



Global Environment Facility

GEF/C.13/10
April 1, 1999

GEF Council
May 5-7, 1999
Agenda Item 11

GEF CORPORATE BUDGET FY00

Recommended Council Decision

The Council reviewed document GEF/C.13/10, *GEF Corporate Budget FY00*, and approves the proposed FY00 corporate budget of \$22.235 million, subject to the comments made during the Council meeting, comprising:

(a) an amount of \$17.666 million for the operational resource requirements of the six GEF organizational units (the three Implementing Agencies (IAs) coordination units, GEF Secretariat; Trustee and the Scientific and Technical Advisory Panel (STAP)) in the provision of corporate management services; and

(b) an amount of \$4.569 million to support the implementation of the proposed strategic partnerships and special initiatives of strengthening of country ownership of GEF projects and greater outreach and communications.

GEF FY00 CORPORATE BUDGET

I. INTRODUCTION

Proposed FY00 Corporate Budget

1. The GEF FY00 Corporate Budget proposal seeks Council approval for a budget of \$22.235 million comprising (i) an amount of \$17.666 million for the operational resource requirements of the six GEF organizational units (the three Implementing Agencies (IAs) coordination units, GEF Secretariat; Trustee and the Scientific and Technical Advisory Panel (STAP)) in the provision of corporate management services, for Fiscal Year 2000 (July 1, 1999 - June 30, 2000); and (ii) an amount of \$4.569 million to support the implementation of the proposed strategic partnerships, and special initiatives for strengthening of country ownership of GEF projects and greater outreach and communications.

Annual Corporate Budgeting for GEF

2. The GEF Annual Corporate Budget is guided by the rolling three-year GEF Corporate Business Plan for implementing the GEF Operational Strategy and has been formulated consistent with the general planning principles used for its Corporate Business Plan: integration of planning; corporate identity; realism; steady and stable growth; cost-effectiveness; and flexibility. The FY00 Corporate Budget covers the resource requirements of the six GEF units to support the planned activities and deliverables for the first year of the GEF FY00 – 02 Corporate Business Plan¹ by providing the budgetary framework for programming their corporate services and for deploying staff and other resources for the fiscal year. During the year, as appropriate, the CEO may authorize supplemental budgetary resources, within the approval authority given to him by Council², on the basis of projected work program experience.

II. FY00 BUSINESS AND OPERATIONAL DEVELOPMENTS

New Work Program Initiatives

3. The FY00 Corporate Budget takes into account the impact of the implementation of the following new operational work program initiatives.
- *A fee-based system* for the funding of the life-time costs of project implementation by the Implementing Agencies (paras. 4-6).
 - *Strategic partnerships*³ which build on the comparative advantages of each IA and their commitments to integrate global environment activities into their regular work programs (paras. 7 - 8).

¹ *GEF Corporate Business Plan FY00-FY02*. GEF/C.12./11, September 11, 1998.

² *Joint Summary of the Chairs*, April 9, 1996, para 22.

³ *Strategic Partnerships with GEF Implementing Agencies*. GEF/C.13/9, May 1999

- *Country Ownership and Coordination of GEF Projects*⁴ action plan which is intended to strengthen country-level coordination (paras. 9-10); and
- *Greater Outreach and Communications* (paras.9-10) action plan intended to expand and enhance GEF’s outreach strategy and efforts.

Implementation of a Fee-Based System in FY00

4. In previous years, the IAs’ costs of implementing GEF projects were provided for both as (i) project-direct costs in the annual Corporate Budget; and (ii) a component of the project grant allocation. The project-direct costs provided in the annual Corporate Budget covered the IAs’ costs for their current and planned projects for only that immediate year; regardless of the multi-year duration of most projects. For project implementation costs expected to be incurred in subsequent years, there is an implied resource commitment, for which the Trustee provisions the required funds for GEF as a whole. These resources are then provided for and approved by Council in each subsequent year’s annual corporate budget.

5. It is proposed that beginning in FY00, such costs would be covered by the proposed Fee-Based System⁵ and, therefore, ***would be included in the fee approved at the time of each specific project approval by Council.*** These fees, so determined and approved, would cover the ***life-time implementation costs*** of that project. ***Thus, a major consequence of introducing the proposed Fee-Based System is that each year’s annual corporate budget would no longer need to provide for IAs’ project implementation costs for their ongoing or planned projects.***

6. The annual Corporate Budget for the six GEF organizational units will continue to be determined on the basis of resource requirements for their planned corporate work program, and it is presented in terms of their business and operational activities (paras. 12-13).

Strategic Partnerships

7. The GEF resource allocation for “special initiatives” includes resources needed for the activities outlined in the document entitled, *Strategic Partnerships with GEF Implementing Agencies* (GEF/C.13/9). In proposing opportunities for strategic partnerships with the Implementing Agencies, the GEF identified synergies and complementary activities based on the comparative strengths of the agencies. Specifically, it recognized that UNDP has an extensive network of country offices and the ability to mobilize donor resources for small-scale development activities (i.e. the Small Grants Programme) and has a comparative advantage in capacity building. UNEP’s work in environmental assessment, knowledge management and outreach provides a foundation for partnering with the GEF Secretariat in these areas. The World Bank has signaled its readiness to provide greater resources for renewable energy, using its new adaptable lending instrument, and GEF resources would leverage this commitment.

⁴ *Country Ownership of GEF Projects.* GEF/C.12/8,

⁵ *“Proposal for a Fee-Based System for Funding GEF Project Implementation”* – GEF/c.13/11, April 1, 1999

8. To support these strategic partnerships, the FY00 Corporate Budget provides for the following initiatives to be undertaken jointly with the GEF Secretariat:

- Strategic Partnership with UNDP to develop an initiative aimed at determining how best the GEF can meet the capacity-building needs of recipient countries in the focal areas of climate change and biodiversity, as identified by the guidance of the two Conventions and the reports/communications of the countries to the Conventions. (\$1.5 million)
- Strategic Partnership with UNEP, building on comparative strengths in environmental assessment of outreach to the scientific and technical community and knowledge management, would help mobilize the scientific and technical community for the preparation of GEF projects. (\$2.0 million)

Strengthening Country Ownership and Greater Outreach/Communication

9. At its last meeting, the Council “*approve[d] the proposed elements for an action plan to strengthen country level coordination and a strategy for greater outreach and communication, subject to the comments of the Council. The Secretariat, in consultation with the Implementing Agencies as well as with national focal points and other appropriate actors, [was] requested to proceed to prepare and, where possible, to implement activities necessary to achieve those elements. The Secretariat [was] also invited to include in the proposed corporate budget for FY00 administrative resources necessary to carry out the activities foreseen under the elements of the action plan and strategy.*” In response to this decision⁶, the following outreach and communication initiatives (discussed in greater detail in Annex 1), managed by the GEF Secretariat in collaboration with the GEF Implementing Agencies, are planned for FY00:

Table 1: Greater Outreach and Communication Initiatives

Greater Outreach and Communication Initiatives	\$
Country dialogue workshops	ongoing
Best practices workshop	70,000
GEF display and project-based workshops	100,000
Audio visual program	100,000
Video reproduction/translation	15,000
Strengthen media coverage of GEF issues and activities	20,000
Partnership with UNEP to incorporate global environment concerns in <i>Our Planet</i> (contingent on matching financing from UNEP);	100,000
NGO quarterly newsletter	10,000
Web redesign and maintenance	15,000
Total	430,000

10. Additionally, with the objective of strengthening country level coordination and constituency coordination by Council Members, a second group of activities and services to be provided by the field offices of Implementing Agencies is proposed in document GEF/C.13/13:

⁶ *Joint Summary of the Chairs*, October 20, 1998, paras. 10-11

Strengthening Country-Level Coordination and Country Ownership of GEF-Financed Activities. These activities and services will include logistical support to recipient country focal points and Council Members for coordination activities, and assistance with communications, information and documentation. The total estimated cost for these activities is \$639,000.

GEF Cost Structure

11. As a result of substantive financial management reviews and analyses of GEF work program resource utilization and costs undertaken by the IAs and GEF Secretariat, GEF's total cost structure has been organized into the following distinct categories (further discussed in Annex 2) in order to facilitate more specific and precise management of each cost category. This new categorization of costs will enhance overall financial management and control of total GEF operational expenditures.

- a. Project Grant Allocation
- b. Project Development and Preparation Funds
- c. Implementing Agency Fees
- d. Executing Agency Fees
- e. Corporate Management Costs
 - Implementing Agencies GEF Coordination Units
 - Trustee
 - Scientific Technical Advisory Panel (including STAP Secretariat)
 - GEF Secretariat

Activity-Based Cost Management

12. The FY00 Corporate Budget for the GEF units is presented in terms of the primary business and operational activities for which their budgeted resources will be employed in support of GEF. This cost breakdown enables a more meaningful analysis and understanding of the budget and, therefore, facilitates management of GEF resource demand and utilization. These activities, listed below and defined in Annex 3, were identified in conjunction with a review and definition of GEF's corporate services and cost structure.

- Institutional Relations
- Policy & Program Development/Coordination
- Outreach/Knowledge Management/External Relations
- Management & Finance
- Monitoring & Evaluation

13. Activity-based cost management will enable the establishment of more relevant and meaningful relationships between resource input, cost-expenditures and work program output and deliverables. This will require and facilitate improved substantiation and monitoring of utilization of GEF resources.

III. PROPOSED FY00 BUDGET

FY00 Work Program

14. GEF's FY00 proposed work program, in terms of project value, is about 32% higher than the \$480 million forecast in the GEF FY00-02 Business Plan⁷. This preliminary pipeline of projects (summarized in Table 2 below) has been developed by the three IAs, based on the expected number of projects and average GEF funding for each project category. The increase results primarily from a greater than estimated growth in demand from countries for GEF assistance. These preliminary work programs proposals are subject to confirmation through internal work program agreements. For financial and budgetary management purposes, GEF projects are classified into four project-types; i.e., investment (INV), technical assistance (TA), medium-size (MSP) and expedited enabling activities (EEA) – further discussed in Annex 4.

Table 2: Proposed FY00 Implementing Agencies Work Program

Project-Type	UNDP		UNEP		WB		Total	
	No of Projects	Project Value \$m	No of Projects	Project Value \$m	No of Projects	Project Value \$m	No of Projects	Project Value \$m
INV	-	-	-	-	35	335.0	35	335.0
TA	32	175.0	11	42.0	-	-	43	217.0
MSP	31	22.5	9	5.0	22	15.0	62	42.5
EEA	10	2.5	18	2.5	-	-	28	5.0
TOTAL	73	200.0	38	49.5	57	350.0	158	599.5

FY00 Budgets for Corporate Management Costs

15. The proposed FY00 Corporate Budget has been determined on the basis of the resource requirements for the planned corporate work program and are presented in terms of planned business and operational activities.

Implementing Agencies Coordination Units

16. The IAs' corporate budget essentially encompasses operating expenses that were included in FY99's budget as administrative overhead costs and under project-indirect costs. With the introduction of the current cost structure (as described in para.11 above), project indirect costs have been reclassified either as project-direct (now funded as IA fees) or as corporate management cost (funded by annual corporate budget), depending on their object of expenditure. The IAs' FY00 corporate budgets, therefore, reflect the implications of this change.

17. The respective IA's FY00 budgets manifests the stabilization of the resource requirements of their annual corporate services in support of GEF operational activities and

⁷ GEF Corporate Business Plan FY00-FY02. GEF/C.12./11, September 11, 1998.

deliverables. This budgetary magnitude enables the IAs to realistically provide the requisite level of core corporate services encompassing institutional relations, policy & program development/management/coordination, outreach/knowledge management/external relations, management & finance and monitoring & evaluation. On occasion, an IA's budget, as in the case of the World Bank, reflects the streamlining impact of its parent agency's organizational changes. The proposed FY00 corporate budget of the IA coordination units, totaling \$7.564 million, is summarized in Table 3 below.

Table 3: Proposed FY00 Implementing Agencies Coordination Units Budget

Work Program Activity	UNDP		UNEP		WB		Total	
	StYrs	\$m	StYrs	\$m	StYrs	\$m	StYrs	\$m
Institutional Relations	0.4	0.092	1.0	0.197	0.6	0.205	2.0	0.494
Policy & Program Development/Coordination	6.8	1.605	8.0	1.573	4.8	1.414	19.6	4.592
Outreach/Knowledge Mngment/Ext Relations	0.6	0.137	2.0	0.393	0.7	0.196	3.3	0.726
Management & Finance	1.8	0.435	1.5	0.292	2.1	0.595	5.4	1.322
Monitoring & Evaluation	0.8	0.188	0.5	0.100	0.6	0.142	1.9	0.430
TOTAL	10.4	2.457	13.0	2.555	8.8	2.552	32.2	7.564

GEF Trustee

18. GEF Trustee covers resource mobilization/management, legal, accounting/financial reporting, and investment management responsibilities. The proposed FY00 budget shows a \$62,000 decrease from FY99, due to reduced Trustee staff benefit costs as a result of changes in the Bank's pension funding policy. Fees for legal, investment and accounting services are not expected to increase in FY00. The overall volume of work is expected to be close to FY99 levels. However, implementation of expanded opportunities for executing agencies during FY00 may require additional resources; ongoing pilot experience suggests additional administrative, legal and accounting involvement.

Table 4: Proposed FY00 Trustee Budget

Work Program Activity	StYrs	\$m
Resource Mobilization and Management	3.0	0.434
Legal services		0.052
Accounting & Reporting,		0.197
Investment Management		0.117
TOTAL	3.0	0.800

Scientific and Technical Advisory Panel

19. The Scientific and Technical Advisory Panel's (STAP) annual budget covers the costs of its Panel Members and the corporate activities of the STAP Secretariat. Guidance for its FY00 work program was derived from the GEF FY00-02 Business Plan as discussed by STAP at its meeting⁸. The FY00 budget of \$1.43 million reflects the increased support, travel and communications costs of both the Panel Members and the Secretariat resulting from a more demand-driven work program.

Table 5: Proposed FY00 STAP Budget

STAP Secretariat - Work Program Activity	<i>StYrs</i>	<i>\$m</i>
Institutional Relations	0.6	0.164
Policy & Program Development/Coordination	0.5	0.136
Outreach/Knowledge Management/External Relations	0.7	0.191
Management & Finance	0.2	0.054
Total	2.0	0.545

STAP Members - Work Program Activity		<i>\$m</i>
Honoraria & Logistical/Secretarial Support		0.395
STAP Meetings/Workshops		0.493
Total		0.888

STAP – FY00 Budget	Total	2.0	1.433
---------------------------	--------------	------------	--------------

GEF Secretariat

20. The GEF Secretariat's annual budget covers the costs of its corporate services, with particular emphasis on policy and program development and coordination. In FY00, the GEF Secretariat work program will include, in addition to its increasing policy development, program management and corporate relations activities:

- expanded involvement with Convention secretariats and maintenance of a strong presence at upcoming Conferences of the Parties, General Assembly and subsidiary body meetings;
- enhancement of GEF Secretariat's and IAs' financial management practices and systems, including a review and improvement of the operation of the proposed fee-based system, collaboratively with the IAs;

⁸ Nairobi, Kenya – February 10–12, 1999

- renewal and revamping of its corporate project and financial data base (including procurement data), in collaboration with the IAs and Trustee; and
- strategic partnerships and country ownership initiatives.

Table 6: Proposed FY00 GEF Secretariat: Core Budget

Work Program Activity	StYr	\$m
Institutional Relations	3.1	0.840
Policy & Program Development/Coordination	13.0	3.484
Outreach/Knowledge Management/External Relations	3.6	1.094
Management & Finance	4.0	1.187
TOTAL	23.7	6.605

In FY00, GEF Secretariat expects to address any additional resource demands resulting from the development and implementation of identified and potential business and operational work program initiatives within its approved budget.

21. The Monitoring & Evaluation (M&E) Unit will continue to pursue its work program in FY00, as defined at the May 1998 Council meeting⁹, giving high priority to incorporating M&E systems in projects, including program and project indicators. The annual Project Implementation Review will be further strengthened and expanded to provide for more rigorous assessments and thematic review, the GEF Lessons Notes series will continue and new M&E evaluations and related activities will be carried out.

Table 7: Proposed FY00 GEF Secretariat: Monitoring & Evaluation Budget

Work Program Activity	StYr	\$m
Project Implementation/Thematic Reviews	0.8	246
Program Reviews/Evaluations/Studies	1.8	519
Standards/Communications/Dissemination	1.7	499
TOTAL	4.3	1,264

In FY00, all GEF entities will be more systematically involved in corporate M&E than before, and extensive participation is expected by the IAs. The IAs' participation is planned at about 1.9 staff years; the distribution among them reflecting FY99 resource experience while supporting a minimum participation in most activities by all three IAs.

Total GEF FY00 Corporate Budget

⁹ Framework and Work Program for GEF's Monitoring, Evaluation and Dissemination Activities. GEF/C.8/Rev.1.

22. GEF's total FY00 resource requirements are summarized in Table 8 below.

Table 8: Proposed FY00 Corporate Budget

GEF Organizational Units	FY00	
	StaffYears	\$m
Implementing Agencies Coordination Units		
UNDP	10.4	2.457
UNEP	13.0	2.555
WB	8.8	2.552
Trustee	3.0	0.800
Scientific Technical Advisory Panel	2.0	1.433
GEF Secretariat	23.7	6.605
Monitoring & Evaluation Unit	4.3	1.264
Sub-Total	65.2	17.666
Special Initiatives		
UNDP Strategic Partnership (Capacity Building Initiative)		1.500
UNEP Strategic Partnership (Mobilizing the Scientific & Technical Community)		2.000
Greater Outreach/Communication		0.430
Country-level Ownership and Coordination		0.639
Sub-Total		4.569
TOTAL		22.235

Proposed Elements for Greater Outreach and Communications

At its last meeting, the Council reviewed proposed elements for strengthening country level coordination and ownership and greater outreach and communications. These elements were proposed as a response to the policy recommendations approved by the Council as a result of replenishment and the Study of the GEF's Overall Performance as well as the Statement of the GEF Assembly. Specifically, the Council decision:

“Approve[d] the proposed elements for an action plan to strengthen country level coordination and a strategy for greater outreach and communication, subject to the comments of the Council. The Secretariat, in consultation with the Implementing Agencies as well as with national focal points and other appropriate actors, is requested to proceed to prepare and, where possible, to implement activities necessary to achieve those elements.

The Secretariat is also invited to include in the proposed corporate budget for FY00 administrative resources necessary to carry out the activities foreseen under the elements of the action plan and strategy.”

Under “special initiatives”, resources have been included to support the implementation of the agreed elements. The first group of activities are those that will lead to greater outreach and communication. These initiatives will be managed by the GEF Secretariat. In proposing these activities, the Secretariat has consulted with the GEF Implementing Agencies. The agencies will be essential partners with the Secretariat in carrying out the proposed activities.

These initiatives include:

- Working with the Implementing Agencies to implement country dialogue workshops (resources for the workshops were provided through project approved by Council in October 1998);
- Best practices workshop. Dissemination of information to encourage strengthened national focal points and domestic outreach (estimated cost, \$70,000);
- GEF display and project based workshops at meetings of the Conferences of the Parties , General Assembly and subsidiary bodies: 5 such workshops in FY00 for UNGA special session on SIDS, COP5/FCCC, COP3/CCD, COP5/CBD, and one additional at a Subsidiary body or other meeting (estimated cost of workshop and GEF display at a meeting is \$20,000 : total cost of \$100,000 in fiscal year);
- Audio visual program: GEF is negotiating a three year program of satellite television and radio broadcasts, mainly to recipient countries, featuring six GEF projects a year. Collaborating institution is International Television Trust for the Environment (TVE).(estimated cost of 6 feature films and radio broadcasts in FY00 is \$100,000);
- Video reproduction/translation (estimated cost, \$15,000);

Proposed Elements for Greater Outreach and Communications

- Collaboration with World Congress of Environmental Journalists to strengthen media coverage of GEF issues and activities – GEF financing to help cover cost of recipient country journalist training and travel. WCEJ will include GEF issues/stories in its training and in its distribution of material to its 6,000 members (estimated cost, \$20,000);
- Partnership with UNEP to support publication *Our Planet* (estimated cost, \$100,000, contingent on matching financing from UNEP);
- NGO quarterly newsletter (estimated cost, \$10,000); and
- Web redesign and maintenance (estimated cost, \$15,000).

GEF COST STRUCTURE DEFINITIONS

Implementing Agency Fees (Project Direct Costs)

- all project-cycle tasks (e.g., review, appraisal, briefings, consultations, documentation, advice, negotiations, financial/legal administration, reporting, coordination, etc.) *carried out directly in respect of the development , preparation, supervision and evaluation of a specific project*

Corporate Management - Implementing Agencies

- Assembly/Council/COP/STAP/Secretariat-related forums and meetings: participation, policy work, meetings, paper/report preparation/review; internalizing/coordinating GEF and governing bodies policies into IA's GEF workprogram/operations
- corporate business/workprogram/budget planning, preparation, monitoring and reporting (incl. quarterly corporate financial reporting to Trustee)
- financial/personnel/operational management and administration (incl. project database management; quarterly corporate financial projections and reports to Trustee; internal and external audit reviews)
- corporate outreach activities (e.g., workshops, publications, videos, orientations, etc.)
- review/evaluation of project/PDF proposals/reports/progress;
- review and preparation of GEF working papers/corporate M&E studies (including PIRs)
- improving technical expertise/network in regions/provide GEF operational guidance to staff
- participation in technical meetings/seminars/conventions/task forces/information dissemination
- mobilization of non-project specific co-financing; arranging bilateral and multilateral collaboration
- inter-agency coordination

Scientific Technical Advisory Panel (STAP)

- STAP meetings-related administration/participation/travel/facilities/services
- preparation of reports for Council meetings and business plans/budgets
- workprogram/financial/personnel administration
- Assembly/COP/Council/STAP meetings participation.

Trustee

- management and administration of Funds replenishment and encashment
- audit reviews/financial accounting reporting to Council.

Corporate Management - Secretariat

- Assembly/Council/NGO consultations/COP/STAP/Secretariat-related forums and meetings: policy work, participation/administration/organization, papers/reports preparation/review; internalizing and coordinating GEF and governing bodies policies into IA's GEF workprogram/operations
- corporate business/workprogram/budget planning, monitoring and reporting (incl. quarterly corporate financial reporting to Trustee)
- financial/personnel/operational management and administration (incl. project and financial database management; corporate financial projections and reporting; internal and external audit reviews)
- coordinate/implement corporate outreach activities (e.g., workshops, publications, videos, exhibits, orientations, etc.)
- review/evaluation of project/PDF proposals/reports/progress (including bilateral IA project consultations and reviews);
- review and preparation of GEF working papers/corporate M&E studies (including PIRs)
- participation in technical meetings/seminars/conventions/task forces/information dissemination

- inter-agency coordination and NGO liaisons

GEF Corporate Management Activities

Institutional Relations

- participation and policy preparation/review/reporting in respect of Assembly/Council/COP/STAP/Secretariat-related forums and meetings

Policy & Program Development/Coordination

- policy development and program management/coordination
- interpreting/implementing/internalizing/coordinating GEF policies and guidelines
- GEF Secretariat/inter-agency/Trustee coordination and STAP/NGO/national bodies liaisons
- participation in technical meetings/seminars/conventions/task forces/workshops

Outreach/Knowledge Management/External Relations

- workshops, conferences, training, symposiums, orientations
- communications, publications, videos, presentations
- best practices and knowledge dissemination
- scientific/technical information dissemination

Management & Finance

- corporate/personnel/financial/budget/legal management and administration

Monitoring & Evaluation

- review/evaluation of program/portfolio/project progress

GEF Project-Types

Investment (INV)

Large, regular projects are processed according to the full GEF project cycle. Investment projects are primarily developed and managed by the World Bank and, because of their size and complexity, generally require longer and more costly development, preparation, implementation, and evaluation than the other types of GEF project.

Technical assistance (TA)

Regular projects comprising technical assistance, capacity-building, institutional strengthening, targeted research, environment assessments, structured learning and enabling activities connected to the Operational Programs rather than the preparation of National Communications, tend to be smaller, more standardized and less costly to administer. Technical assistance projects are primarily developed and managed by UNDP, although some World Bank investment projects have technical assistance components.

Medium-sized project (MSP)

At their meeting in October 1996, the GEF Council meeting approved expedited procedures for processing medium-sized projects (less than \$0.75 million in size).¹⁰ Although this simplified cycle reduces the cost per project, the cost as a proportion of the allocation is still higher than for larger projects. The administrative costs of medium-sized projects are also somewhat uncertain, as the Implementing Agencies have had only limited experience with this newly introduced modality.

Expedited Enabling Activity (EEA)

Enabling Activities that meet the operational criteria and do not exceed the established cost norms can be approved by the CEO using expedited procedures. These are very standardized activities. Some “retrofits” (additions to existing enabling activities to accommodate new guidance from a Conference of the Parties) are also included in this category. Enabling activities that exceed the cost limits for expedited approval are regarded as having cost and effort levels that are comparable to technical assistance projects.

¹⁰ *Proposal for Medium-Sized Projects.* GEF/C.8/5