



GEF/C.15/5
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GEF Council
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Agenda Item 9

GEF CORPORATE BUDGET
FY01

Recommended Council Decision

The Council reviewed document GEF/C.15/5, *GEF Corporate Budget FY01*, and approves the proposed FY01 corporate budget of \$19.561 million, subject to the comments made during the Council meeting, comprising:

(a) an amount of \$18.293 million for the resource requirements of the six GEF organizational units (the three Implementing Agencies coordination units, GEF Secretariat; Trustee and the Scientific and Technical Advisory Panel) in the provision of corporate management services; and

(b) an amount of \$ 1.268 million to support the proposed special initiatives of (i) a project tracking and management information system; (ii) the second year of the strengthening of country-level ownership and coordination of GEF-financed activities; and (iii) the continuation of greater outreach and communications efforts.

GEF CORPORATE BUDGET FY01

EXECUTIVE SUMMARY

- (a) The GEF FY01 Corporate Budget seeks Council approval for ***a proposed budget of \$19.561 million*** comprising: ***\$18.293 million for the resource requirements of the GEF Units*** (GEF Secretariat, three Implementing Agencies' Coordination Units, Trustee, the Scientific and Technical Advisory Panel); and ***\$1.268 million for Special Initiatives to be task-managed and implemented by the GEF Units***.
- (b) The FY01 Corporate Budget supports ***the planned activities and deliverables for the first year of the GEF FY01-FY03 Corporate Business Plan*** by providing the GEF units with the budgetary resources for their corporate services for the fiscal year. To address the earliest challenges of the Corporate Business Plan period in implementing GEF's Operational Strategy to meet the threats to the global environment, the FY01 Corporate Budget will fund GEF's efforts in ***achieving positive and measurable impact, strengthening country ownership, deepening the commitment of its Implementing Agencies, broadening partnerships with a wide range of organizations and improving its institutional effectiveness and efficiency***.
- (c) The ***proposed FY01 corporate management budget*** is based on the resource requirements of the GEF Units for their planned corporate management activities (i.e., institutional relations; policy and program development and coordination; outreach, knowledge management, and external relations; management and finance; and monitoring and evaluation) in support of GEF's operational activities and special initiatives. The proposed budget incorporates a volume increase of 0.5% to meet extraordinary corporate management demands (e.g., expanded opportunities for executing agencies and Country Dialogue Workshops) and a price adjustment of 3% to accommodate the impact of annual inflation.
- (d) The ***proposed FY01 special initiatives*** include (a) the design, development and implementation of an integrated project tracking and management information system; (ii) the second year of the strengthening of country-level ownership and coordination of GEF-financed activities; and (iii) the continuation of greater outreach and communications activities begun in FY00.

GEF CORPORATE BUDGET FY01

I. INTRODUCTION

PROPOSED FY01 CORPORATE BUDGET

1. The GEF FY01 Corporate Budget seeks Council approval for a proposed budget of \$19.561 million comprising:
 - (a) \$18.293 million for the resource requirements of the six GEF organizational units (GEF Secretariat, three Implementing Agencies' Coordination Units, Trustee and the Scientific and Technical Advisory Panel) in the provision of corporate management services for Fiscal Year 2001 (July 1, 2000 - June 30, 2001); and
 - (b) \$1.268 million for FY01 Special Initiatives for (a) the design, development and implementation of an integrated GEF project tracking and management information system; (b) the second year of the strengthening of country-level ownership and coordination of GEF-financed activities; and (c) continuation of the greater outreach and communications activities begun in FY00.

GEF ANNUAL CORPORATE BUDGET FORMULATION

2. The GEF Annual Corporate Budget, which is driven by the rolling three-year GEF Corporate Business Plan for implementing GEF's Operational Strategy, has been formulated consistent with the same general planning principles: integration of planning; corporate identity, realism, steady and stable growth, cost-effectiveness, and flexibility. The FY01 Corporate Budget supports the planned activities and deliverables for the first year of the GEF FY01 - FY03 Corporate Business Plan¹ by providing the six GEF organizational units² (GEF Units) with the budgetary framework and resources for programming their corporate services for the fiscal year. Additionally, during the year, as appropriate, GEF CEO may authorize supplemental budgetary resources, within the existing approval authority given to him by Council,³ on the basis of estimated year-end expenditures.
3. Thus, in FY01, to address the earliest challenges of the FY01-FY03 Corporate Business Plan period in the implementation of GEF's Operational Strategy to meet the threats to the global environment, the FY01 Corporate Budget will fund an annual corporate work program to support GEF's efforts in:
 - (a) achieving *positive and measurable impact* on the global environment through the actions it finances;

¹ GEF Corporate Business Plan FY01-FY03. GEF/C.14./9, November 5, 1999.

² the three Implementing Agencies' Coordination Units; the GEF Secretariat (including the Monitoring & Evaluation Team); the Trustee; and the Scientific and Technical Advisory Panel (STAP)

³ Joint Summary of the Chairs, April 9, 1996, para 22.

- (b) strengthening *country ownership* and to link GEF activities to countries' sustainable development priorities, since sustained, measurable impact will depend critically on the involvement and commitment of the countries where actions take place;
- (c) deepening the *commitment of its Implementing Agencies* to the global environment;
- (d) broadening *partnerships with a wide range of organizations* in order to expand the delivery capacity of the GEF, increase responsiveness to countries, leverage additional financial resources, and diversify approaches; and
- (e) striving, as a model for international cooperation, to continuously improve its *institutional effectiveness and efficiency* of its organization, relationships, and operations.

4. The GEF corporate budget provides the funding for the core corporate activities and special initiatives fundamental to accomplishing the five objectives of the Corporate Business Plan. These core activities (i.e., institutional relations; policy and program development and coordination; outreach, knowledge management, and external relations; management and finance; and monitoring and evaluation) are commonly carried out by the GEF Units, as further discussed in Section IV.

5. GEF Secretariat and the Implementing Agencies have committed themselves to strengthen project supervision for the *achievement of positive impact*, including for the sustainability of global environmental benefits and the replication of innovative GEF projects. Driving for results is now a major operational thrust of the GEF: it has been endorsed by the Heads of Agency in March 2000 and senior staff from GEF Secretariat and the Implementing Agencies will meet in June 2000 to plan specific activities and procedures. At that time there will be a more detailed understanding of its implications for projects and for the GEF corporate activities. Any enhancement of supervision for new projects would have to be factored into the implementation fee, although it is expected that some of the additional resources required are likely to be freed up by further streamlining GEF processing, documentation, and review at project entry. Strengthening the supervision and adaptive management of existing projects (and activities at the program level) may require additional resources from the Corporate Budget. If necessary, GEF CEO would authorize appropriate adjustments to the GEF Corporate Budget at the time of the FY01 mid-year expenditure review, within the levels sanctioned by Council.

6. Other budgeted activities to increase measurable impact include the collective efforts of the Secretariat and the Implementing Agencies to develop overall programmatic frameworks with interested countries; to compare portfolios and lessons with bilateral development cooperation agencies; to operationalize the new programs in transport, integrated ecosystem management, and agrobiodiversity; to manage the special land-water initiative of UNDP, UNEP, the World Bank and the GEF; and to catalyze the replication of successful GEF

innovations through assessments carried out by UNEP as part of the GEF-UNEP Strategic Partnership and other assessments. As part of its regular project review function, GEF Secretariat will continue to highlight and monitor good examples of Implementing Agencies' efforts to design projects for replicability, replication and sustainability.

7. In FY01, the budgeted corporate activities will focus sharply on *measuring of impact* through the following approaches:

- (a) The Monitoring and Evaluation team will coordinate the Implementing Agencies and GEF Secretariat work on major impact studies in the focal areas of biodiversity, climate change, and international waters (an impact study of GEF's ozone activities was completed in FY00). The FY01 corporate budget thus provides resources for the Monitoring and Evaluation team to complete necessary work on program indicators and to coordinate these impact studies; and for support from the three Implementing Agencies and GEF Secretariat. Work on global environment indicators is a planned future activity within the current UNEP-GEF Strategic Partnership.
- (b) The regular work of the GEF Units will be focused to support these impact measurements studies, in particular: the *Project Implementation Review* and the *Program Status Reviews*, and the scientific reviews of program indicators and the *Selective Reviews* of projects conducted by STAP.

In order to accommodate the impact studies -- and the activities of the regular work needed to support them -- within the historically budgeted amounts for monitoring and evaluation, these activities would be given the top priority in the corporate M&E work program for FY01.

8. In FY01, the effort to strengthen *country ownership*, which was commenced in FY00, will continue through:

- (a) Core corporate activities;
- (b) Country dialogue and the current UNDP-administered project for Country Dialogue Workshops;
- (c) Continuation of the previously approved special initiative to strengthen country-level ownership and coordination of GEF projects;
- (d) Continuation of the special initiative on greater outreach and communication;
- (e) The proposed special initiative for a project tracking system, which will enable countries to monitor progress of their country-driven proposals through the GEF project cycle and enhance the system of accountability and country ownership.
- (f) The opportunity for interested countries to pursue programmatic approaches for their efforts through GEF;

- (g) Implementing Agency efforts to maximize the use of regional and local consultants and STAP efforts to increase the number of rostered experts from recipient countries;
- (h) The existing interactive forum within the UNEP-GEF Strategic Partnership, as well as the planned activity to help mobilize the scientific and technical communities in recipient countries, in collaboration with STAP and in conformity with needs identified in the *Program Status Reviews*;
- (i) The further development of indicators of “country-drivenness”; and
- (j) The ongoing UNDP-GEF Strategic Partnership “Capacity Development Initiative.”

9. In FY01, the Implementing Agencies will continue their efforts to deepen their **commitment** to the GEF by building GEF projects on complementary regular work programs, providing other resources to follow up on GEF projects, replicating innovative GEF projects in their regular work programs. The Secretariat would review these efforts according to the indicators set out in the *GEF Corporate Business Plan FY01-FY03*.

10. Activities will be budgeted, in FY01, for the three Implementing Agencies and GEF Secretariat to broaden **partnerships** with a wide range of organizations. In particular, it will be necessary for the Implementing Agencies:

- (a) To review the policies of regional development banks -- and any other organizations operating under expanded opportunities -- for consistency with the operational policies of GEF on such matters as public involvement and public disclosure and for due diligence;
- (b) To complete model legal agreements with other executing agencies for project execution on behalf of the Implementing Agencies; and
- (c) To develop new partnerships with executing agencies.

These arrangements will be necessary for the Implementing Agencies to be accountable to Council for these organizations complying with the GEF operational policies and strategies and decisions of Council. No provision is made in the Implementing Agencies’ corporate management budget in relation to specific projects under expanded opportunities for Regional Development Banks, because these costs would be covered by the project’s implementation fee. This effort will become more urgent in FY01, in view of projected growth in country demand, the need to develop partnerships with new organizations in such fields as persistent organic substances, and to expand collaboration with the private sector and bilateral development cooperation agencies. The Secretariat will continue to review the implementation of the policy on expanded opportunities in FY01.

11. The continuous and concerted efforts to improve *institutional effectiveness* will be pursued with special vigor in FY01 on the following fronts:

- (a) As part of its core financial management activities, GEF will rigorously apply the fee based system and continue benchmarking comparable international cost management practices.
- (b) GEF will implement an urgently needed project tracking and management information system to improve its internal operations, to support client needs, and to promote full transparency on project and programmatic progress. A one-time effort is required to design, develop, implement and test data management and exchange with the different organizations with which GEF collaborates and interacts, and a special initiative is being proposed for this purpose. Budgetary resources are also required for yearly system administration and maintenance on a continuing basis and these are separately identified.
- (c) The recently completed internal review and refinement of the project review criteria, undertaken in collaboration with the Implementing Agencies, and the maturation of the GEF partnership is expected to lead to further streamlining of the project entry procedures, documentation, and reviews.

II. BUSINESS AND OPERATIONAL DEVELOPMENTS

12. This section discusses business and operational developments that impact upon the formulation of the FY01 Corporate Budget; and the annual workprogram and corporate activities of the GEF Units.

TIME RECORDING OF STANDARD CORPORATE MANAGEMENT ACTIVITIES

13. GEF's Corporate Budget is managed in terms of the standard corporate management activities (i.e., Institutional Relations; Policy & Program Development & Coordination; Outreach/Knowledge Management/External Relations; Management & Finance; and Monitoring & Evaluation) for which budgeted resources are employed by the GEF Units in support of GEF operations. In support of this budget management process, commencing FY00, all GEF Units' staff now report their time utilization in terms of these standard corporate management activities. This cost breakdown should enable more meaningful and consistent inter-year and inter-unit analysis and review of budgets and expenditures; thus, facilitating better management of GEF resource demand and utilization.

FINANCIAL MANAGEMENT CATEGORIZATION OF PROJECT TYPES

14. For financial and budgetary management purposes, GEF projects were previously categorized into four project-types; i.e., investment, technical assistance, medium-size projects

and expedited enabling activities. In the early years, when GEF's workprogram was evolving, project categorizations may have been influenced by the Implementing Agencies' respective parent-organization's historical project-types. With the development of GEF's workprogram and the respective Implementing Agency's project involvement, experience has demonstrated a need to establish some consistency and rationalization in project-type categorization for GEF projects among the Implementing Agencies. As from July 1, 2000, in conjunction with the planned revision of the fee-based system, those projects previously categorized as Investment or Technical Assistance projects, which typically exceed \$1.0 million in proposed project grant allocation, will be categorized as Full-Sized projects.

III. SPECIAL CORPORATE INITIATIVES

REVIEW OF FY00 SPECIAL INITIATIVES

15. ***UNDP Strategic Partnership (\$ 1.5 million)***: UNDP and GEF Secretariat are jointly developing and implementing a "Capacity Development Initiative", which is aimed at determining how best the GEF can meet the capacity-building needs of countries in the focal areas of climate change, bio-diversity and land degradation. This initiative is programmed as an 18-month consultative planning process to prepare a comprehensive strategy and multi-year, operations-oriented action plans to assist GEF-eligible countries in strengthening their capacity to meet the challenges of global environmental action. The first phase of this initiative has already been undertaken by UNDP, in collaboration with GEF Secretariat, during mid-FY00. This Strategic Partnership initiative is expected to be accomplished by end-FY01.

16. ***UNEP Strategic Partnership (\$ 2.0 million)***: In FY00, UNEP's Strategic Partnership with the GEF Secretariat focused on environmental analyses, knowledge management and the mobilization of the wider scientific community:

- (a) The "Global Environmental Knowledge Management", which will facilitate private investments and technology transfer through information services and collective/structured learning from GEF's project portfolio, through the development of (i) a Technology and Know-How Transfer Clearinghouse, as a public-private partnership, to provide information/advisory services that promote private sector investments in environmentally sound technologies in GEF focal areas; and (ii) a GEF Program Tracking and Mapping System to provide the GEF and stakeholders with an advanced environmental database for spatial and thematic information on GEF projects and environmental data layers.
- (b) The "Global Environmental Outreach" component, which will assist in the implementation of the GEF Outreach Strategy by mobilizing the scientific and technical communities on GEF issues through electronic forums and workshops for identified programmatic issues, such as, electronic forums on land/water degradation in Africa and on agrobiodiversity which have commenced, interactive forums on Persistent Toxic Substances, Sustainable Use, and on

Power Sector Reform being discussed with STAP/GEF Secretariat; and an interactive forum on global environmental issues will be established on the internet to encourage debate, discussion and advice from the scientific, technical and engineering communities on issues related to GEF programs.

17. **Country-level Ownership and Coordination of GEF-Financed Activities (\$639,000):** UNDP and the World Bank, in collaboration with GEF Secretariat, are strengthening country-level ownership and coordination of GEF-financed activities and the national coordination of government operational focal points by assisting with information, documentation and communications. About 60 countries have been identified worldwide to support in the retrieval of GEF documents from the GEF web-site and the dissemination of these documents through the government operational focal points, in coordination with the relevant UNDP or World Bank country offices. In addition, this initiative will establish a reference library of relevant information and publications in the country offices, with access to electronic information networks. Activities necessary to achieve this goal at the country level were commenced during mid-FY00. By end-FY00, the total number of country offices participating in these activities is anticipated to be 40; and, this initiative is expected to be fully completed in FY01, within budget.

18. **Greater Outreach and Communication Initiative (\$430,000):** In pursuit of the activities identified under the FY00 Greater Outreach and Communications initiative, GEF Secretariat and the Implementing Agencies participated in the fifth session of the Conference of the Parties to the UN Framework Convention on Climate Change (October/November 1999) and the Second Session of the Conference of the Parties to the UN Convention to Combat Desertification (November 1999); and plans to attend the Conference of the Parties to the Convention on Biological Diversity (May 2000). At these meetings, GEF Secretariat organizes outreach activities, including GEF project presentation workshops and a GEF exhibition. Also, GEF has contributed financially and substantively to a special issue of *Our Planet* on SIDS; and published the first issue of a NGO Newsletter. The first phase of the redesign of the new GEF web-site is nearing completion. In March 2000, GEF Secretariat hosted a good practices workshop on country level coordination. The GEF's audio visual program was successfully implemented and several new GEF videos were released in March 2000. As planned, GEF collaborated with the World Congress of Environmental Journalists to strengthen media coverage of GEF issues and activities; and, assisted in the financing of recipient country journalist training and travel.

PROPOSED FY01 SPECIAL CORPORATE INITIATIVES

19. The FY01 Corporate Budget takes into account funding for the implementation of the following proposed corporate and operational work program initiatives, which are summarized in Table 1 and described in the following paragraphs.

Table 1: Proposed FY01 Special Initiatives

Special Initiatives	\$m
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Design/development/implementation of an integrated GEF Project Tracking and Management Information System	250,000
Strengthening Country-level Ownership and Coordination of GEF-Financed Activities – Second year	588,000
Greater Outreach and Communications – Phase II	430,000
TOTAL	1,268,000

20. **GEF Project Tracking and Management Information System:** For operational effectiveness, transparency, and client responsiveness, GEF needs to integrate and maintain comprehensive operational and financial data on its projects and to disseminate widely such information on project status and financial commitments. This is a challenging task for GEF, given its unique mission, dispersed inter-agency structure, and wide range of clients, partners, and stakeholders. Project tracking and management information is critical to the success of GEF’s mission, including its efforts to develop and strengthen partnerships and collaboration with multiple organizations and to making readily available the essential information and data on its operational experiences and its project portfolio to its member countries, clients and external partners.

21. The proposal for a project tracking and management information system was first discussed in *the GEF Corporate Business Plan FY01-FY03*. The GEF Heads of Agency, at their meeting in March 2000, also “agreed that GEF and its partners should expeditiously develop an electronic information and portfolio system whereby all stakeholders can view the status of a proposal or a project from the proposed concept to implementation”. The meeting strongly recommended “that the GEF Council at its May meeting approves the necessary funds to launch such a system based on a proposal to be prepared by the Secretariat in close collaboration with the Implementing Agencies”⁴.

22. In support of the strategic goals for GEF’s FY01-FY03 Corporate Business Plan, GEF Secretariat plans to strengthen its management information systems to enable and facilitate the access, dissemination and exchange of data/information and documents/reports to and by all involved and interested parties, according to their respective involvement and operational needs. In FY01, in close collaboration with the Implementing Agencies, GEF Secretariat proposes to design, develop and implement a robust and user-friendly integrated management information system (discussed in greater details in Annex A) that will address the above objectives. The design and development of the system will optimally build upon, and draw substantially from, the existing information systems and databases maintained by the GEF units; and, also, will take into consideration the interest of external organizations and stakeholders.

23. **Country-Level Ownership and Coordination of GEF-Financed Activities – Second Year:** In May 1999, Council approved a proposal⁵ for an extension of support for focal points for a period of three years, beginning in FY00, to strengthen country-level coordination and country ownership of GEF-financed activities. The FY01 Corporate Budget, accordingly,

⁴ “Conclusions of the GEF Heads of Agencies Meeting – March 9,2000, New York” GEF/C.15/Inf.10

⁵ *Constituencies and Assistance for Country Level Coordination*. GEF/C/13/13 dated April 1, 1999.

includes an amount of \$588,000 for the second year of this initiative, as provided for and substantiated in the proposal. As in FY00, it is anticipated that the three Implementing Agencies and GEF Secretariat will participate substantially in the implementation of this initiative.

24. ***Greater Outreach and Communication – Phase II:*** A greater outreach and communication strategy⁶ was approved at the November 1998 Council meeting to improve the communications flow between GEF and its multiple stakeholders through a series of country-level outreach activities reinforced by multilingual learning material, the best use of print and electronic technologies, media coverage and supportive events at the local, regional and international levels. To further pursue this strategy and to reinforce and capitalize upon efforts commenced and implemented in FY00, a continuation of some activities is planned for FY01, as projected in the FY01-03 GEF Business Plan. The three Implementing Agencies and GEF Secretariat will, as in FY00, contribute to the accomplishment of this initiative, which will include GEF displays, project workshops, enhanced media coverage and relations; newsletters and GEF web-site enhancement. The FY01 Corporate Budget, therefore, provides for an amount of \$430,000 to cover the funding of these activities (listed in Annex B).

IV. CORPORATE MANAGEMENT BUDGET

PROPOSED FY01 BUDGET FOR CORPORATE MANAGEMENT COSTS

25. The proposed FY01 Corporate Budget is based on the resource requirements of the six GEF Units for their planned corporate management activities in support of GEF's business and operational activities. The proposed budget incorporates a volume increase of 0.5% to meet extraordinary corporate management demands and a price adjustment of 3% to accommodate the impact of annual inflation. The projected volume increase manifests the involvement and participation of GEF Unit staff in ongoing and proposed special initiatives and operational initiatives (such as, expanded opportunities for executing agencies and Country Dialogue Workshops).

COMMON FY01 CORPORATE MANAGEMENT ACTIVITIES AND TASKS

26. This section discusses (i) the typical yearly proceedings and events supported by each corporate management activity; and (ii) the corporate tasks specifically programmed for FY01; that will be carried out in common by the GEF Units, with the exception of Trustee.

27 **Institutional Relations:** GEF Units participate in GEF policy paper development, reviews and discussions, conferences (including the GEF Council, COP and STAP meetings) and the servicing of the corporate GEF responsibilities vis-à-vis the global conventions, their secretariats and subsidiary bodies (in coordination with the GEF Secretariat and Implementing Agencies). Staff also participate in key Convention meetings and conferences (e.g., the various

⁶ *Country Ownership of GEF Projects: Elements for Strengthened Country-Level Coordination and Ownership, and Greater Outreach and Communication.* GEF/C.12/8 dated September 11, 1998

Conference of the Parties; the INC on Persistent Organic Pollutants; and the Special Session of the UN General Assembly on Small Island Developing States).

28. Policy and Program Development/Coordination: GEF Units contribute to operational policy and program development through participation in inter-agency task forces on operational and technical issues (e.g., streamlining of project-cycle and incremental costs methodology; development of operational criteria for reviewing GEF project proposals; increasing private sector involvement in GEF operations). GEF Units will actively promote partnerships with regional development banks; as reflected in their participation in bilateral discussions, development of policies, administrative and legal arrangements and the eventual servicing of these partnerships. In FY01, under the National Communications Support Program, the GEF Units will focus on the best way to respond to COP guidance in assisting non-OECD countries to meet their reporting requirements under the UNFCCC. Also, GEF Units will provide overall guidance to the Biodiversity Planning Support Program, which is aimed at strengthening the capacity of the Parties to the CBD to prepare and implement National Biodiversity Strategies and Action Plans.

29. Outreach/Knowledge Management/External Relations: To increase awareness of GEF and GEF Implementation Agency activities, GEF Units participate in corporate GEF outreach efforts at major international events (e.g., workshops, exhibits, production/dissemination of communication material, press releases) and coordination of publications. During FY00, GEF Units collaboratively supported the Country Dialogue Workshops project by substantially participating in an inter-agency Steering Committee, providing resource persons for workshop organization/administration and developing workshop material. The first fifteen countries have been contacted and six workshops are scheduled to be completed in FY00. It is anticipated that the GEF Units will continue to devote resources to these Workshops in FY01.

30. Management and Finance: In FY01, major efforts will focus on: (i) an assessment and enhancement of the fee-based system; (ii) the design, development and implementation of an integrated project tracking and management information system; (iii) the enhancement of management and reporting of corporate activities; (iv) an inter-agency review of financial management systems/processes governing GEF project expenses; (v) improvement of annual audits of project disbursements; and (v) development of financial performance indicators.

31. Monitoring and Evaluation: GEF Units devote staff resources to corporate monitoring & evaluation activities, including the Project Implementation Review, GEF Lessons Notes, M&E Standards and Guidelines, thematic reviews (e.g., financial sustainability for biodiversity projects, off-grid photovoltaics projects, climate change/bio-diversity enabling activities), testing of program-level indicators for biodiversity and climate change, finalization of International Waters program-level indicators, study on multi-country implementation arrangements, and institutional capacity development. Importantly in FY01, in anticipation of a GEF Replenishment within the next two years, GEF Units will participate substantially in three special focal area impact studies in the focal areas of climate change, bio-diversity and international waters.

32. GEF Secretariat’s Core estimated FY00 expenditures and proposed FY01 Corporate Budget is summarized in Table 2, and is discussed in the following paragraphs.

Table 2: Proposed FY01 GEF Secretariat: Core Budget

<i>Budget FY00</i>		Work Program Activity	<i>Estimated FY00</i>		<i>Proposed FY01</i>	
<i>StfYrs</i>	<i>\$m</i>		<i>StfYrs</i>	<i>\$m</i>	<i>StfYrs</i>	<i>\$m</i>
3.1	0.840	Institutional Relations	3.1	0.856	3.0	0.861
13.0	3.484	Policy & Program Development/Coordination	13.4	3.759	13.7	3.932
3.6	1.094	Outreach/Knowledge Mngmt/Ext Relations	3.2	0.890	3.0	0.862
4.0	1.187	Management & Finance	4.0	1.100	4.0	1.148
23.7	6.605	TOTAL	23.7	6.605	23.7	6.803

FY00 Performance Highlights

33. The expanded opportunities initiative was operationalized, in collaboration with Trustee; and efforts were continued to further streamline the GEF project cycle. GEF Secretariat task-managed the greater outreach and communications initiative, approved in the FY00 Corporate Budget; and, convened a Familiarization seminar. The 1999 GEF Annual Report was finalized, a GEF working paper⁷ was issued, the Medium-Sized Project kit was revised and GEF publications were comprehensively redesigned. At the request of Council Members, seminars on GEF were conducted in Paris, Antigua and Barbuda. Other outreach activities included presentations by GEF staff at awareness-raising seminars in Panama, Glasgow, and Madrid; and, GEF CEO’s participation, at the invitation of the Norwegian Government, at a meeting of The Forum (a consortium of Norwegian NGOs). GEF Secretariat participated in the World Water Forum at the Hague in March 2000 for which a GEF coverage map was displayed and GEF fact sheets/publications were distributed.

FY01 Proposal Highlights

34. The introduction of two new Operational Programs (OP 11:Transport and OP 12: Integrated Ecosystem Management) will require extended efforts in FY01 to inform interested parties of eligibility requirements and opportunities for projects. The first such effort will be held in May 2000 for OP-11, while informal outreach with the Implementing Agencies has begun for OP-12. Also, GEF will respond to the outcome and guidance of the Sixth Meeting

⁷ Working Paper #13: Restructuring the Global Environment Facility, by H. Sjoberg.

of the Parties to the Climate Convention, to be held in November 2000. Additionally, the GEF climate portfolio (OP6 - Rural Solar Home Systems and OP5 - 5 Energy Service Delivery Models), will be evaluated to learning from the experience; a review meeting of solar home systems being planned for September 2000. GEF Secretariat will continue to manage the implementation of the greater outreach and communication initiative. GEF Secretariat will convene two GEF Familiarization Seminars and, in collaboration with the Implementing Agencies, continue redesign of its publications and formulate a coordinated and cost-effective approach to the production and style of future publications. Also, GEF Secretariat plans to publish the proceedings of the first Good Practice workshop (held in March 2000), initiate a newsletter for Focal Points to further assist in information dissemination and begin production of a series of booklets, in three languages, on the GEF focal areas.

GEF SECRETARIAT – MONITORING & EVALUATION

35. GEF Secretariat’s Monitoring & Evaluation estimated FY00 expenditures and proposed FY01 Corporate Budget is summarized in Table 3, and discussed in the following paragraphs.

Table 3: Proposed FY01 GEF Secretariat: Monitoring & Evaluation Budget

<i>Budget FY00</i>		Work Program Activity	<i>Estimated FY00</i>		<i>Proposed FY01</i>	
<i>StfYrs</i>	<i>\$m</i>		<i>StfYrs</i>	<i>\$m</i>	<i>StYrs</i>	<i>\$m</i>
0.8	0.246	Project Implementation Reviews	0.8	0.224	0.8	0.255
1.8	0.519	Program/Thematic Reviews/Evaluations	2.1	0.648	2.2	0.701
1.7	0.499	Communications/Dissemination	1.4	0.392	1.4	0.446
4.3	1.264	TOTAL	4.3	1.264	4.4	1.402

FY00 Performance Highlights

36. Several reports were prepared in FY00 in collaboration with the Implementing Agencies, including the *Progress Report on Monitoring and Evaluation Activities* which was prepared for the December 1999 Council meeting. Two additional reports were also presented at the meeting: *An Interim Assessment of Biodiversity Enabling Activities*, and a *Study of Impacts of GEF Activities on Phase-out of Ozone Depleting Substances*. Of note also, was the delivery of the Project Implementation Review document which included thematic reviews in the four focal areas. Dissemination and evaluation of results through GEF Lessons Notes was also undertaken. M&E Standards and Guidelines were drafted, along with program level indicators in Climate Change and Biodiversity and a methodology paper on planning and evaluation of capacity development.

FY01 Proposal Highlights

37. In FY01, in anticipation of a GEF Replenishment within the next two years, in collaboration with the Implementing Agencies, the Monitoring and Evaluation Team proposes to carry out three special studies in the focal areas of climate change, bio-diversity and international waters. These studies, together with the ongoing *Assessment of Climate Change Enabling Activities*, will contribute to the preparation of an independent Overall Performance Study in FY02. Preliminary program-level indicators developed for Climate Change and Bio-diversity will be further tested and improved in FY01; and, development of indicators for International Waters will be initiated. The annual Project Implementation Review and the GEF Lessons Notes will be prepared; and, greater emphasis will be placed upon communication and dissemination activities.

IMPLEMENTING AGENCIES COORDINATION UNITS

38. The Implementing Agencies' corporate budget is expressed in terms of the staff-year efforts and corresponding dollar-value for the five corporate management activities. The respective Implementing Agency's FY01 budgets continue to reflect ongoing stabilization of the resource requirements of their annual corporate services in support of GEF operational activities and deliverables. It is anticipated that budgetary resources maintained at this level will enable the Implementing Agencies to provide the requisite level of core corporate services encompassing institutional relations, policy & program development/coordination, outreach/knowledge management/external relations, management & finance and monitoring & evaluation. The proposed FY01 corporate budget for the three Implementing Agency coordination units, totaling \$7.848 million, is summarized in Table 4 and further discussed in the following paragraphs.

Table 4: Proposed FY01 GEF Coordination Units Budget

FY00 Budget		Work Program Activity	Proposed FY01 Coordination Units Budget							
Total			UNDP		UNEP		WB		Total	
StYrs	\$m		StYrs	\$m	StYrs	\$m	StYrs	\$m	StYrs	\$m
2.0	0.494	Institutional Relations	0.4	0.095	1.3	0.336	0.7	0.197	2.4	0.628
19.6	4.592	Policy & Program Developmt/Coordination	6.8	1.653	5.1	1.266	5.1	1.541	17.0	4.46
3.3	0.726	Outreach/Knowledge Mngnt/Ext Relations	0.6	0.141	0.7	0.155	0.8	0.236	2.1	0.893
5.4	1.322	Management & Finance	1.8	0.448	2.1	0.516	2.1	0.627	6.0	1.23
1.9	0.430	Monitoring & Evaluation	1.0	0.194	0.8	0.207	0.8	0.236	2.6	0.637
32.2	7.564	TOTAL	10.6	2.531	10.0	2.480	9.5	2.837	30.1	7.848

UNDP-GEF COORDINATION UNIT

39. The UNDP-GEF Coordination Unit's estimated FY00 expenditures and proposed FY01 Corporate Budget is summarized in Table 5; and, discussed in the following paragraphs.

Table 5: Proposed FY01 UNDP-GEF Coordination Unit Budget

<i>Budget FY00</i>		<i>Work Program Activity</i>	<i>Estimated FY00</i>		<i>Proposed FY01</i>	
<i>StfYrs</i>	<i>\$m</i>		<i>StfYrs</i>	<i>\$m</i>	<i>StfYrs</i>	<i>\$m</i>
0.4	0.092	Institutional Relations	0.4	0.092	0.4	0.095
6.8	1.605	Policy & Program Development/Coordination	6.8	1.605	6.8	1.653
0.6	0.137	Outreach/Knowledge Mngment/Ext Relations	0.6	0.137	0.6	0.141
1.8	0.435	Management & Finance	1.8	0.435	1.8	0.448
0.8	0.188	Monitoring & Evaluation	1.0	0.215	1.0	0.194
10.4	2.457	TOTAL	10.6	2.484	10.6	2.531

FY00 Performance Highlights

40. UNDP embarked on the first phase of forging a strategic partnership with the GEF Secretariat to produce a comprehensive approach in developing a framework for assessing the capacities needed at the country-level with respect to biodiversity, climate change and land degradation. In fulfilling GEF's goal of expanded opportunities for executing agencies, initiatives were successfully undertaken with ADB, IDB, and EBRD in jointly developing and implementing 10 projects. UNDP and GEF project cycles were harmonized to streamline involved processes, while maintaining GEF requirements in a highly decentralized UNDP environment. Finally, joint activities with UNEP were developed and implemented in the focal areas of international waters, ozone layer protection, and the cross-cutting area of land degradation.

FY01 Proposal Highlights

41. UNDP will continue to enhance its mainstreaming efforts to integrate the new UNDP programming cycle with the GEF work program so as to produce more projects that would benefit from joint financing by UNDP-managed resources, governments and other donors; provide baseline opportunities for GEF activities; and, mobilize partnerships for project development and execution with NGOs and other UN agencies. In addition, UNDP will strengthen its partnerships with the regional development banks and private sector. In line with UNDP's emphasis on decentralization, resources will be invested by UNDP-GEF during FY01 to strengthen the country offices' capacity to manage the GEF project cycle, thereby benefiting the overall GEF operations in the long term. In FY01, UNDP will (i) hold GEF project development workshops world-wide; and (ii) strengthen the coordination of the GEF Government Operational Focal Point, in addition to identifying countries to assist in the retrieval and dissemination of GEF documents from the GEF website through the Government Operational Focal Points, in coordination with the relevant UNDP country offices.

UNEP-GEF COORDINATION UNIT

42. The UNEP-GEF Coordination Unit's estimated FY00 expenditures and proposed FY01 Corporate Budget is summarized in Table 6, and discussed in the following paragraphs.

Table 6: Proposed FY01 UNEP-GEF Coordination Unit Budget

<i>Budget FY00</i>		Work Program Activity	<i>Estimated FY00</i>		<i>Proposed FY01</i>	
<i>StfYrs</i>	<i>\$m</i>		<i>StfYrs</i>	<i>\$m</i>	<i>StfYrs</i>	<i>\$m</i>
1.0	0.197	Institutional Relations	1.3	0.332	1.3	0.336
8.0	1.573	Policy & Program Development/Coordination	5.3	1.303	5.1	1.266
2.0	0.393	Outreach/Knowledge Mngmt/Ext Relations	0.7	0.166	0.7	0.155
1.5	0.292	Management & Finance	2.1	0.537	2.1	0.516
0.5	0.100	Monitoring & Evaluation	0.9	0.217	0.8	0.207
13.0	2.555	TOTAL	10.3	2.555	10.0	2.480

FY00 Budget Performance

43. Joint activities with UNDP were developed and implemented in the areas of international waters, protection of the ozone layer and the cross-cutting area of land degradation. Similarly, joint activities with the World Bank are being finalized for implementation in FY01, that would include annual reviews of each agency's pipeline of projects, assessment activities, coral reef and fire monitoring. UNEP held workshops, exhibits and events to provide information on GEF and on UNEP's activities in the GEF to increase awareness of what UNEP is aiming to achieve in the GEF and to engage UNEP's partners in relevant GEF activities. These included exhibits and workshops at the 20th session of the Governing Council of UNEP; and for organizations (e.g., African Centre for Technology Studies, FAO, IPGRI, World Conservation Union, the World Conservation Monitoring Centre,) and target groups (e.g., environmental journalists, lawyers) to make the most cost effective use of the presence of these groups at UNEP's headquarters in Nairobi.

FY01 Proposal Highlights

44. UNEP will increase collaboration with UNDP (in the areas of international waters, protection of the ozone layer and land degradation) and with the World Bank (annual reviews of each agency's pipeline of projects, assessment activities, coral reef and fire monitoring). Implementation of UNEP-GEF project portfolio/financial database and time-management system will continue to be developed and improved.

WB-GEF COORDINATION UNIT

45. The WB-GEF Coordination Unit's estimated FY00 expenditures and proposed FY01 Corporate Budget is summarized in Table 7, and discussed in the following paragraphs.

Table 7: Proposed FY01 WB-GEF Coordination Unit Budget

<i>Budget FY00</i>		Work Program Activity	<i>Estimated FY00</i>		<i>Proposed FY01</i>	
<i>StfYrs</i>	<i>\$m</i>		<i>StfYrs</i>	<i>\$m</i>	<i>StfYrs</i>	<i>\$m</i>
0.6	0.205	Institutional Relations	0.6	0.190	0.7	0.197
4.8	1.414	Policy & Program Development/Coordination	4.9	1.450	5.1	1.541
0.7	0.196	Outreach/Knowledge Mngmt/Ext Relations	0.7	0.200	0.8	0.236
2.1	0.595	Management & Finance	2.0	0.570	2.1	0.627
0.6	0.142	Monitoring & Evaluation	0.6	0.142	0.8	0.236
8.8	2.552	TOTAL	8.8	2.552	9.5	2.837

FY00 Performance Highlights

46. Program development activities have (i) focused on the Strategic Partnerships on renewable energy and the exploration of new country programmatic frameworks in the areas of biodiversity and international waters; (ii) through its thematic specialists, supported the preparation of new operational programs in transport, agro-biodiversity and integrated systems management; (iii) consistent with expanding opportunities for executing agencies, engaged successfully in developing collaborative frameworks with multilateral donor agencies (ADB, AfDB, IDB and IFAD), bilateral agencies (KfW) and UN specialized agencies. WB-GEF provided input to the development of presentational modules and arrangements to implement GEF's new program to assist country and constituency coordination⁸; and, concentrated on completing outstanding work on the Country Dialogue Workshop modules and enhancing the Operational Manual to include documentation on "best practice". A comprehensive GEF Operations Manual (available on the World Bank's intranet) has been completed in support of effective decentralization of the GEF coordination function in the Bank. The Bank's new system for monitoring and tracking its programs, budgets and expenditures, including those related to the GEF, presented a number of data processing and management challenges; but budget management is expected to proceed smoothly by end-FY00.

FY01 Proposal Highlights

47. WB-GEF will contribute substantially to GEF corporate activities, by (i) supporting the further development and implementation of the new operational programs; and, the formulation of guidelines to operationalize existing operational programs and initiatives; (ii) giving high priority to activities related to the further simplification and streamlining of the GEF project cycle and review criteria; (iii) leading the effort within the Bank to the further develop programmatic and strategic partnership approaches to allocation of GEF resources to Bank Group clients; and (iv) broadening and deepening of collaboration with regional development banks, IFAD, KfW, FAO and UNIDO. The formal process of establishing and monitoring regional GEF work programs covering project-related and corporate activities,

⁸ As of FY00 mid-year, the World Bank had received 4 requests, for a total of \$98,000 and finalized the processing of one.

initiated in the Bank in FY00, will be strengthened; and GEF requirements will be ensured to be fully reflected in the Bank's new project documentation, portfolio management, accounting and information management systems introduced in the Bank in FY00. The Bank's GEF Knowledge Management Plan will be implemented, including the strengthening of the GEF Operations Node through best practice documentation and dissemination, and support for training activities.

SCIENTIFIC AND TECHNICAL ADVISORY PANEL

48. The Scientific and Technical Advisory Panel's (STAP) estimated FY00 expenditures and proposed FY01 Corporate Budget is summarized in Table 8, and discussed in the following paragraphs.

Table 8: Proposed FY01 STAP Budget

<i>Budget FY00</i>		Work Program Activity	<i>Estimated FY00</i>		<i>Proposed FY01</i>	
<i>StfYrs</i>	<i>\$m</i>		<i>StfYrs</i>	<i>\$m</i>	<i>StfYrs</i>	<i>\$m</i>
		STAP Secretariat -				
0.6	0.164	Institutional Relations	0.6	0.164	0.6	0.170
0.5	0.136	Policy & Program Development/Coordination	0.5	0.136	0.5	0.142
0.7	0.191	Outreach/Knowledge Mngmt/Ext Relations	0.7	0.191	0.7	0.199
0.2	0.054	Management & Finance	0.2	0.054	0.2	0.057
2.0	0.545	Sub-Total	2.0	0.545	2.0	0.568
		STAP Members -				
	0.395	Honoraria & Logistical/Secretarial Support		0.395		0.395
	0.493	STAP Meetings/Workshops		0.493		0.493
	0.888	Sub-Total		0.888		0.888
2.0	1.433	TOTAL	2.0	1.433	2.0	1.456

FY00 Performance Highlights

49. Three STAP meetings, two selective reviews and eight brainstorming sessions would have been convened by STAP. The brainstorming sessions focused on subjects such as freshwater resources management in Sub-Saharan Africa, land degradation interlinkages, taxonomy, green certifiers and bio-diversity conservation in production forests. Selective reviews focused on projects dealing with (i) agrobiodiversity: which will become a new Operational Program in the GEF, the development of which STAP can help guide; and (ii) biosafety: the protocol of which has recently been adopted and for which the GEF has been designated as the financial mechanism.

FY01 Proposal Highlights

50. Three STAP meetings, five expert group workshops and brainstorming sessions (on sustainable agriculture, biosafety, ecosystem approach, integrated land/water management) and at least two selective reviews are anticipated for FY01. Also, a wider mobilization of the scientific and technical community in GEF work is planned. STAP Secretariat will also participate in GEF related activities *inter alia* the GEF Council Meetings; Project Implementation Review; sessions of the Subsidiary Bodies of the Conventions for which GEF provides the financial mechanism.

GEF TRUSTEE

51. Trustee’s estimated FY00 expenditures and proposed FY01 Corporate Budget is summarized in Table 9; and, further discussed in the following paragraphs.

Table 9: Proposed FY01 Trustee Budget

<i>Budget FY00</i>		Work Program Activity	<i>Estimated FY00</i>		<i>Proposed FY01</i>	
<i>StfYrs</i>	<i>\$m</i>		<i>StfYrs</i>	<i>\$m</i>	<i>StfYrs</i>	<i>\$m</i>
3.0	0.434	Resource Mobilization and Management	3.0	0.434	3.0	0.400
	0.052	Legal services		0.052		0.070
	0.197	Accounting & Reporting,		0.197		0.197
	0.117	Investment Management		0.117		0.117
3.0	0.800	TOTAL	3.0	0.800	3.0	0.784

FY00 Performance Highlights

52. Trustee's work program and outputs for FY00 were as anticipated in the FY00 Corporate Budget. Ongoing work efforts during FY00 included the implementation of expanded opportunities for executing agencies, implementation of new systems for tracking GEF contributions and disbursements, and a comprehensive review of the overall funding situation of the GEF. Trustee estimates that year-end expenses will be within its FY00 budget of \$800,000.

FY01 Proposal Highlights

53. Trustee responsibilities cover resource mobilization/management, legal services, accounting/financial reporting, and investment management. The World Bank’s charges for investment management and accounting/reporting services are not expected to increase in FY01. Additional resources for legal services, however, may be required due to anticipated increased involvement in the implementation of expanded opportunities for executing agencies; experience in FY00 having indicated considerable legal involvement. In general, the overall volume of work is expected to be close to FY00 levels.

TOTAL GEF FY01 CORPORATE BUDGET

54. The GEF Units' total estimated FY00 expenditures and proposed FY01 Corporate Budget are summarized in Table 10.

Table 10: Proposed FY01 Corporate Budget

<i>FY00 Budget</i>		Corporate Management⁹ - GEF Organizational Units	<i>FY01 Budget</i>	
<i>StaffYears</i>	<i>\$m</i>		<i>StaffYears</i>	<i>\$m</i>
23.7	6.605	GEF Secretariat: Core	23.7	6.803
4.3	1.264	GEF Secretariat: Monitoring & Evaluation Unit	4.4	1.402
10.4	2.457	UNDP-GEF Coordination Unit	10.6	2.531
13.0	2.555	UNEP-GEF Coordination Unit	10.0	2.480
8.8	2.552	WB –GEF Coordination Unit	9.5	2.837
2.0	1.433	Scientific Technical Advisory Panel	2.0	1.456
3.0	0.800	Trustee	3.0	0.784
65.2	17.666	Sub-Total	63.2	18.293
		Special Initiatives		
	1.500	UNDP Strategic Partnership (Capacity Building Initiative)		
	2.000	UNEP Strategic Partnership (Mobilizing Scientific & Technical Community)		
		Design/development/implementation of an integrated GEF Project and Management Information System		0.250
	0.639	Country-Level Ownership and Coordination of GEF- Financed Activities - Second Year		0.588
	0.430	Greater Outreach and Communications – Phase II		0.430
	4.569	Sub-Total		1.268
63.2	22.235	TOTAL	63.2	19.561

⁹ The proposed FY01 corporate management budget of \$18.293 million incorporates a 0.5 % volume increase to meet extraordinary corporate management demands (e.g., expanded opportunities for executing agencies, country dialogue workshops) and a 3 % price adjustment to accommodate the impact of annual inflation.

ANNEX A

GEF PROJECT TRACKING AND MANAGEMENT INFORMATION SYSTEM

1. **Background:** For operational effectiveness, transparency, and client responsiveness, GEF needs to integrate comprehensive operational and financial data on its projects and to disseminate widely information on project status and financial commitments. This is a challenging task for GEF, given its unique mission, dispersed inter-agency structure, and wide range of clients, partners, and stakeholders. Project and management information is critical to the success of GEF's mission, including its efforts to develop and strengthen partnerships and collaboration with multiple and to making readily available the essential information and data on its operational experiences and its project portfolio to its member countries, clients and external partners.
2. The proposal for a project tracking and management information system was first discussed in *the GEF Corporate Business Plan FY01-FY03*. The GEF Heads of Agency, at their meeting in March 2000, also "agreed that GEF and its partners should expeditiously develop an electronic information and portfolio system whereby all stakeholders can view the status of a proposal or a project from the proposed concept to implementation". The meeting strongly recommended "that the GEF Council at its May meeting approves the necessary funds to launch such a system based on a proposal to be prepared by the Secretariat in close collaboration with the Implementing Agencies"¹⁰.
3. **Current Situation:** Operational and financial data originates in the three GEF Implementing Agencies, the Trustee, GEF Secretariat and the regional development banks. Each of these organizations maintains its own individual information system for its own operational purposes. These systems are neither functionally nor organizationally linked or coordinated and therefore, their information scope, system accessibility, and data quality are not consistent. In fact, access to and use of each of these databases is restricted internally to the respective GEF unit within the organization. GEF Secretariat maintains a project portfolio database on a desktop-workstation with no capacity or facility for data-sharing. As this database is a stand-alone and not linked with those of the Implementing Agencies, data consistency checking is a time-consuming and costly task. Project information is updated by the GEF Units on a periodic or ad-hoc request basis¹¹ and is processed manually through electronic files or printed material.
4. GEF Secretariat disseminates data on the status of project processing to the Implementing Agencies and the regional development banks through an electronic bulletin. GEF Secretariat also maintains the GEF web-site (www.gefweb.org), which has recently been redesigned to provide much easier, faster, and friendlier access. Currently, it provides organizational information, policy statements, publications, other published documents, and summary operational data. UNEP, as part of the Strategic Partnership with GEF, is presently developing an internet map-server that allows access to geographically referenced information

¹⁰ "Conclusions of the GEF Heads of Agencies Meeting – March 9, 2000, New York" GEF/C.15/Inf.10

¹¹ The twice-yearly "Operational Report on GEF Programs"

on GEF projects and to inter-link/relate such information to other geographically referenced information, including information on other projects and environmental indicators. When complete, this internet map-server will be integrated with the proposed GEF project and management information system to provide general access to relevant GEF data through the GEF web-site.

5. The issues are that GEF project and financial data are not managed in an integrated way, data are not transferred automatically, consistency checking is manual, reports are therefore not always timely, and general access is not particularly user friendly. The solution is not to integrate the various databases of the GEF units – in fact overall integration would be neither feasible nor necessary. Rather the solution is to develop:

- (a) an appropriate protocol for the secure, timely, accurate, and automatic transmission of all the GEF-relevant information;
- (b) analytical procedures for the generation of standard reports required by the Implementing Agencies, GEF Secretariat and Trustee for their operational needs;
- (c) a single platform maintained by GEF Secretariat to consolidate and house the information; and
- (d) an interface for easy client, partner and public access.

6. **Objectives:** In support of the strategic goals for GEF's FY01-FY03 Corporate Business Plan period, in close collaboration with the Implementing Agencies, GEF Secretariat proposes to strengthen its management information systems to enable and facilitate the access, dissemination and exchange of data/information and documents/reports to and by all involved and interested parties, in accordance with their respective involvement and operational needs. This management information system's primary objective will be to provide GEF corporate units with an operational and financial management tool which will allow managers and staff to:

- (a) monitor operational progress of projects through the project-cycle phases;
- (b) monitor funding, allocations, commitments, procurement, and disbursements;
- (c) research and extract operational and financial data on GEF projects;
- (d) review and analyze the GEF portfolio and track indicators of operational efficiency;
- (e) identify coordination and cooperation opportunities in projects and financing; and
- (f) share experience, technical views and lessons.

7. Once the system is implemented and operational and once appropriate policies, processes and controls have been established, further information will be made accessible to external clients and partners¹² and the public through the GEF web-site. This will facilitate:

- (a) understanding of GEF policies and operations, and those of partner organizations;
- (b) familiarization with GEF's project pipeline, portfolio and project-cycle management;
- (c) notification of project proposal and implementation status;
- (d) identification of cooperation and co-financing opportunities in projects, and participation in GEF's operational work; and
- (e) sharing of experiences, technical views and lessons.

8. **Proposal:** In FY01, in close collaboration with the Implementing Agencies, GEF Secretariat proposes to commence design and development of a comprehensive, robust and user-friendly integrated management information system that will address the above objectives. This design and development of the system will optimally build upon, and draw substantially from, the existing information systems and databases maintained by the GEF units. It will also take into consideration the interest of external organizations and stakeholders.

9. The design, development and implementation of the GEF Project Tracking and Management Information System, including interface with the respective Implementing Agencies' management information systems, is projected to take approximately 9 months at an estimated \$250,000 to cover the costs of hardware, software, programming, data-integration, testing and staff training; as summarized in the following table:

¹² External clients and partners include recipient countries, bilateral development cooperation agencies, secretariats of international environmental conventions, regional development banks, non-governmental organizations, other executing agencies, operational partners, member countries and the public.

ANNEX B

GREATER OUTREACH AND COMMUNICATION INITIATIVES – PHASE II

Activities	\$000
GEF displays and project-based workshops at COP and other international events	100
Update, revision and publication of policy documents	65
Audio visual program	65
Special event publications and information kits	50
Video reproduction/translation	15
Strengthen media coverage of GEF issues and activities	60
Partnerships for print supplements, and print and audiovisual special productions	50
NGO quarterly newsletter	10
Web redesign and maintenance	15
Total	430