cumulative Results to Date
Hectares of sustainably managed land	535,456
Number of jobs created	3,754
Value of financing facilitated by advisory services (US\$)	90,125,533
Sales Revenue (US\$)	190,991,620

81. Climate Change General Finding:

- The establishment of revolving funds and risk guarantee mechanisms can be successful with careful investigations into market conditions and constraints, however, efforts to introduce preset "incentives" in a market tended to end up with unsatisfactory results. Financing instruments (i.e., loan programs) need an exit plan to ensure sustainability after project completion or else new companies/projects could fail.

82. Climate Change Energy Efficiency:

- An important lesson learned for the industrial EE portfolio is in some cases private sector funding was preferred for big steel plant upgrades, despite the project plans for government supported financing. Findings from the WB indicate that motivation for companies to adopt EE practices comes mainly from cost-reduction and competition pressures.
- Another lesson learned through the building EE portfolio is that an average reduction of 40% of energy consumption in new buildings is achievable in Eastern Europe at a reasonable cost.

83. Climate Change Renewable Energy:

- For the renewable energy portfolio, in general, high volume approaches were more successful at delivering consumer level renewable energy systems at scale and low-cost.¹⁷ Small volume programs appear to struggle with slow penetration and higher costs, and the potential for catalytic effects is unclear. In the case of rural electrification projects, it seems that engaging at the institutional level is more successful and efficient than at the household level. The delivery of household systems (i.e., solar home systems) is frequently underperforming, while the installations at institutional buildings (e.g., schools and hospitals) are usually on schedule.
- Private sector engagement on market transformation can lay a strong foundation of business expertise that can be ready to grow with the market for environmentally sound technologies. Proactive engagement of the private sector, such as barrier removal and creation of business models, proved effective.

84. Climate Change Sustainable Transport:

- In many cases, transport projects need longer preparation times before the initiation of civil works. There are many uncertainties and challenges associated, such as the escalation of land prices, complaints from the public related to quality of service, and conflict for reaching agreements with key stakeholders on their rights and resettlements.

Leveraging Resources: Clean Tech Fund (CTF), Regional LAC, IDB

IDB's CleanTech Fund was established to make equity or quasi-equity investments in small- to medium-size enterprises (SMEs) that implement renewable energy power production projects that reduce the use of fossil fuel use in the Latin American and Caribbean region. GEF's investment of less than \$1 million was for technical assistance.

The Fund has a diversified portfolio across a number of technologies such as mini-hydro, landfill waste to energy, efficiency in transport including fuels (CNG / BioEthanol) and Hybrid vehicles. The Fund has made seven investments. In addition to fulfilling its investment strategy, the Fund was also able to attract other investors to the portfolio companies, **increasing the overall co-finance from US\$61.2 million to US\$164 million.**

The Fund is also contributing to the mitigation objectives of the climate change focal area by achieving direct Green House Gas Reductions of 25,082 million tons of CO₂. In addition, the project has supported the development of 3 run-of-river mini-hydro plants in Brazil and Peru, and 1 Landfill Gas to Energy (LFGTE) project in Mexico that have resulted in an on-grid electricity production of 112,198 GWh.

- Without fully taking into account these risks in a long time horizon and being somewhat conservative, the projects may have to make design modifications during the implementation stage, causing delays.

85. Climate Change Adaptation:

The Secretariat can draw some preliminary lessons from the SPA projects reviewed:

¹⁷ High volume purchases for solar home systems and CFLs helps contribute to lower cost items.

- Four SPA projects involved community-based adaptation (CBA). One of these projects, by UNDP (GEF ID 2774) included CBA in its main objectives and was implemented in ten countries (Bangladesh, Bolivia, Niger, Samoa, Guatemala, Jamaica, Kazakhstan, Morocco, Namibia, and Vietnam). From an analysis of this far-reaching project, the following are considered representative preliminary lessons of the CBA approach:
 - a) Community-based adaptation pilots have been successful in creating local donor partnerships and catalyzing investment from non-GEF sources.
 - b) The involvement of the community in adaptation measures results in cost-effectiveness during implementation, increase in awareness, and faster progressing pilots.
 - c) The UNDP CBA project has catalyzed remarkably significant sources of adaptation finance from bilateral donors, NGO's, and development agencies.
- The three regional projects under the SPA have encountered considerable challenges associated with limited coordination among local stakeholders; institutional changes in policies and human resources; constraints to on-the-ground implementation in pilot sites; language barriers; and over-ambitious goals. Moving forward, a local team may be needed to coordinate the needs of all stakeholders. Training in financial and administrative matters may also be required at appropriate levels.

Integrating National Adaptation Plan: High Mountain Ecosystems, Colombia's Caribbean Insular Areas and Human Health (INAP) World Bank

The INAP project approved in 2006, as a pioneer project in the field of adaptation as the first project that included a grant specifically dedicated to the implementation of adaptation measures on the ground. It will close by the end of 2011. The project has an ecosystem-based approach component which involves the participation and coordination of key stakeholders for the definition of long-term actions for resilience. Among the main achievements of the project are:

- Regional health plans for dengue and malaria. These plans have been developed with the use of early warning systems to improve disease surveillance and control, which were designed and implemented in eight municipalities.
- Local agreements on watershed management, integrated water management systems, groundwater management plans, and practices to reduce soil erosion and impacts on the coastal ecosystem.
- Installation of adaptation technologies relevant to coastal and water management that are expected to scale-up domestically: three rainwater communal systems (SMIAS), 10 ecosystem monitoring stations for corals, automated monitoring stations in marine and coastal areas, carbon monitoring stations network, and coastal erosion monitoring systems.

86. International Waters:

- On a fundamental level, the *IADB: Environmental Protection and Maritime Transport Pollution Control in the Gulf of Honduras* project illustrates challenges related to the

implementation of two types of integrated approaches. One is that of ‘transboundary management’: while this approach is conceptually recognized in the Gulf of Honduras, in practice, it is associated with a lack of sovereignty and has hence been a source of conflict and delays in project execution.

- The other is that of partnerships, particularly public-private partnerships, which are considered innovative and are not well understood in the region. As a result, the partnerships fostered by the project are still incipient. In both cases, more systematic efforts during project preparation and early execution to promote a better understanding and allow participants to assimilate the necessary concepts and experiences would have contributed positively to the success of the project.
- The project’s experience with demonstrations shows that these are taking considerable time to consolidate. If the demonstrations had been initiated at an earlier stage, the potential for replication would have been considerably greater. Last but not least, the project shows that investment into introducing and internalizing basic management

Engaging Local Communities: Dryland Ecosystems Management (Kazakhstan) WB

This OP12 project, closed in FY10, has assisted the Government of Kazakhstan – with active participation of local communities – to develop sustainable livestock-based land use systems, to provide initial service support to producer groups, to improve national capacity to quantify carbon sequestration, and to undertake a public awareness campaign and develop a strategy to successfully replicate project interventions in similar areas of Kazakhstan.

The project has supported the formation of 9 farmer associations comprising 133 small and medium farmers. The associations provide a viable mechanism for management of assets and dissemination of results to other farmers. The project’s integrated ecosystem management approach to achieving ecological, economic and social goals has created benefits at a local, national and global level, such as the **restoration of 105,000 ha of degraded and remote pastures with annual carbon sequestration benefits of 4 t/ha/a.**

tools, particularly, project control and monitoring software, has a catalytic effect on project execution.

87. Land Degradation: Managing production systems to balance global environmental and local benefits is a major focus of GEF projects designed under OP12, and for which land use planning is essential. A key feature of land use planning to enhance spatial integration of multiple stakeholder needs is the use of participatory approaches. More than half of the 2010 project cohort all reported the use of participatory approaches with communities to ensure full ownership of land use interventions. Participatory approaches take a longer time to get results on the ground, but have better prospect for sustainable impact and up-scaling.

88. A few projects have involved the private sector in implementation as a means of leveraging additional investments. One such project, the *Integration of Ecosystem Management Principles and Practices into Land and Water Management of Slovakia's Eastern Lowlands* (UNDP), created a public-private partnership in the form of a civil association "Among the Rivers", which has attracted its own funding from external sources. At the community level, farmers, cattle herders, and producer organizations are all instrumental for achieving successes on the ground, up-scaling pilot achievements, and securing long-term and sustainable results.

Cross-sector Collaboration: Demonstrating SLM in Upper Sabana Yegua Watershed System (Dominican Republic) UNDP

The project has been successful in forging close collaboration among local and national government institutions, local communities, NGOs and universities.

SLM practices are being applied to 1,074 ha of land on model farms with 159 farm owners applying at least 1 SLM practice on an additional 750 ha. The microcredit program (funding SLM activities) was so successful that demand is exceeding supply by 40%. The financial scheme was therefore redeveloped to ensure long-term sustainability. As a result an Eco-Fund for the watershed was created. There are four innovative mechanisms through which the Eco-Fund will operate: 1. direct incentives to offset costs incurred in the SLM practices, which contribute to the provision of environmental services; 2. Payment for environmental services generated, or PSA; 3. Promotion of government and donor investments in health, education, etc, in return for a commitment from the communities to implement SLM practices; 4. Green Credit, a method of financing, designed to promote access to, and guarantee credit.

89. POPS. Mainstreaming POPs-inflicted environmental concerns into national plans for disaster relief, recovery, and reconstruction will promote project sustainability. While political willingness is the major driver in ensuring project sustainability, the involvement of both private and public sector is another key factor for the achievement of results.

- Public education, focusing on the integration of local culture and behaviors should be taken into account when developing awareness raising tools.
- Pollutant Release and Transfer Registers (PRTRs) will facilitate easy updating of inventories by allowing countries to manage and monitor POPs and other chemicals by tracking the release and transfer periodically.
- There is a need to maximize the potential for synergies in the management of HCFC phase out and other chemicals, such as POPs.

Malaria Control: Regional Program of Action and Demonstration of Sustainable Alternatives to DDT, Regional (LAC), UNEP

In eight partner countries, the project strengthened national capabilities for malaria risk assessment, infrastructure of analytical laboratory, geographic information systems, community participation and management of pesticides. Malaria control national managers, officials from other sectors such as environmental and education, as well as local technicians from demonstration projects exchanged experiences.

The participating countries finalized eliminating approximately 87.9 tons of DDT. Some 48.8 tons of DDT and about 64.5 tons of other POPs (Toxafene, Chlordane, HCB, Aldrin, Dieldrin and Mirex) were safeguarded.

MANAGEMENT AND EFFECTIVENESS

90. The GEF has introduced a number of management indicators with the aim of tracking organization effectiveness as part of its GEF-5 programming document. They provide a general picture of how well the GEF currently mobilizes and uses its resources, the visibility of the GEF as a global environmental leader, the efficiency of the GEF partnership in meeting service standards and project cycle efficiency, the GEF Secretariat's commitment to gender and diversity in its hiring practices, Agency compliance in reporting (PIRs), and effectiveness of collaboration with partners.

91. While the linkages between improved management efficiency and operational effectiveness are unspecified, taken together the selected indicators provide an indication of good management practice and commitment to meeting standards. FY10 is the second year these indicators have been tracked.

Table 22. Secure financing and financing mechanisms

1.1 - Increased and diversified contributions	Actual		Target
	FY09	FY10	
1.1.1 – Total value of GEF-4 new donor contributions	\$2,179.44 million (95%)	\$ 2,185.31 million (95%)	95%
1.1.2 – Number of GEF-4 donors	30	31	33
1.1.3 – Ratio of total GEF resources against planned co-financing	1 : 4.3	1 : 6.0	1 to 4
1.2 – More efficient cost structure			
1.2.1 – Agency fees against total GEF resources	9.6%	10%	10%
1.2.2 – GEF corporate expenses as % of total GEF grants ¹⁸	3.4%	3.3%	< 5%
1.2.3 – Net funding decisions vs. net committed	89%	73%	95%

¹⁸ Corporate expenses includes all corporate expenses include those of the Secretariat, STAP, EO, and GEF Trustee. Total GEF grants include all grants minus agency fees.

Table 23. Enhance Visibility of GEF

2.1 - Increased advocacy and political awareness of GEF	Actual		Target
	FY09	FY10	
2.1.1 – Number of mentions of GEF in traditional media (print) in major countries	Post strategy: 78 Pre-strategy: 13 hits/month	38 hits/month	25 "hits" per month
2.1.2 – Number of mentions of GEF in alternative media (online) in major countries	Twitter: 200% increase Other: 60%	Twitter "followers": 240% increase You Tube video views: 230% increase Facebook: Account activated July 2010	200% increase in each medium
2.1.3 – Average number of hits on GEF website	23,000/month	98,000 /month	50,000/month
2.1.4 – Number of positive/ neutral/ negative stories	616 positive /stories, 67 neutral /4 negative (from 10/2006 – 9/2009)	1,119 "earned" media stories: 873 positive, 239 neutral/ 7 negative	1,119 positive (100% of references to the GEF)

92. Working with its network of stakeholders the Secretariat exceeded its external outreach targets in each category: over the FY09-10 monitoring period, the GEF fully implemented its communication strategy, expanding beyond traditional press contacts to reach a broader range of opinion-shapers and external stakeholders through new social media tools, revamped website content and design and more frequent press events in developing countries linking global environmental concerns to country level action.

Table 24. Improve Efficiencies in Project Cycle

3.1 – Improved timeliness of program design	Actual		Target
	FY09	FY10	
3.1.1 – Average Secretariat response time on all requests for PIF/PPG processing for FSPs and MSPs	28 days (GEFSEC responded to 63% of projects within 10 days)	11.4 days (GEFSEC responded to 73% of submissions within 10 days)	10 day GEF service standard per request
3.1.2 – Average time from first time of PIF submission to Council Approval for FSPs	43 days	48 days	40 days
3.1.3 – Average time from Council approval to endorsement for all-GEF phases Full Sized Projects (FSP) that have been endorsed in FY2010:	GEF-2: 1 project: 105 months GEF-3: 14 projects: 39 months GEF-4: 91 projects: 16 months	GEF-3: 10 projects: 46 months GEF-4: 131 projects: 18 months	Standard < 22 months
3.1.4 - Average time from Council approval to endorsement for all GEF-4 Full Sized Projects (FSP) that have been endorsed	10.5 months	16 months ¹⁹	Standard < 22 months
3.1.5 - Number of GEF-4 Full Sized Projects (FSP) that are over the standard 22 months at end of FY2010 (counts projects endorsed within FY2010 and not yet endorsed until end of FY2010)	31 projects	65 projects (26 projects not yet endorsed, 39 endorsed)	<5%
3.1.6 - Average time from first time of PIF submission to PIF Approval for MSPs	65 days	34 days	30 days
3.1.7 - Average time for MSPs to be CEO approved after PIF Approval, in FY2010:	9.5 months	12.5 months	Standard < 12 months
3.1.8. Average time for extension of project closure date for projects which have been closed in FY2010	10.6 months	16.2 months	12 months

¹⁹ Includes all GEF-4 projects including those endorsed later than June 2010

93. The GEFSEC instituted a 10-day service standard for all proposals coming into the Secretariat since June 2006. In FY10, the percent of proposals getting responses within the 10 day service standard has increased to 73% (up from 63%). The average has also decreased from 28 days in FY09 to 11.4 days in FY10 (Table 24).

94. The average time for projects to come back for endorsement in GEF-4 is currently 16 months. There are however still 26 projects that, at the time of this report, had not yet been endorsed and are over the 22 month standard. A system has been set up to alert all Agencies of such delays to endorsement. Agencies should communicate these alerts to country clients including Operational Focal Points and/or Political Focal Points.

95. In FY09 it took more time to achieve PIF approval for MSPs than FSPs (65 vs 43 days). This trend has been reversed with MSPs taking 34 days from the first time of PIF submission to approval and FSPs taking 48 days.

Table 25. Ensure staff representation including gender

4.1 - Gender sensibility and equality ensured	Female		Male		Target
	FY09	FY10	FY09	FY10	
4.1.1 - Percentage of international professional staff by gender	30%	35%	70%	65%	50%:50%
4.2 – Geographical Distribution ²⁰	Part I		Part II		Target
4.2.1. - Geographical distribution of staff	67%	63%	33%	37%	50%:50%
4.3 - Skilled and motivated staff hired and retained	2007		2009		Target
4.3.1 - Average staff satisfaction rating (%) based on WB survey results	67%		79%		2010 survey baseline
4.3.2 – Annual staff loss rate ²¹	4%		13%		10 %
4.3.3 – Average time to fill professional vacancies – from advertisement to staff coming on board	90 days		90 days		90 days

96. Achieving a gender balance and a balance in the geographical distribution of staff is a challenge for the GEF Secretariat. The under representation for these two indicators is based on

20 Part I countries, as defined by the World Bank, represent developed countries and Part II represent mostly developing countries.

21 Includes staff separation and retirement.

targets that are challenging to meet for most UN agencies and IFIs. The targets set are in line with United Nations targets, particularly “make progress towards gender equality in staffing, opportunities and duties, and ensure that human resource policies are gender sensitive and provide possibilities for staff members to combine their personal and professional priorities” (Table 25).

97. At the end of FY2010, women composed 35% of total Secretariat professional staff and 37% percent of staff from developing countries. This is an increase of 5 and 4 percent respectively.

Table 26. Results Driven Implementation

5.1 – Grant Performance Rating	Actual		Target
	FY09	FY10	
5.1.1 - Percentage of projects on track to achieve stated objectives, with a DO rating of moderately satisfactory or above	89%	86%	75%
5.1.2 – Percentage of projects on track to achieve stated objectives, with a DO rating of satisfactory or above	62%	61%	

Results Driven Implementation

98. The performance of GEF projects has exceeded the GEF target of 75 percent satisfactory progress towards outcomes, with 86 percent achieving a DO rating of moderately satisfactory or above. This is a slight decrease from the 89% achieved in FY 2009 (99. Table 26).

Table 27. Effective Collaboration

6.1 – Conflicts and complaints resolved successfully on a timely basis ²²	Actual		Target
	FY09	FY10	
6.1.1 – Percent of conflict cases reported to the CEO that are resolved successfully	85%	85%	80 %
6.1.2 – Percent of complaint cases reported to the CEO that are successfully resolved	75%	80%	90 %
6.2 – Conflict of Interest standards and a Public Disclosure Policy made available to GEF entities			
6.2.1 – Standards and Policy to be approved by Council	In progress	In progress	Nov. 2011
6.2.2 – Process for implementation to be put in place	In progress	In progress	June 2012

100. As there was no clear framework to settle disputes among the GEF stakeholders and mediation facilitation, conflict resolution was introduced as an integral part of the GEF reform.

The Conflict Resolution Commissioner is an independent voice who reports directly to the CEO. In this role, the incumbent works directly with member countries and agencies to help resolve disputes and address complaints and other issues of importance to GEF operations. Through the Commissioner, the CEO aims to expand feedback and interject a more timely response on GEF-funded projects. As to the Commissioner, his critical mission is to help create an atmosphere of trust and confidence in the GEF family.

AGENCY ADMINISTRATIVE EXPENSES

101. All Agencies that had projects under implementation for at least a year as of June 30, 2010 submitted their Administrative Expenses. These Agencies were: ADB, FAO, IDB, IFAD, UNEP, UNIDO, UNDP, and the World Bank.

102. The total administrative expenses used by all Agencies in FY10 were \$292.48 million. The Agencies used a total of \$80.66 million in corporate activities, and \$211.81 million in project cycle management.

103. The Secretariat has been working with the Agencies to develop a revised fee reporting matrix that will be submitted for discussion at the current Council meeting. In addition, working with the Council and Agencies, the Secretariat has finalized a TOR for an independent review of administrative expenses of the Agencies, which will be completed for the November 2011 Council.

104. Please refer to Annexes I-IV for the detailed information submitted by each Agency.

PROGRESS ON RBM GEF-5 WORK PLAN

105. The work plan for GEF-5 Results Based Management (RBM) was approved by Council in November 2011. The work plan contains five major components as well as a report on progress of RBM and Knowledge Management (Knowledge Management) implementation which will be presented to Council in the fall of 2011.

106. Table 28 below presents a summary of the main components and time line:

Table 28. summary of the main components and time line

Component	Approximate Completion Date
1. Annual Monitoring Review Process GEF-5	Spring 2011
2. Integration into PMIS	End of 2011
3. Tools to Enhance Portfolio Monitoring <ul style="list-style-type: none"> a. Portfolio Monitoring Missions b. Quality at Entry c. Portfolio Risk Assessment d. Socioeconomic study e. GIS to Support M&E 	Proposal Spring 2011 Fall 2011 Fall 2011 Spring 2011 Spring 2012
4. Knowledge Management Strategy	Spring 2011
5. Internal Guidance on RBM/KM	Fall 2011
6. Progress report on RBM/KM Implementation	Fall 2011

107. Under component one, reforming the AMR process, the Secretariat is proposing a significant shift in how it monitors the overall portfolio of GEF projects and programs. The Secretariat will move from focusing on individual PIRs on a yearly basis to a more targeted analysis of projects that have gone through a mid-term review or are in their last year of implementation (to distinguish from the Evaluation Office (EO), the Secretariat will not review terminal evaluations but rather the final PIR from a project).

108. The Secretariat will continue to receive Agencies' internal reports on a yearly basis based on Agencies' own internal reporting systems and will continue to report to Council on DO and IP ratings yearly. The more in-depth analysis however on focal area results, lessons learned, and best practices will focus on projects that have been through a mid-term review or are at project completion.

109. Agencies have agreed in principle to this shift in the Secretariat's focus. The Secretariat will continue to work with the Agencies to further refine and develop this proposal. The FY11 AMR will serve as a test for this new approach.

110. For component two, integration of data in the PMIS, progress has been made. All focal areas now have tracking tools that are in Excel. For the FY11 reporting process, Agencies will submit these Excel files to the Secretariat, which should allow for a more automated collection and analysis of the data received.

111. Under component three, tools to enhance portfolio monitoring, most of the elements have not yet gotten underway. The pilot phase for the portfolio learning missions has however been completed.

112. During the fall of last year (2010) the GEF Secretariat undertook four pilot learning missions targeting four different focal areas:

- a. Biodiversity, Zambia: *Enhancing Outcomes and Impact through Improved Understanding of Protected Area Management Effectiveness*
- b. Climate Change, South Africa: *Renewable Energy Portfolio (UNDP Wind Energy Project and WB Renewable Energy Market Transformation)*
- c. Land Degradation, Burkina Faso: *World Bank Sahel Integrated Lowland Ecosystem Management (SILEM)*
- d. International Waters, Romania and Turkey: *Danube/Black Sea Basin strategic Partnership on Nutrient Reduction*

113. The main objectives of the learning missions was to:

- a. Facilitate learning that is broader than one project, or Agency portfolio;
- b. Test GEF Focal Area strategy assumptions; and
- c. Validate GEF policy assumptions.

114. Each pilot was conducted in a slightly different way, for example, the Land Degradation mission was part of a broader WB supervision mission, while the Biodiversity mission was a separate mission that included a member from STAP and coordinated the collaboration of project coordinators and Agency active participation.

115. Several important issues emerged out of the pilot phase of the learning missions, these included:

- a. the more targeted, well structured and focused the learning questions were the more relevant the outcomes of the missions were as feedback to strategies or project design;
- b. the inclusion of STAP in the development of the learning objectives and conception of individual missions adds value to the analytical framework and scientific rigor of the process; and
- c. Agency cooperation is an essential part of the success of any mission, engagement with Agencies as with STAP should begin with the learning questions.

116. Based on the initial pilot experience the Secretariat will develop a proposal for integrating learning missions into the broader knowledge management (KM) GEF-5 strategy. Reports from the individual missions can be found on the GEF website <http://www.thegef.org/gef/node/4283>

117. The knowledge management strategy (component four) is submitted as an information document for the May 2011 Council. Comments from Council, Agencies and others will be

integrated and a working document will be submitted to the November 2011 Council meeting for decision.

ANNEX I: OPERATIONALLY CLOSED GEF PROJECTS

1. During FY2010, a total of 80 projects (49 FSPs and 31 MSPs) were confirmed for closure as follows: 2 by ADB, 22 by UNDP, 18 by UNEP, and 38 by WB. Of these closed projects, there were 41 BD, 18 CC, 9 MFA, 8 IW, 2 LD, 1 OD, and 1 POPs. A list of operationally closed projects is in **Table 29**. The actual co-financing for UNDP has surpassed the planned co-financing. ADB did not report on their actual co-financing, and UNEP submitted for only some of its projects since Terminal Evaluations have not yet been completed for the remainder (in which the actual co-financing is normally tabulated and independently verified).

Table 29. Operationally Closed GEF Projects

Agency	GEF ID	Focal Area	Project Title	Project Size	Revised Closing Date
ADB	1105	CC	Efficient Utilization of Agricultural Wastes	FSP	12/31/2009
	956	MFA	PRC/GEF Partnership on Land Degradation in Dryland Ecosystems: Project I-Capacity Building to Combat Land	FSP	12/13/2009
UNDP	248	BD	Rehabilitation of protected areas	FSP	12/31/2009
	457	BD	450 - Biological Diversity Conservation through Participatory Rehabilitation of the Degraded Lands of the Arid and Semi-Arid Transboundary Areas of Mauritania and Senegal	FSP	09/29/2009
	205	BD	Argentina: Consolidation and implementation of the Patagonian Coastal Zone Management Programme and biodiversity conservation	FSP	12/31/2009
	1114	BD	Conservation and sustainable use of globally significant biodiversity in the Tassili and Ahaggar National Parks (Phase I)	FSP	06/30/2010
	1042	BD	Conservation of Globally Significant Biodiversity in the Landscape of Bulgaria's Rhodope Mountains	FSP	11/30/2009
	1098	BD	Conservation of Globally Significant Wetlands in the Republic of Korea	FSP	12/27/2009
	1045	BD	Biodiversity Protection in North Vidzeme Biosphere Reserve	FSP	TE submitted
	2773	BD	Overcoming Barriers to Sustainability of Costa Rica's Protected Areas System	FSP	09/10/2009
	1713	BD	Improved Management and Conservation Practices for the Coco Island Marine Conservation Area	MSP	12/31/2009
	1733	BD	Consolidating a system of Municipal Regional Parks (MRPs)	MSP	10/31/2009

		in Guatemala's Western Plateau		
	1458	BD	Recovery, Conservation, and Sustainable Use of Georgia's Agrobiodiversity	MSP 03/31/2010
	1679	BD	Strengthening Romania's Protected Area System by Demonstrating Public-Private Partnership in Romania's Maramures Nature Park.	MSP 12/30/2009
	1681	BD	Conservation, Restoration and Wise Use of Calcareous Fens in the Slovak Republic	MSP TE submitted
	1034	BD	Strengthening Romania's Protected Area System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park.	MSP TE submitted
	1682	BD	Facilitating and strengthening local resource management initiatives of traditional landholders & their communities to achieve biodiversity conservation objectives	MSP 01/31/2010
	1031	BD	Coastal and Marine Biodiversity Conservation and Sustainable Use in the Con Dao Islands Region	MSP 10/31/2009
	840	CC	Caribbean Renewable Energy	FSP 12/31/2009
	2780	CC	Second National Communication of Peru to the UNFCCC	FSP 12/31/2009
	2832	CC	Mainstreaming climate change and adaptation into integrated water resource management in the Pangani River Basin	MSP 04/30/2010
	2188	IW	East Asian Seas Region: Development and Implementation of Public Private Partnerships in Environmental Investments	MSP 12/31/2009
	3181	IW	Pollution Reduction through Improved Municipal Wastewater Management in Coastal Cities in ACP Countries with a Focus on SIDS	MSP 03/31/2010
	2402	LD	Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty (SLaM) in Ghana	MSP 03/31/2010
UNEP	1097	BD	Development of a Wetland Site and Flyway Network for Conservation of the Siberian Crane and Other Migratory Waterbirds in Asia	FSP 12/01/2009
	1216	BD	Building Scientific and Technical Capacity for Effective Management and Sustainable Use of Dryland Biodiversity in West African Biosphere Reserves	FSP 03/01/2009
	1842	BD	Indigenous Peoples' Network for Change	MSP 12/01/2008
	1895	BD	Improved Certification Schemes for Sustainable Tropical	MSP 12/01/2009

Forest Management					
	2092	BD	Coastal Resilience to Climate Change: Developing a Generalizable Method for Assessing Vulnerability and Adaptation of Mangroves and Associated Ecosystems	MSP	06/01/2010
	2819	BD	Implementation of the National Biosafety Framework of Cambodia	MSP	06/01/2010
	2856	BD	Knowledge Base for Lessons Learned and Best Practices in the Management of Coral Reefs	MSP	01/01/2009
	2997	BD	Implementation of the National Biosafety Framework	MSP	06/01/2010
	1096	CC	Energy Management and Performance Related Energy Savings Scheme (EMPRESS)	FSP	10/01/2008
	2178	CC	Promoting Sustainable Transport in Latin America (NESTLAC)	MSP	12/01/2009
	886	IW	Implementation of the Strategic Action Program for the Bermejo River Bi-national Basin(Phase II)	FSP	03/01/2010
	1247	IW	Addressing Land-based Activities in the Western Indian Ocean (WIO-LaB)	FSP	06/01/2010
	1893	IW	Strengthening Global Capacity to Sustain Transboundary Waters: The International Waters Learning Exchange and Resource Network (IW:LEARN), Operational Phase	FSP	10/01/2009
	2052	LD	Sustainable Management of Inland Wetlands in Southern Africa: A Livelihoods and Ecosystem Approach	MSP	03/01/2010
	413	MFA	ECORA: An Integrated Ecosystem Management Approach to Conserve Biodiversity and Minimize Habitat Fragmentation in Three Selected Model Areas in the Russian Arctic	FSP	12/01/2009
	1016	MFA	Development of National Implementation Plans for the Management of Persistent Organic Pollutants (POPs)	FSP	12/01/2009
	1769	MFA	Integrated Management of Peatlands for Biodiversity and Climate Change	MSP	12/01/2008
	1226	ODS	Programme for Phasing Out Ozone Depleting Substances	MSP	03/31/2009
WB	87	BD	GEF-Protected Areas Management Project	FSP	12/31/2009
	762	BD	LS-GEF Maloti Drakens Cnsrv & Dev (FY02)	FSP	12/31/2009
	779	BD	MX GEF MESO AMERICAN CORRIDOR	FSP	12/31/2009
	877	BD	MX GEF Consolidat.Prot Areas (SINAP II)	FSP	6/30/2010

942	BD	NG-GEF Loc Empowerment & Env Mgmt (FY04)	FSP	12/31/2009
1170	BD	TZ-GEF Eastern Arc Forests SIL (FY04)	FSP	12/31/2009
1184	BD	JO-Conservation of Medicinal/Herbal Pl	FSP	6/16/2010
1221	BD	GW-GEF Coastal & Biodiv Mgmt (FY05)	FSP	3/31/2010
1535	BD	RURAL ENVIRONMENT (GEF)	FSP	12/31/2009
1830	BD	UG-GEF PAMSU SIL (FY03)	FSP	6/30/2010
1571	BD	Eco-Enterprises	MSP	01/14/2010
1642	BD	BR BONITO/RIO MIMOSA WTRSHD	MSP	10/30/2009
1749	BD	LAKE POMORIE CONSV (GEF MSP)	MSP	02/01/2010
1836	BD	LA-Ecosystem Wildlife Conservation	MSP	01/31/2010
1943	BD	VN CHU YANG SIN	MSP	05/30/2010
2817	BD	BR SC TABULEIRO ST. PAR	MSP	10/31/2009
3361	BD	1W-First Stewards Fund GEF (FY07)	MSP	4/28/2010
8	CC	`N-GEF Decentr Rural Elec (FY03)	FSP	12/31/2009
112	CC	Photovoltaic Market Transformation Initiative (PVMTI)	FSP	06/23/2010
124	CC	AR-RENEWABLE ENERGY IN RURAL MARKETS	FSP	12/31/2009
944	CC	ENERGY EFF (GEF)	FSP	6/30/2010
1081	CC	PE GEF Lima Transport Project	FSP	6/30/2010
1083	CC	VN-GEF DEMAND SIDE MgmT & ENERGY	FSP	6/30/2010
1209	CC	Renewable Energy Development	FSP	12/31/2009
1237	CC	CN-2nd GEF Energy Conservation	FSP	6/30/2010
1291	CC	RENEW ENERGY RES (GEF)	FSP	5/31/2010
1349	CC	CL GEF Sus Trans & Air Quality Santiago	FSP	9/30/2009
1615	CC	GeoFund 1	FSP	12/30/2009
2117	CC	ENRGY EFF (GEF)	FSP	3/31/2010
1094	IW	3A-GEF Nile Transbound Env Action (FY03)	FSP	12/31/2009
1355	IW	AG POLLUTION CONTROL (GEF)	FSP	12/31/2009
1531	IW	Targeted Research for Coral Reefs	FSP	5/30/2010

1080	MFA	INTGD WATER/ECOSYS MgmT (GEF)	FSP	12/31/2009
1244	MFA	DRYLANDS MgmT (GEF)	FSP	3/31/2010
1362	MFA	KE-GEF W KE Int Ecosys Mgmt SIL (FY05)	FSP	6/30/2010
1621	MFA	CN-GEF-Gansu & Xinjiang Pastoral Develop	FSP	6/30/2010
2515	MFA	AR Eco-regional Corridor in N. Patagonia/'AR Upper Parana Atlantic Forest Restoration/'AR Conservation of Patagonian Steppe Fauna/'AR GHG Reduction Citrus Industry Tucuman	MSP	6/30/2010
3708	POPs	GEF Sichuan Earthquake Emergency Project	MSP	10/31/2009

ANNEX II: CANCELLED PROJECTS

1. There were 13 projects cancelled during FY2010. The total GEF allocations for the cancelled projects amounted to \$ 65.58 million. Table 30 below provides information on the cancelled projects..

Table 30. Cancelled Projects

Agency	Focal Area	Project Title	Country	Type	Total Grant \$ million	Cancellation Date
UNDP/ World Bank	CC	Removing Barriers to Large Scale Commercial Wind Energy Development	Iran	FSP	5.73	19-Nov-09
UNDP	CC	First Regional Micro/Mini-Hydropower Capacity Development and Investment in Rural Electricity Access in Sub-Saharan Africa	Regional (AFR)	FSP	19.17	24-Jun-10
UNDP	CC	Adrar Solar Initiative and Decentralized Electrification in the Northern Coastline of Mauritania through Hybrid (Wind/Diesel) Systems	Mauritania	FSP	2.80	24-Jun-10
UNDP	CC	Transformation of the Rural PV Market (prev. Energy Sector Reform)	Burkina Faso	FSP	1.76	24-Jun-10
UNDP	CC	Facilitating Sustainable Mobility in Tehran	Iran	FSP	5.48	04-Sep-09
UNDP	IW	Joint Actions to Reduce PTS and Nutrients Pollution in Lake Baikal through Integrated Basin Management	Regional (ECA)	FSP	2.75	17-Sep-09
UNDP	CC	Promoting energy efficiency in buildings	Bosnia-Herzegovina	MSP	0.95	31-Jul-09
UNDP	CC	Implementing NAPA Priority Interventions to Build Resilience and Adaptive Capacity of the	Niger	MSP	2.00	26-Oct-09

Agriculture Sector to Climate Change

UNEP	POPs	Building the Capacity of the Russian Federation to Implement the Stockholm Convention on POPs and Develop a National Implementation Plan	Russian Federation	FSP	1.82	03-Sep-09
World Bank	MFA	SFM Sustainable Forest Land Management - under the Country Program Framework for Sustainable Forest Land Management	Vietnam	FSP	4.20	15-Jun-10
World Bank	CC	PAS Energizing the Pacific Regional Project	Regional (EAP)	FSP	3.60	11-Jun-10
UNDP	CC	Market Transformation through Consumer Awareness Programs for Energy Efficiency Standards and Labeling	India	FSP	5.66	06-Jan-10
World Bank	CC	Geothermal Energy Development Program , GeoFund	Regional (ECA)	FSP	9.67	12-Apr-10

ANNEX III. GEF-1 AND GEF-2 PROJECTS UNDER IMPLEMENTATION IN FY10

In FY10, 81 GEF-1 and GEF-2 projects continue to be under implementation. The WB and UNDP are implementing 72 of these projects. Both Agencies were able to submit an analysis on the status of these projects. The analysis revealed that out of the 81 projects still under implementation from GEF-1 and GEF-2, 49 were either closed in FY10 or will be closing in 2011 (60% of the total number of projects).

2. As reported by the WB, 18 of these projects that were operationally closed in FY10, 13 will be closing in FY11, and there are two that could be considered GEF-3 (a mismatch in dates between the Secretariat's database and the WB system). Seven projects will remain active until FY12 or FY13, mainly due to start-up delays or restructuring of the projects.

3. UNDP reported 18 of their GEF-1 and GEF-2 projects will be closing in FY11, and the remaining will be closing in FY12. Projects which continue to be active have, like the WB, experienced start-up delays or restructuring per their mid-term review recommendation.

4. Table 31 is a consolidation of the 69 UNDP and WB projects for which the Agencies have submitted an analysis.

Table 31. Consolidation of the UNDP and WB projects

Agency	ID	FA	Country	Title	Size	Closed in FY10	Closing in FY11	Comments
UNDP	248	BD	Congo, DR	Rehabilitation of protected areas	FSP		yes	
	1170	BD	Tanzania	Eastern Arc Forest Conservation and Management	FSP		yes	
	668	BD	Bangladesh	Bangladesh: Coastal and wetland biodiversity management	FSP		yes	start-up delays
	205	BD	Argentina	Consolidation and implementation of the Patagonian Coastal Zone Management Programme and biodiversity conservation	FSP		yes	
	1	BD	Morocco	BD Conservation in S High Atlas	FSP		yes	

1114	BD	Algeria	Conservation and sustainable use of globally significant biodiversity in the Tassili and Ahaggar National Parks (Phase I)	FSP	yes	delay in start up
776	BD	Egypt	Egypt: Conservation and sustainable use of native biodiversity resources used for herbal, medicinal, pharmaceutical and cosmetic purposes	FSP	yes	MTR recommendation
763	BD	Ecuador	Galapagos archipelago	FSP	yes	MTR recommendation
503	BD	Paraguay	Paraguayan Wildlands Protection Initiative	FSP	yes	
783	CC	Kazakhstan	Wind power market	FSP	yes	
267	CC	Regional	GHG Reduction	FSP	yes	
882	CC	Croatia	Removing barriers to improving energy efficiency of the residential and service sectors	FSP	yes	
1264	CC	Philippines	Capacity Building to remove Barriers to Renewable Energy Development	FSP	yes	
940	CC	Malaysia	Biomass Power Generation from Palm Oil Waste	FSP	yes	
636	CC	Lebanon	Lebanon: Cross sectoral energy efficiency and removal of barriers to ESCO operation	FSP	yes	
840	CC	Regional	Caribbean Renewable Energy	FSP	yes	
842	IW	Regional	Okavango River Basin	FSP	yes	

790	IW	Regional	Yellow Sea	FSP	yes	Revised closing date Mar 2011 to ensure smooth transition with non-GEF funding to phase 2.
834	BD	Brazil	Brazil: Promoting biodiversity conservation and sustainable use in the frontier forest Mato-Grosso	FSP		closing in 2012
634	BD	India	Gulf of Mannar Marine and Coastal biodiversity	FSP		closing in 2012
838	BD	Kazakhstan	Kazakhstan: Integrated conservation of priority globally significant migratory bird wetland habitat: a demonstration on three sites	FSP		2012- delay in start up
2	BD	Philippines	Samar Island biodiversity conservation	FSP		2012
3	BD	Venezuela	Venezuela: Protection and sustainable use of biological diversity in the Orinoco Delta Wetlands	FSP		2012
2268	LD	Senegal	Integrated Ecosystem Management in Four Representative Landscapes of Senegal. Tranche 2	FSP		phase 1 closed in GEF-2, phase 2 is closing in FY2011, phase 3 will be done in GEF-5
1308	MF A	Mexico	Strategic Planning and Design for the Environmental Protection and Sustainable Development of Mexico: Short Term Response	MSP		2012
6	CC	Brazil	Hydrogen fuel cell buses	FSP		Currently negotiating extension to 2012 due to complexity in creating

								consortium for construction of fuel cell buses. Purchase of second phase of Fuel Cell buses currently underway.
	10	CC	India	India: Biomass energy for rural India	FSP			Project scheduled to end in December 2012. Draft exit strategy was prepared which needs to be revised and agreed upon by the Project Steering Committee.
	1135	CC	Ecuador	Renewable Energy for Electricity Generation - Renewable Electrification of the Galapagos Islands	FSP			MTR recommendation-2012
	843	CC	Chile	Rural Electrification with Renewable Energy	FSP			2012
WB	1122	BD	Brazil	BR GEF Amazon Aquatic Res - AquaBio	FSP	n/a	n/a	
	87	BD	Pakistan	GEF-Protected Areas Management Project	FSP	yes		
	112	CC	India/Kenya/Morocco	Photovoltaic Market Transformation Initiative (PVMTI)	FSP	yes		
	124	CC	Argentina	AR-RENEWABLE ENERGY IN RURAL MARKETS	FSP	yes		
	1830	BD	Uganda	UG-GEF PAMSU SIL (FY03)	FSP	yes		
	8	CC	Guinea	UN-GEF Decentr Rural Elec (FY03)	FSP	yes		
	762	BD	Lesotho	LS-GEF Maloti Drakens Cnsrv & Dev (FY02)	FSP	yes		

762	BD	South Africa	ZA-GEF Maloti/Drakens Cnsv & Dev (FY02)	FSP	yes	
779	BD	Mexico	MX GEF MESO AMERICAN CORRIDOR	FSP	yes	
877	BD	Mexico	MX GEF Consolidat.Prot Areas (SINAP II)	FSP	yes	
942	BD	Nigeria	NG-GEF Loc Empowerment & Env Mgmt (FY04)	FSP	yes	
944	CC	Croatia	ENERGY EFF (GEF)	FSP	yes	
1089	BD	Philippines	GEF Asian Conservation Company (ACC)	FSP	yes	
1094	IW	Africa	3A-GEF Nile Transbound Env Action (FY03)	FSP	yes	
1170	BD	Tanzania	TZ-GEF Eastern Arc Forests SIL (FY04)	FSP	yes	
1209	CC	Bangladesh	Renewable Energy Development	FSP	yes	
1237	CC	China	CN-2nd GEF Energy Conservation	FSP	yes	
1291	CC	Croatia	RENEW ENERGY RES (GEF)	FSP	yes	
1355	IW	Moldova	AG POLLUTION CONTROL (GEF)	FSP	yes	
1571	BD	Latin America	Eco-Enterprises	MSP	yes	
7	CC	China	CN-GEF-BEIJING ENVMT II	FSP		Yes
12	CC	Mexico	MX Hybrid Solar Thermal (Agua Prieta)	FSP		Yes
786	CC	Poland	ENERGY EFFICIENCY	FSP		Yes

(GEF)						
793	BD	Benin	BJ-GEF Forests & Adjct Lnds Mgmt (FY06)	FSP	Yes	
939	BD	China	CN-GEF-Sustain. Forestry Dev	FSP	Yes	
965	CC	Vietnam	VN-GEF-System Energy Equitization-Renewa	FSP	yes	
972	MF A	Rwanda	RW-GEF Crit Ecosystm Intgrtd Mgmt (FY05)	FSP	Yes	
1158	CC	Mozambique	MZ-GEF Enrgy Reform & Access Prgm (FY04)	FSP	Yes	
1167	BD	South Africa	ZA-GEF Great Addo SIL (FY04)	FSP	Yes	
1253	BD	Mali	GEF Gourma Biodiv Conserv SIL (FY05)	FSP	Yes	
1545	CC	Sri Lanka	Renewable Energy for Rural Economic Dev.	FSP	Yes	
1590	MF A	Namibia	NA-GEF Intgrtd CB Ecosystm Mgmt (FY04)	FSP	Yes	
1829	BD	Indonesia	ID - Coral Reef Rehab and Management II	FSP	Yes	
667	CC	Global	Sustainable Energy Facility (SEF)	FSP		restructuring in 2005 and one no-cost extension in July 2010
647	CC	Morocco	Integrated Solar Combined Cycle Power	FSP		delay in start up, closing FY13
921	CC	Senegal	SN-GEF Elec Srvc for Rural Areas (FY05)	FSP		delay in start up, closing FY13
946	CC	Cambodia	KH-GEF Rural Electrification & Transmiss	FSP		restructuring in 2010, closing in FY12
1071	CC	Philippin	PH-GEF-Rural Power	FSP		approved extension in 2009 to complete

		es	Project		activities, closing in FY13
1074	IW	Turkey	WATERSHED REHAB (GEF)	FSP	delay in start up, closing FY12
1144	BD	Indonesia	Komodo Collaborative Management Initiative	FSP	delay in CEO endorsement, closing FY13

ANNEX IV: AGENCY ADMINISTRATIVE EXPENSES

Table 32. GEF-ADB Administrative Costs FY10

Corporate Activities / Project Cycle Management	Staff time	Consultant time	Staff cost	Consultant cost (i)	Travel costs	Overhead costs (iii)	Total Cost
	(days)	(days)	(\$)	(\$)	(\$)	(\$)	
1. Corporate activities:							
a) Policy support	91	45	64704	24076	53247	14236	156263
b) Portfolio management							
i) Pipeline and program management	125	20	61466	10809	0	13717	85992
ii) Financial and Data Management	147	7	74023	4070	0	16710	94803
c) Reporting	188	15	116386	7833	0	25751	149970
d) Outreach and knowledge sharing	106	25	69835	17197	21522	15445	123999
e) Support to the GEF EO	7	0	6174	0	0	1352	7526
Subtotal	664	112	392588	63985	74769	87211	618553
2. Project Cycle management:							
a) Project preparation and approval	619	244	423062	119965	31261	93193	667481
b) Project supervision, monitoring and evaluation	547	299	277116	166971	22230	61955	528272
Subtotal	1166	543	700178	286936	53491	155148	1195753
Total:	1830	655	1092766	350921	128260	242359	1814306

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Table 33. GEF-IADB Administrative Costs FY10

Corporate Activities / Project Cycle Management	Staff time	Consultant time	Staff cost (i)	Consultant cost (i)	Travel costs (ii)	Overhead costs (iii)	Total Cost
	(days)	(days)	(\$)	(\$)	(\$)	(\$)	(\$)
1. Corporate activities:							
a) Policy support	39	59	21692	19026	35211	6861	82790
b) Portfolio management	117	168	64570	53760	0	12007	130337
c) Reporting	21	45	11814	14270	1697	3431	31212
d) Outreach and knowledge sharing	42	69	23008	22182	26199	5146	76535
e) Support to the GEF EO	2	3	1181	951	0	0	2132
Subtotal	221	344	122265	110189	63107	27445	
2. Project Cycle management:							
a) Project preparation and approval	1302	721	716031	230805	119625	101205	1169689
b) Project supervision, monitoring and evaluation	442	541	243134	173183	26301	42883	486484
Subtotal	1744	1262	959165	403988	145926	144088	1656173
Total:	1965	1606	1081430	514177	209033	171533	1979744

Table 34. GEF-IFAD Administrative Costs FY10

Corporate Activities / Project Cycle Management	Staff time	Consultant time	Staff cost (i)	Consultant cost (i)	Travel costs (ii)	Overhead costs (iii)	Total Cost
	(days)	(days)	(\$)	(\$)	(\$)	(\$)	(\$)
1. Corporate activities:							
a) Policy support	70	10	12429	1554	26914		40897
b) Portfolio management					3674		3674
c) Reporting					12225	1592	13817
d) Outreach and knowledge sharing		8		1356	2793	478	4627
e) Support to the GEF EO							0
Subtotal	70	18	12429	2910	45606	2070	63015
2. Project Cycle management:							
a) Project preparation and approval	450	320	470283	58898	77744	45652	652577
b) Project supervision, monitoring and evaluation	40	240	8233	52093	9679		70005
Subtotal	490	560	478516	110991	87423	45652	722582
Total:	560	578	490945	113901	133029	47722	785597

Table 35. GEF-UNEP Administrative Costs FY10

Corporate Activities / Project Cycle Management	Staff time	Consultant time	Staff cost (i)	Consultant cost (i)	Travel costs (ii)	Overhead costs (iii)	Total Cost
	(days)	(days)	(\$)	(\$)	(\$)	(\$)	(\$)
1. Corporate activities:							
a) Policy support	363		216,712		201,560	15,088	433,360
b) Portfolio management	4,211	5	2,119,919	2,100	84,826	175,027	2,381,872
c) Reporting	196	57	111,074	24,000	0	8,147	143,221
d) Outreach and knowledge sharing	664		398,702		10,441	27,599	436,742
e) Support to the GEF EO	97		58,802		6,509	4,032	69,343
Subtotal	5,531	62	2,905,209	26,100	303,336	229,892	3,464,537
2. Project Cycle management:							
a) Project preparation and approval	3,877	190	1,863,256	79,858	73,861	161,144	2,178,119
b) Project supervision, monitoring and evaluation	6,439	481	2,428,938	202,010	458,571	267,632	3,357,151
Subtotal	10,316	671	4,292,194	281,868	532,432	428,776	5,535,270
Total:	15,847	733	7,197,403	307,968	835,768	658,668	8,999,807

Table 36. GEF-UNDP Administrative Costs FY10

Corporate Activities / Project Cycle Management	Staff time	Consultant time	Staff cost (i)	Consultant cost (i)	Travel costs (ii)	Overhead costs (iii)	Total Cost
	(days)	(days)	(\$)	(\$)	(\$)	(\$)	(\$)
1. Corporate activities:							
a) Policy support	1709	0	1241895	0	177493	177567	1596955
b) Portfolio management	927	0	606770	0	2496	111445	720711
c) Reporting	433	290	314783	146654	3530	52089	517056
d) Outreach and knowledge sharing	1108	37	556176	22344	51562	64550	694632
e) Support to the GEF EO	531	30	323016	7935	17934	33584	382469
Subtotal	4708	357	3042640	176933	253015	439235	3911823
2. Project Cycle management:							
a) Project preparation and approval	18536	3193	7855054	1459051	1362229	1057407	11733741
b) Project supervision, monitoring and evaluation	41940	4485	11731425	1371742	1770197	1776498	16649862
Subtotal	60476	7678	19586479	2830793	3132426	2833905	28383603
Total:	65184	8035	22629119	3007726	3385441	3273140	32295426

Table 37. GEF-WB Administrative Costs FY10

Corporate Activities / Project Cycle Management	Staff time	Consultant time	Staff cost (i)	Consultant cost (i)	Travel costs (ii)	Overhead costs (iii)	Total Cost
	(days)	(days)	(\$)	(\$)	(\$)	(\$)	(\$)
1. Corporate activities:							
a) Policy support	164		942889	14034	105015	19154	1081092
b) Portfolio management	222		1268046	14784	25475	43376	1351681
c) Reporting	54		209363	12752	18081	33386	273582
d) Outreach and knowledge sharing	42		175802	35187	46520	16183	273692
e) Support to the GEF EO	0						0
Subtotal	482	0	2596100	76757	195091	112099	2980047
2. Project Cycle management:							
a) Project preparation and approval		TBD	4316171	1191502	1605015	76569	7189257
b) Project supervision, monitoring and evaluation		TBD	8924242	1555522	3136721	111962	13728447
Subtotal	0	n/a	13240413	2747024	4741736	188531	20917704
Total:	482	n/a	15836513	2823781	4936827	300630	23897751

Table 38. GEF-UNIDO Administrative Costs FY10

Corporate Activities /	Staff time	Consultant time	Staff cost (i)	Consultant cost (i)	Travel costs (ii)	Overhead costs (iii)	Total Cost
Project Cycle Management	(days)	(days)	(\$)	(\$)	(\$)	(\$)	(\$)
1. Corporate activities:							
a) Policy support	122		86,706		132,514	68,538	287,758
b) Portfolio management	93		59,046		8,421	52,179	119,739
c) Reporting	88		43,402			49,358	92,760
d) Outreach and knowledge sharing	139		69,023		11,063	78,409	158,495
e) Support to the GEF EO	6		4,507			3,385	7,892
Subtotal	447	0	262,684		151,998	251,869	666,551
2. Project Cycle management:							
a) Project preparation and approval	1,369	69	836,133	14,114	202,617	771,967	1,824,831
b) Project supervision, monitoring and evaluation	1,401	TBD	856,951		40,856	790,018	1,687,825
Subtotal	2,769	69	1,693,084	14,114	243,473	1,561,985	3,512,656
Total:	3,216	69	1,955,768	14,114	395,471	1,813,854	4,179,207

Table 39. GEF-FAO Administrative Costs FY10

Corporate Activities /Project Cycle Management	Staff time	Consultant time	Staff cost (i)	Consultant cost (i)	Travel costs (ii)	Overhead costs (iii)	Total Cost
	(days)	(days)	(\$)	(\$)	(\$)	(\$)	(\$)
1. Corporate activities:							
a) Policy support	238		207,374		50,753	2,581	260,708
b) Portfolio management	564	72	415,271	26,672		4,419	446,362
c) Reporting	18	10	18,946	3,133		221	22,300
d) Outreach and knowledge sharing	113	10	90,533	4,800	53,095	1,484	149,912
e) Support to the GEF EO	7		5,960			60	6,020
f) Communications				52,806	3,696	565	57,067
Subtotal	940	92	738,084	87,411	107,544	9,330	942,369
2. Project Cycle management:							
a) Project preparation and approval	1,712	623	1,257,799	177,104	286,519	17,214	1,738,636
b) Project supervision, monitoring and evaluation	1,078	69	780,541	20,499	104,964	9,060	915,064
Subtotal	2,790	692	2,038,340	197,603	391,483	26,274	2,653,700
Total:	3,730	784	2,776,424	285,014	499,027	35,604	3,596,069