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WORLD BANK GROUP ENVIRONMENT STRATEGY AND MAINSTREAMING THE GLOBAL ENVIRONMENT: STATUS REPORT

(Prepared by the World Bank Group)

Background

1. At the meeting of the GEF Council in October 1998, the World Bank, in response to the request of the GEF Council, presented a draft report on *Mainstreaming the Global Environment in World Bank Group Operations*. This report examined priority areas for action, but did not set out a comprehensive World Bank Group (WBG) strategy for the global environment or its mainstreaming in Bank work.
2. Mr. Caio Koch-Weser, in addressing the Council, emphasized that a strategy for addressing global environmental concerns in the WBG's policies and programs would need to be established as part of the preparation of a Bank Group strategy for the environment as a whole, covering its local, regional and global aspects. He informed the Council that the WBG aimed at completing such a strategy over the next 12 months, and that it would be prepared to submit a status report on preparation of the strategy to the Council at its May 1999 meeting.
3. This report summarizes where the WBG stands and is heading in the preparation of the Environment Strategy. While this process is underway, steps to address global environmental concerns are continuing, and this note provides an update on progress made in some key areas since the October 1998 Council meeting.

The Environment Strategy for the World Bank Group

4. The WBG's framework for integrating environment and economic development was comprehensively set out in the World Development Report 1992 on Development and the Environment. Consistent with this framework a de facto environment strategy has emerged in the form of a set of policies on environmental safeguards, guidelines, regional environmental strategies, and specific sector strategies (e.g. rural, energy, urban).
5. While this de facto strategy has made important contributions, its impact on the broad environmental trends in the developing world has been mixed to limited. It has not enabled the WBG to systematically and effectively assist developing country partners in making national economic development truly environmentally sustainable, including addressing the difficult questions of trade-offs between growth and environment protection beyond "win-win" conditions. The challenge for the WBG, therefore, is to assist its client countries through lending and non-lending services to choose those growth paths that are environmentally sustainable, while recognizing that such choices have to be made in the face of urgent and pressing needs of the urban and rural poor.
6. To better meet this challenge, the WBG has set out to prepare an Environment Strategy. The attached *Draft Initiating Memorandum - Environment Strategy for the Bank* describes the objectives, scope and process for this effort. It is the result of extensive discussions and consultations with staff and managers in the operational units of the Bank as well as the Environment and other Network Anchors. The Memorandum has been reviewed by the Bank's

Operations Policy Committee and was the subject of a technical briefing meeting with the Bank's Executive Directors.

7. These initial consultations have helped to concentrate attention on four guiding principles: (i) selective focus of WBG resources on high priority areas with potential for real impact; (ii) improved recognition of the poverty/environment linkages; (iii) transparent evaluation of WBG's environmental performance through monitoring of short- and medium term benchmarks that are linked to long term goals; and (iv) long term partnerships with client countries and other actors as part of the Comprehensive Development Framework.

8. The environment strategy is envisaged to provide a framework for the WBG for moving from the "do no harm" approach to a long-term sustainable development approach. It will, inter alia, recommend approaches to establishing priorities for WBG involvement in key environmental issues, strengthening cross-sectoral integration based on selected priorities, integrating environmental issues into macro-policy and country assistance dialogue, and linking local and global concerns and solutions.

9. The WBG's environment strategy will embrace the global dimension as an integral rather than a separate part. A freestanding strategy for mainstreaming the global environment in WBG operations does not make sense, considering that to WBG member countries, acting on global environment priorities is of interest primarily when it results in enhancing national sustainable development and/or generates local or regional environmental benefits. The WBG in its dialogue with client countries must therefore build on the synergies and complementarities that exist between local, regional and global environmental benefits. The WBG's policy framework, internal and external training programs, pursuit of strategic partnerships and other elements of an environment strategy have to be reviewed and developed with this in mind.

10. We attach the greatest importance to a continued process of full consultations, internally in the Bank and externally with our clients and partners, for the development of the strategy (see last section in attached memorandum). While such a process may take longer, we believe it will result in a strategy that is both better suited to the needs of our clients, and more realistic in terms of the role that the WBG can and should play in addressing such needs.

11. The upcoming GEF Council meeting is an important opportunity for us to consult with Council Members on the proposed focus and approach for the development of the WBG's environment strategy. We propose to present to the GEF Council at its December 1999 meeting the Draft Environment Strategy Paper, together with a summary of the specific elements of the evolving strategy and its implementation that have a direct bearing on how global environmental concerns will be addressed in the Bank's policies and programs.

Update on Recent Global Environmental Mainstreaming Initiatives

12. The WBG's report to the October 1998 Council meeting reported on progress to date on efforts to address global environment objectives in various areas of WBG work. It also identified a number of priority areas for action. Action has proceeded in several of these areas, as summarized below. We would be pleased to elaborate on these and other initiatives to GEF Council Members at a convenient time during their upcoming meeting.

(i) Mainstreaming GEF in Bank operations

13. The efforts to fully mainstream GEF in the Bank's operations are continuing. First, the Regions' Unit Compact Summaries with the Corporate Resource Mobilization Department will in FY00 for the first time comprehensively include GEF outputs and portfolio performance measures. Similarly, formal regional GEF Work Program Agreements are being introduced between the regional Vice Presidents and the Vice President for Environmentally and Socially Sustainable Development. Second, financial management and project documentation aspects of Bank-GEF operations are being fully integrated into the Bank's system's renewal process. Third, the uniform costing principle is now fully applied to GEF projects. Finally, as of April 1, 1999 major elements of the Bank-GEF coordination function have been transferred to the Regions, leaving a small GEF Coordination Anchor, headed by the Bank's GEF Executive Coordinator, in the Environment Department. Together these measures are designed to support effective monitoring by line managers of the Bank's GEF program, ensure that GEF remains fully integrated into the Bank's business management systems, remove disincentives for engaging on GEF processing, and help to mainstream the global environment in the work of the regional operating units.

(ii) Integration of Environment into Country Assistance Strategies

14. The Country Assistance Strategies and the Environment (CASE) Program (supported by the Governments of Norway and Switzerland) has been launched as part of the wider effort to mainstream environment and natural resource issues in WBG operations. The goal is to develop a broad approach and analytical framework dealing with environmental issues in country assistance strategies (CASs), embracing both local and global aspects, that can be replicated across countries and regions. Testing of an initial framework in a number of CAS settings is expected to help define "good-practice" and lead to the development of training material for country teams. Environmental inputs to the CAS have been completed for Azerbaijan, Dominican Republic and Zambia; the draft Azerbaijan CAS highlighting the *Caspian Environment Program* and GEF's role in supporting it, and the draft Zambia CAS recommending GEF support for sustainable trans-frontier tourism and biodiversity conservation.

(iii) Climate Change

15. To help address global climate change, the WBG is, consistent with the UNFCCC, actively supporting its member countries in building capacity and undertaking investments, and seeking additional resources to ensure that goals for national economic development and environmental

quality are not compromised. Thus, in addition to the Bank's resource mobilization role in the GEF, these principles are being operationalized by the following initiatives.

16. Environmental Strategy for the Energy Sector: Two years ago, the WBG began to re-examine the relationship between energy and the environment. This led to a strategy paper which firmly places climate change on the Bank's agenda in the context of its assistance to client energy sectors. The Bank's Executive Board endorsed the main elements of the strategy this last November, but requested further definition of monitorable performance indicators. Detailing of an implementation plan and the development of a clear set of benchmarks are underway with the view to presenting the final strategy document for Board endorsement by mid-1999.

17. The Climate Change Global Overlays Program: The World Bank launched the Global Overlays Program in 1995 with major support from the Government of Denmark. The Program is designed to help countries analyze policy options so as to integrate global climate change considerations into their national economic and sectoral planning. Development and testing of energy sector methodologies is essentially completed and comprehensive guidance has been issued. Overlays completed in the last six months include a study on global environmental issues in Andhra Pradesh and Bihar (India) and interim study of an options framework for GHG mitigation in Sri Lanka. During the same period new overlay studies have been initiated in Brazil, Thailand, Pacific Islands, Turkey and Ghana. The focus of the continued effort is now on the transport sector, where outputs have included a comprehensive analysis of available GHG abatement strategies and a roundtable on low emission vehicles involving global public and private sectors.

18. Energy and Environment Reviews: Support for integration of climate change considerations into national economic planning is also forthcoming under the new Energy and Environment Review (EER) initiative launched jointly by the Bank's Energy and Environment Departments. The EERs take an in-depth, upstream look at the linkages between energy sector development and environmental consequences and compare prevention/mitigation scenarios against "business as usual." EERs are well under way in Mexico, Sri Lanka and Turkey with funding from the Energy Sector Management Assistance Program (ESMAP). The WBG has set a goal to commission up to another 20 EERs over the coming year.

19. WBG/GEF Strategic Partnership on Renewable Energy: In addition to the WBG's ongoing efforts under standard GEF programming procedures, we have proposed to the GEF Council the elements of a Strategic Partnership for Renewable Energy to increase the scale and effectiveness of our joint activities for the market penetration of renewable energy. The WBG proposes channeling of an increased level of funding through more flexible long-term programmatic approaches, using models such as the Adaptable Program Loan combined with phased long-term financial support for individual technologies. For the private sector, we seek a more flexible decision authority for IFC to enable quick, commercially oriented response to project opportunities. The proposed Strategic Partnership would place an increased reliance on in-country intermediaries to help identify and appraise projects, and offers opportunities for client countries to fully integrate renewables into their energy systems. The Partnership initially envisions increasing the level of GEF investments for renewables to approximately \$150 million

annually, while maintaining the historic pattern of leverage with Bank and other sources of 4 or 5 to 1. The proposal is now before Council as a decision to encourage further development of these modalities and bring specific proposals to Council for review; several pilot projects fitting the stated objectives and methods are now under development with GEF client countries.

20. National AIJ/JI/CDM Strategy Studies Program: The collaborative program of National Strategy Studies on AIJ/JI/CDM between the Bank and the Government of Switzerland was launched in 1997 as a significant contribution to the capacity building process in the framework of the Kyoto Protocol. This program, now expanding with additional donors, is designed to enhance the understanding in potential host countries of market-based mechanisms for GHG emission reductions, to help develop national policies regarding JI/CDM, and identify potential investment projects for future possible international cooperation in GHG emissions reduction. Five studies have been completed (Czech Republic, Slovakia, Russia, Uzbekistan and Argentina), four are in progress (Colombia, Zimbabwe, South Africa and Philippines) and another five are expected to commence over the next six months.

21. Activities Implemented Jointly (AIJ): The Bank, with support from the Government of Norway in 1993 established an AIJ Program of methodological work and investments to clarify how AIJ and other market mechanisms can benefit the Bank's client countries. Demonstration projects are under implementation in Poland, Mexico and Burkina Faso. In recent months, the India Integrated Agricultural Demand-Side Management has been added to this effective project portfolio. The development and implementation of these projects provide valuable "hands on" experience to countries as they prepare to participate in the implementation of the agreed mechanisms in the Kyoto Protocol.

22. The Prototype Carbon Fund is scheduled for Board review on July 20th. If approved, the Fund would be established on February 1st, 2000, and place subscription funds in about 15 projects, balanced about evenly between CDM and JI projects over the next three years. The Fund would be capped at \$150 million in subscription capital. To date, 5 Governments and 13 companies have signed MoUs signaling their intention to participate in the Fund.

(iv) Conservation and Sustainable Use of Biodiversity

23. Biodiversity overlays. The biodiversity component of the Bank's global overlays program has shifted focus on mainstreaming biodiversity conservation to the national and local levels. This shift was important to diffuse any notion that biodiversity has primarily global values and to recognize the strong economic justification that exists at the national level for conservation and sustainable use of biodiversity. Two new projects following this new focus have been launched. In Vietnam, a project study is analyzing the impact of options for national hydropower expansion on freshwater biodiversity, developing a methodology with applicability to similar situations elsewhere. In Brazil a biodiversity overlay is added to a forestry sector study to examine the consequences for conservation and sustainable use of biodiversity of transferable development rights and alternative forest reserve management regimes, optional systems for charcoal/coke production, and national forest designation and management policies. Overlays in Bolivia, the Caribbean, Guatemala and Peru are under consideration.

24. The Forest Policy Implementation Review and Strategy Development activity is well advanced. The strategy development team will hold regional consultations in the Fall, and will have available for these a set of 17 analytical papers and Bank internal implementation reviews conducted by each region. The Bank's Operations Evaluation Department will have completed its first draft review of the 1991 forest policy by June, and will hold consultations around this draft through August and September. The proposed strategy should be completed by April/May 2000."

25. The World Bank-WWF Alliance for forest conservation and sustainable use has just reached its first anniversary. While the World Bank and WWF are the alliance's managing partners, several OECD governments, the governments in client countries, and many NGOs participate in or support its work. Alliance teams have now been formed in 40 countries and activities are underway in 21 of them. Projects which would lead to achieving more than 2/3rds the [target] 50 million ha of new protected areas in forest ecosystems are under preparation, and the portfolio is expanding. Over \$6 million has been raised to support the alliance's work program.

26. Forest Trends. FT is a knowledge and partnership brokerage focussing on maintaining and expanding healthy forest ecosystems globally. Capitalized by the Bank and the MacArthur Foundation, FT was incorporated in April 1998 as an independent non-profit organization with a Board representing the private sector and NGOs from all over the world. Its first products are a handbook of alternative fibers for printers and graphic designers, a publication on forest carbon made simple, and the first world-wide gathering of companies practicing sustainable forestry.

27. The CEO's Ad Hoc Forum on Forests, chaired by Mr. Wolfensohn will meet again on November 1, 1999. The Forum has representatives of NGOs, north and south, and the CEOs of companies controlling half the world's timber trade. Working groups include advanced work on defining the world's extinction-prone forests as conservation priorities and as "hands-off" areas for commercial timber production, the role of plantations in biodiversity conservation, progress reports on collaboration to improve concession management for biodiversity and other outcomes in West Africa concessions, and building a consensus on independent certification standards to define improved forest management.

28. The Marine Market Transformation Initiative (MMTI) and the Forum on Sustainable Fisheries (FSF). The MMTI is a two year old pilot program to demonstrate the effectiveness of the Bank as a partner and catalyst of sustainable harvest practices in coral reef and shrimp aquaculture. It is nearing a close and an independent performance review is due in June, 1999. The Bank's proposal to establish the FSF to address over-fishing of the world's major fishery resources through its policy and project lending and convening power has received backing from a consortium of key governments and NGOs. Foundation and Bank funding has been secured to undertake detailed design and a work program over the next 12 months.

(v) Land Degradation

29. An Inter-Agency Initiative on Land and Water Degradation in Africa. The GEF Heads of Agencies, meeting in Washington on March 11, 1999, agreed to develop, on high priority basis, a coordinated program of action to address the degradation of land and water resources in Africa and the associated adverse impact on global environmental values. The WBG has since initiated discussions with UNDP and UNEP on the development of an action program designed to demonstrate an integrated approach to restoration and maintenance of land and water resources which builds on previous experiences and research efforts. The program would seek to generate political support to develop and implement policy reforms and capacity building in selected pilot areas to demonstrate new approaches for integrating land and water resources management and their links to the conservation of biodiversity, management of carbon through sequestration and emissions reductions, and the protection of international waters.

30. Supporting the Global Mechanism for the Desertification Convention. The Global Mechanism (GM) is responsible for developing and promoting a variety of flexible mechanisms and arrangements to channel financial resources to affected developing countries to fulfill their obligations under the Desertification Convention. The WBG supports the GM and the Convention, through its membership in the Facilitation Committee, use of WBG instruments and fora to facilitate the activities of the GM, and by exploring convergence between WBG lending and non-lending activities and the operations of the GM. To this end, the WBG will host a high level brainstorming session in June 1999 to review the socioeconomic and environmental costs of land degradation in WBG's member countries, identify the challenges and opportunities provided by the Convention and suggest practical strategies to effectively address them.

**Environment Strategy
for the World Bank Group**

Draft Initiating Memorandum

Environmental Challenges of Development – The Need for a Strategy

More than 1.3 billion people live in poverty around the world. For these people, development means emergence from poverty and improved quality of life. However, without proper attention to the complex links between development and environment – including environmental impacts on human health and the productive capacity of natural resources – current development paths are not sustainable, and will ultimately hamper the efforts of societies' to improve the standards of living.

Significant achievements have been made in addressing certain environmental problems during the past decade. The number of trained professional staff and the portfolio of environment projects have increased dramatically in the last ten years and environmental due diligence on WBG lending is now standard practice. However, considering the magnitude of environmental issues, the impact of the WBG's programs on broad environmental trends in the developing world has been limited, and the achievements of various programs have been mixed. For example, while the number of acres of tropical rain forest continues to decline, efforts to phase lead out of gasoline have increasingly succeeded.

Like other development and financial institutions, the WBG has fallen short in systematically factoring environmental considerations into country assistance strategies and policy lending, in shifting the focus of environmental assessment from project-specific to a comprehensive sectoral or regional outlook, and in assuring that projects meet environmental objectives during implementation. The WBG is also facing a challenge of addressing emerging environmental problems and broadening its understanding of development effectiveness beyond economic policies and intervention: good governance, social inclusion, responsible private sector and strategic application of coordinated donor assistance are as important for achieving sustainable development as economic growth. Worldwide trends such as the increasing role of the private sector, globalization of markets and liberalization of trade, the decentralization of political and economic decisionmaking to sub-national levels, rapid urbanization, population growth, and the emerging role of civil society have posed additional challenges and opportunities for environmental stewardship.

Although the WBG has made considerable progress in introducing environmental policies, procedures and programs, it has no explicit corporate environmental strategy. The Bank's views and strategic directions on environmental sustainability were most

comprehensively expressed in the *World Development Report 1992 on Development and the Environment* which provided a framework for integrating environment and economic development. The de facto environment strategy of the Bank is also embedded in policies on environmental safeguards, guidelines, regional environmental strategies, environmental sector work, and specific sector strategies (e.g., rural, energy, urban).

A central dilemma faced by developing countries and the development community alike is how to balance short-term urgencies against the severe longer-term risks posed by continued degradation of natural capital and the environment. Meeting the needs of rapidly growing population in the developing world raises long-term environmental challenges. However, political institutions are geared to the short-term, while long-term programs are often difficult to implement, especially if they are costly or make powerful and vocal interest groups worse off. Overcoming this lack of institutional foresight is a key challenge of sustainable development. This is also a challenge for the Bank, requiring to move away from its short-term focus on operations, to raise the practical planning horizon reflecting long-term environmental concerns, and to develop a vision of what it takes to help moving countries to more sustainable development paths and the WBG's role should be.

Objectives

The objectives of the proposed environmental strategy are to (i) outline an agenda for selective focus of Bank-group efforts and resources in high priority areas where there is a strong potential for real impact; (ii) build awareness and understanding of the poverty/development/environment links among WBG staff and client countries; (iii) begin to define long-term goals and short- and medium-term performance benchmarks to provide a transparent basis to evaluate the Bank's environmental performance; and (iv) promote a long-term partnership with client countries and other actors as part of the Comprehensive Development Framework (CDF).

Scope

Stocktaking and evaluation. The WBG's environmental agenda, like the environmental agenda of most countries, has gradually evolved in terms of institutional, policy, procedural changes, strategy, and assistance program. Safeguard policies and procedures have been introduced to minimize the potential negative impacts of development. Beyond the "do no harm" approach, the Bank has introduced a range of targeted environmental programs including technical assistance to regional, national and local environmental strategies and action programs, sector work, policy analysis, institution and capacity building, and targeted investment lending (including natural resource management, biodiversity protection, pollution abatement etc). Additionally, environmental considerations have been gradually introduced to other sectors' strategies and programs. The stocktaking and evaluation will be carried out in collaboration with on-going work at OED. Drawing on a review of CASs; OED reports on NEAPs, energy, water and sanitation, forest policy, the proposed evaluation of sustainable service delivery; and other

Bank reviews (the experience with industrial pollution abatement, capacity building, and regional self assessments), it will:

- Summarize the WBG's current de facto environment strategy, evaluate how effectively it has been implemented in terms of results on the ground, based on a set of indicators, and linked to the Bank's mission to alleviate poverty. Identify what has worked and what hasn't and analyze why.
- Evaluate the effectiveness and implementation experience of safeguard policies.
- Present the evolution of environmental activities drawing on an assessment of non-lending and lending operations, an analysis of general trends of the Bank portfolio, the portfolio targeted to improve environmental conditions; and operations in a range of sectors (energy, water, urban, etc) with environmental components or positive environmental implications.
- Assess the implications of strategies developed for other sectors – rural development, health, education, forestry, urban, social, water, energy, etc. – on environmental sustainability and the implementation of these strategies. Identify areas and opportunities for improvements.
- Identify “Opportunity Gaps” -- missed opportunities to maximize environmental benefits -- throughout the Bank portfolio, e.g., privatization support projects that omit a framework for dealing with historical environmental liabilities; policy reform dialogues that underestimate the benefits of reform by not reflecting environmental externalities, etc.
- Identify external and internal constraints, gaps, and areas for improvement including institutional issues, procedures, policies, WBG instruments, organizational issues, staff skills, and resources.

Strategic options and business implications. The proposed strategy will try to answer the difficult questions of trade-offs between growth and environmental protection beyond “win-win”, the interdependence between economic and political factors in environmental management, and the balance between local and global issues. It will coordinate with the CDF program, which is addressing many similar issues in a longer term perspective. Overall, the strategy is envisaged to provide a framework for the WBG for moving from the “do no harm” approach to a long-term sustainable development approach. The strategy will, inter alia, recommend approaches to:

- *Establishing priorities for Bank involvement in key environmental issues*, based on potential Bank effectiveness, high economic and social rates of return, and high time sensitivity and irreversibility. As the Bank continues to mainstream its environmental agenda into many sectors and line agencies, clear targeting of effort is required. It is recognized that Bank involvement may need to be curtailed in certain environmental areas where vested interests may preclude successful outputs in the short and medium terms.
- *Strengthening cross-sectoral integration based on the selected priorities*. This may include guidelines for better integrating environmental issues into sector strategies

including infrastructure, education, and health, as well as development of measurable performance indicators in these sectors. The guidelines will also address best practice for long-term environmental assistance programs, including policy advice, capacity building, and formal and informal regulation.

- *Integrating environmental issues into macro-policy and country assistance dialogue, e.g., in the framework of structural and sectoral adjustment programs and CASs.*
- *Improving and adjusting quality assurance mechanism, to reflect changing requirements of long-term policy lending in the framework of CDF.*
- *Linking local and global concerns and solutions, including collaboration with GEF and other partners.*
- *Matching Bank policies, procedures, instruments and resources with the requirements of the proposed strategy, including new lending instruments and staff skills.*

Partnerships. There are many actors and agents working to promote environmental sustainability, sharing many common goals, and offering a potential for effective cooperation. The strategy will:

- Give a brief assessment of the different agents (e.g., UNEP, UNDP, WHO, OECD, International Conventions, CSD), the roles they play, how they can complement the WBG, and what are the criteria, examples, and future opportunities for effective, value-adding partnerships for the WBG.
- Evaluate the experience in interacting with organizations in the civil society and the private sector, identify constraints, areas for improvement, and opportunities for future focus.
- *Assess the effectiveness of the Bank as agency assisting in the implementation of international environmental agreements, such as the Biodiversity and Climate Change Conventions, and in reaching global environmental objectives and changing the way long-term environmental considerations have been incorporated into Bank operations. Identify areas where collaboration with financing mechanisms such as the GEF can be most effective in addressing both global and national priorities.*

Process

Preliminary consultations. The initial work on defining the objectives, issues and scope of the Strategy has been a collaborative effort of the Environment Anchor and the Technical Committee of the Environment Sector Board based on discussions within the Bank, including with Regional environmental units, members of the other networks, staff preparing other sector strategy papers, operational staff, and selected managers. Externally, consultations are being held with principal donors and with several of the leading NGOs to get further reactions and suggestions. These discussions have been uniformly supportive of the idea of preparing the strategy and of the approach being suggested.

Review and feedback. The draft Initiating Memorandum will be discussed with the Environment Sector Board, OPC, the ESSD Council, the GEF Council¹, and the CODE subcommittee.

Contributions from the Environment Family and other Networks. Preparation of the strategy will be based on input from staff in the Environment Anchor, Regional environment units, other Networks including FPSI and PREM, DEC, IFC, as well as external consultants and other institutions. The strategy will be the primary focus of the Environmental Forum in May. A series of seminars and consultations will be held with Bank staff to develop a consensus among operational staff on the structure, instruments, and implementation of the strategy.

Collaboration with OED. The preparation of the Strategy will be closely coordinated with OED to draw upon their recent and ongoing work, in particular the proposed environmental review including evaluations of NEAPs, the environment, forest policy, and proposed work on sustainability of social programs.

External consultations. Both the issues paper and draft strategy and recommendations will be subject to broad external discussions. A number of meetings and workshops will be held with a wide range of stakeholders in developing and donor countries, and with partner organizations to share views and obtain inputs. To facilitate discussions, an internal discussion site on Notes is being organized, and an external website and discussion forum will be established.

Schedule

April 13	Clearance of the IM by the Environment Sector Board
April 16	OPC review of the draft Initiating Memorandum
April 20	Technical meeting with EDs
April 26	Progress report sent to GEF for discussion May 6
May 12	Meeting with CODE subcommittee
May 20-21	Environment Forum: broad discussions with the Environment and other Families and Networks (including field staff) and external partners
June-September	Internal consultations within Environment Family and across WBG
September 28	Event at Annual Meetings based on first draft Issues Paper

¹ The GEF Council, through its CEO, requested in May, 1998 that the WB submit for Council review at its October 1998 meeting a strategy and timetable showing how the Bank will integrate global environmental activities into its own policies and programs. At the October meeting, Bank management submitted a progress report on its efforts to mainstream global environment issues in Bank activities. Furthermore, Bank management advised the GEF Council that the further development of the Bank's global environmental mainstreaming efforts would form an integral part of the preparation of a corporate environment strategy for the WBG. It was agreed that a status report on the preparation of the environment strategy would be submitted to the May 1999 Council meeting, and that the full strategy report would be made available to the November 1999 Council meeting.

October	Draft Issues Paper to the OPC
November	Draft Issues Paper to CODE subcommittee and GEF
December	GEF meeting
October '99-April '00	Consultation/discussion/revision
Mid '2000	Draft Strategy