



# Global Environment Facility

GEF/C.31/5  
May 15, 2007

---

GEF Council  
June 12-15, 2007

Agenda Item 11

## COMPARATIVE ADVANTAGES OF THE GEF AGENCIES

**Recommended Council Decision**

The Council, having reviewed document GEF/C.31/5, *Comparative Advantages of the GEF Agencies*, agrees to the description of the comparative advantages of the GEF Agencies presented in the document and requests the Secretariat, in consultation with the country concerned, to assess the comparative advantage of the GEF agency proposed to manage a project during the PIF review.

GEF agencies are requested to focus their involvement in GEF project activities within their respective comparative advantages. In specific cases of integrated projects that include components where the expertise and experience of a GEF agency is lacking or weak, partnerships with other GEF agencies should be established with clear complementary roles, so that all aspects of the project can be well managed.

The Council agrees that that the categorizations and description of comparative advantages presented in the document should be reassessed when the strategic programming areas for GEF-5 are approved, taking into account as an additional factor information on project performance generated through the performance and outcome matrix under development by the GEF Evaluation Office as well as the result based management framework.

## **EXECUTIVE SUMMARY**

1. In December 2006, Council requested the Secretariat to elaborate on the comparative advantages of the GEF agencies, taking into consideration the evaluation of the experience of the Executing Agencies presented to Council by the GEF Evaluation Office.
2. In this paper the Secretariat proposes a typology for the roles and comparative advantages of the GEF agencies in relation to their preparation and management of GEF projects. The typology is based on the main types of GEF interventions as described in the GEF Instrument (i.e. investments; capacity building and technical assistance; and assessments, tools, standards and norms) versus the areas of GEF interventions as described in the GEF focal area strategies.
3. The proposed typology, summarized in paragraph 25 and visualized as a diagram in Annex L, intends to provide a basis for a more clear division of labor and a more level playing field in project activities among the GEF agencies. As decided by Council in December 2006, the actual comparative advantage of a GEF agency to manage a proposed project will be assessed by the Secretariat during the PIF review in view of the specific required expertise, context and external partners.
4. The analysis of the agencies' comparative advantages is based on information they provided on their institutional mandate in relation to global environmental concerns, their actual capacity for managing GEF projects, and their field presence and contact networks. This information is summarized in annexes to this paper, providing a brief introduction to each agency's role in the GEF partnership. Information on overall performance in project implementation has not been included in this analysis due to lack of comparable external performance assessments.
5. The categorization and description of the GEF agencies' comparative advantages for the GEF will evolve over time and will need to be re-analyzed in the future, taking into consideration information generated by the emerging results based management framework for the GEF as well as the performance and outcomes matrix under development by the GEF Evaluation Office, to be presented to Council in December 2007.



## Table of Content

Background.....	1
Principles and criteria for assessing comparative advantages .....	2
Approach to analyze the comparative advantages of the GEF agencies .....	4
Proposed typology of the roles and comparative advantages of the GEF agencies .....	5
Annex A. Asian Development Bank (ADB) .....	9
Annex B. African Development Bank (AfDB).....	12
Annex C. European Bank for Reconstruction and Development (EBRD).....	15
Annex D. Food and Agriculture Organization of the United Nations (FAO) .....	18
Annex E. Inter-American Development Bank (IDB) .....	22
Annex F. International Fund for Agriculture and Development (IFAD) .....	25
Annex G. United Nations Development Programme (UNDP) .....	28
Annex H. United Nations Environment Programme (UNEP) .....	32
Annex I. United Nations Industrial Development Organization (UNIDO).....	36
Annex J. World Bank .....	40
Annex K. Web References.....	43
Annex L. Comparative Advantage by Focal Area and Type of Intervention.....	48

## BACKGROUND

1. Historically, the Implementing Agencies (UNDP, UNEP and World Bank) have operated according to broadly defined primary roles identified in the GEF *Instrument*<sup>1</sup>, whereas the Executing Agencies under Expanded Opportunities (ADB, AfDB, EBRD, IADB, FAO, IFAD and UNIDO) have been granted access to GEF resources through a sequence of Council decisions and have been assigned more definite roles based on specific business needs of the GEF (summarized in GEF/C.19/10, *GEF Business Plan, FY03-05*).

2. The Executing Agencies have felt constrained by the limited scope of their access to GEF resources under the Policy of Expanded Opportunities, and have found that their expertise and project experience would justify a much wider project role in the GEF. The Executing Agencies also found that a number of structural and procedural barriers hamper the utilization of their full potential as GEF partners.

3. At the Council meeting in December 2006, the GEF Evaluation Office presented an “Evaluation of the experience of Executing Agencies under Expanded Opportunities in the GEF” (GEF/ME/C.30/4). As background material for this evaluation, the Executing Agencies prepared summary descriptions of their respective mandates and capacity related to the GEF.

4. During consultations between the CEO and the agencies in Washington DC in October 2006, it was agreed to move towards a more level playing field in project activities among the GEF agencies. Based on these consultations, it was recommended to Council (cf. GEF/C.30/15) that:

- (a) The seven Executing Agencies under Expanded Opportunities are granted direct access to GEF project funding based on their comparative advantages.
- (b) The current corporate budget of the Implementing Agencies will cease to exist by July 2007. At the same time, the project based fee applicable to all GEF Agencies will be increased from 9% to 10%.
- (c) All GEF Agencies will contribute to the corporate activities of the GEF.
- (d) All GEF Agencies should focus their involvement in GEF project activities within their respective comparative advantages and assigned primary roles.
- (e) The comparative advantage of a GEF agency to manage a proposed project will be assessed by the GEF Secretariat, in consultation with the country, during the Project Concept Review.

---

<sup>1</sup> *Instrument for the Establishment of the Restructured GEF*, May 2004, (Annex D, Paragraph 11, p.36). The primary role for each agency as written in the Instrument is as follows: UNDP “ensuring the development and management of capacity building programs and technical assistance projects”; UNEP “catalyzing the development of scientific and technical analysis and in advancing environmental management in GEF-financed activities”; and the World Bank “ensuring the development and management of investment projects.”

5. Council, in its meeting in December 2006, approved these recommendations and requested the Secretariat to further elaborate on the comparative advantages of the agencies in GEF project activities in a paper to be presented to Council in June 2007. This paper has been prepared by the Secretariat in consultation with the GEF agencies.

### **Principles and criteria for assessing comparative advantages**

6. At the corporate level, GEF is a partnership organization that brings together a wide range of experience, expertise and contact networks in order to achieve broader institutional and programmatic goals. All of this allows the GEF to have a broader outreach than would have been possible from one agency alone. Furthermore, the partnership facilitates an exchange of experience and ideas for the mutual benefit of all the agencies.

7. GEF's actual interventions are, on the other hand, predominantly project based, and for the sake of efficiency the preparation and implementation of each project is normally assigned to a single agency. The conditions in terms of country context, needs for different types of expertise, external partners and sources of co-financing will change over time and will vary from one project to another.

8. The elaboration of the comparative advantages of the GEF agencies provided by this paper therefore focuses on agencies' ability to develop and manage the different types of projects within the GEF portfolio, in order to establish a clear division of labor among the agencies. This does not by any means intend to create barriers for cross-fertilization and synergies among the agencies at the corporate level.

9. The Operational Strategy of the GEF emphasizes country ownership and stakeholder involvement as fundamental operational principles. The principle of country drivenness implies that the countries will have a strong influence on the selection of the most competent and relevant partners for a given project activity, in view of existing and envisaged national policies, programs, capacity, and capacity needs. The Resource Allocation Framework (RAF) will further strengthen the role of countries in project preparation and design.

10. The principles of country drivenness and project focus of the GEF interventions do not preclude defining a common set of guiding criteria for the assessment of the potential role of agencies in project preparation and implementation. Such guiding criteria should apply equally to Implementing Agencies and to Executing Agencies, and they should be aligned with the objectives that reflect the value added to the GEF, as set forth in the Policy on Expanded Opportunities:

- (a) Increasing the capacity of the GEF to address strategic operational needs, including in new and emerging areas, and to respond to country driven priorities and the requirements of the conventions;
- (b) Increasing the diversity of experience from which the GEF can draw for innovative interventions in operational program areas; and

- (c) Leveraging additional resources for the protection of the global environment by expanding the GEF's capacity to mobilize financial and technical resources and co-financing for its projects."

11. The GEF agencies' comparative advantages in preparing and managing GEF projects should be assessed in consideration of the following elements:

- (a) The agency's institutional role and core functions as described in its official mandate and mission statement and policies approved by its governing body;
- (b) The agency's actual capacity, expertise and experience as reflected in its business plan and portfolio of completed and ongoing projects, GEF as well as non-GEF;
- (c) The agency's ability to ensure delivery and management of projects through field presence or well-established contact networks at the national or regional level; and
- (d) The agency's overall performance in implementing projects.

12. The GEF Instrument defines three major types of GEF interventions as a basis for assigning primary roles to the three Implementing Agencies:

- (a) Capacity building and technical assistance;
- (b) Technical and scientific analysis in the context of environmental assessments, development and demonstration of tools and methods and policy frameworks; and
- (c) Investment related interventions.

13. The distinction between these three types of interventions has become less evident as GEF projects and programs have moved towards more integrated approaches to achieve global environmental benefits through a combination of capacity building, assessment and investment. Nevertheless, the types of interventions listed above still reflect the diversity of the GEF portfolio, and most GEF projects will have a main focus in one of the three categories, although for instance investment projects will often also include elements of capacity building. For the purpose of defining comparative advantages, investment projects include interventions where GEF grant funding is linked to or mimics loan operations or guarantees on commercial or quasi-commercial conditions. Similarly, interventions within the capacity building category could include building capacity in innovative financing schemes for e.g. payment for ecosystem services and market transformations. Likewise, interventions related to assessments and development of tools and norms would usually include elements of capacity building and technical assistance.

14. Another way of defining the roles and comparative advantages of the GEF agencies is by disaggregating the GEF portfolio along the focal areas. In December 2006, Council requested the Secretariat to lead a revision of the focal area strategies for GEF-4, in accordance with the policy recommendations for the Fourth Replenishment. Revised focal area strategies are presented to



Council in a separate document (GEF/C.31/10) proposing a strategic focus within each focal area on a limited set of strategic programs for GEF-4.

### **Approach to analyze the comparative advantages of the GEF agencies**

15. Based on information collected for each of the agencies, and reviewed and commented on by the respective agencies during the process, the Secretariat has developed a typology for the comparative advantages of the GEF agencies on the two-dimensional field defined by the *types* of GEF interventions according to the GEF Instrument versus the *areas* of interventions as expressed by the focal areas and strategic programs for GEF-4.

16. The first step of the analysis was to collect comparable information on the ten GEF agencies with respect to their institutional mandate and capacity to prepare and implement GEF projects. The contributions from the Executing Agencies to the “Evaluation of Experience of Executing Agencies under Expanded Opportunities in the GEF” (posted on the EO website as an annex to a [technical background paper](#) for the evaluation) was used as a basis. Comparable information was collected for the Implementing Agencies, based on the contributions from the Implementing Agencies during the preparation of previous Council documents on the comparative advantages and complementary roles of the GEF agencies. The information was corroborated by the Secretariat through an assessment of information available on the agencies’ websites. This information is summarized in annexes A – J to this paper.

17. These annexes do not primarily describe the agencies’ comparative advantages; rather they intend to provide relevant concise information about the agencies. The summary descriptions of the agencies’ *mandate* to work on global environmental issues has been validated by assessing their respective strategy and policy papers as approved by the governing bodies and posted on the organizations’ web sites. This gives a strong indication of how important and central global environmental issues are to the mission of each agency, as well as an indication of the coverage of this mission across the focal areas of the GEF.

18. The agencies’ *capacity* to develop and manage different types of projects relies not only on the agencies’ portfolio of GEF projects, but inasmuch on the expertise and experience derived from preparing and implementing projects outside the GEF as documented through the agencies’ business plans and annual reports. The existence of environmental and social safeguard procedures is an important aspect, especially for investment projects. Some of the agencies have fully developed safeguards policies that are accessible to the public while others have indicated that they have internal procedures or are in the process of developing explicit policies.

19. The Operational Strategy of the GEF emphasizes country ownership and stakeholder involvement as fundamental operational principles. The Resource Allocation Framework (RAF) will further strengthen the role of countries in project preparation and design. The agencies’ *presence* and contact networks at country level are therefore important criteria for assessing their capacity to assist countries in preparing and implementing GEF projects.

20. The annexes do not include information on the performance of the agencies. This aspect, although relevant for the assessment of comparative advantages, was excluded from this analysis following advice from the GEF Evaluation Office, pointing out the lack of comparable

external performance assessments covering all GEF agencies. A Performance and Outcomes Matrix of the GEF Agencies will be presented to Council in December 2007 as requested at the replenishment negotiations. This matrix will be part of the GEF Annual Performance Report (APR) that provides most if not all the relevant performance measures. Annex D of the APR 2006, under discussion at this Council meeting, presents a first proposal for this matrix for Council discussion. The proposal covers 15 performance parameters in five major areas: Results, Processes affecting Results, Efficiency, Quality of M&E and Learning. Since this matrix will rate Agencies performance across their entire portfolio, it can only provide guidance for the assessment of comparative advantages. The performance and outcome matrix under development by the GEF Evaluation Office will only cover GEF projects; additional information on the overall performance of the agencies may be obtained from external sources, such as the MOPAN studies<sup>2</sup> and the DFID assessment of multilateral organizational effectiveness.<sup>3</sup>

21. Based on the information on each agency provided in Annexes A - J and further corroborated by additional information provided by the agencies (references provided in Annex K), the comparative advantage of each agency was derived in terms of their ability to prepare and implement GEF projects with respect to the different types of projects and the different program areas of the GEF portfolio.

22. Each project will pose its own requirements in terms of expertise, experience and coordination, and the conditions in terms of country context, external partners and sources of co-financing will change over time and will vary from one project to another. Furthermore, the principle of country drivenness implies that the countries will have a strong influence on the selection of the most competent and relevant partners for a given project activity, in view of existing and envisaged national policies, programs, capacity, and capacity needs. As a consequence, the strength of a specific agency to implement a specific project needs to be validated for each case. As decided by Council in December 2006, the comparative advantage of a GEF agency to manage a proposed project will be assessed by the GEF Secretariat, in consultation with the country, during the PIF Review.

### **Proposed typology of the roles and comparative advantages of the GEF agencies**

23. The proposed typology of the roles and comparative advantages of the GEF agencies vis-à-vis the types and areas of GEF interventions is visualized in the table shown in Annex L. The matrix takes the three types of interventions defined in the GEF Instrument – capacity/technical assistance, assessments and scientific and technical analysis, and investments – and crosses them against each of the focal areas (and strategic programs for the large focal areas). It should be emphasized that such a schematic presentation can only give an approximate indication of the extent of each agency’s comparative advantage. It must also be noted, that the concept of comparative advantage by its very nature is relative – the absence of an agency in any of the cells in the table in Annex 12 does not imply that this agency has no expertise or experience in that particular field; it just implies that another agency seems to have stronger expertise and experience to prepare and implement GEF projects.

---

<sup>2</sup> *The Multilateral Organisations Performance Assessment Network*, Annual Synthesis Reports (2004, 2005, 2006).

<sup>3</sup> Scott, Alison, “DFID’s Assessment of Multilateral Organisational Effectiveness: An Overview of Results” (2005).

24. In terms of the types of interventions, for the three original Implementing Agencies, UNDP, UNEP, and the World Bank, the type of project roles as specified in the Instrument have remained the same. For the Regional Development Banks (ADB, AfDB, IDB, ERDB), as for the World Bank, their comparative advantage lies in investment projects at the country or multi-country level. The Secretariat proposes that for all of the Banks, their comparative advantage will be weighed against the level of co-financing they provide through their own financial sources, although some of the Banks have argued that the co-finance they mobilize from external sources should also be taken into account. With respect to the specialized UN agencies (FAO, IFAD, UNIDO) their comparative advantages are categorized more strongly along the focal areas. With the exception of IFAD which has an additional role in investments, the UN specialized agencies' project interventions fall within capacity building/technical assistance or assessment/scientific and technical analysis interventions.

25. Overall, the specific comparative advantage for each agency is as follows:

- (a) ADB's comparative advantage for the GEF includes investment projects at the country and multi-country level in Asia as well as the ability to incorporate capacity building and technical assistance into its projects. ADB has strong experience in the fields of energy efficiency, renewable energy, adaptation to climate change and natural resources management including water and sustainable land management.
- (b) AfDB's comparative advantage for the GEF lies in its capacity as a regional development bank. The AfDB is, however, in the initial stages of tackling global environmental issues. Its environmental policy has only recently been approved and is in the process of being integrated into operations. The AfDB will focus on establishing a track record for environmental projects related to the GEF focal areas of Climate Change (adaptation, renewable energy and energy efficiency), Land Degradation (deforestation, desertification) and International Waters (water management and fisheries).
- (c) EBRD's comparative advantage for the GEF lies in its experience and track record in market creation and transformation, and ensuring sustainability through private sector (including small and medium-sized enterprises) and municipal environmental infrastructure projects at the country and regional level in the countries of eastern and central Europe and central Asia, especially in the fields of energy efficiency, mainstreaming of biodiversity and water management.
- (d) FAO's comparative advantage for the GEF is its technical capacity and experience in fisheries, forestry, agriculture, and natural resources management. The FAO has strong experience in sustainable use of agricultural biodiversity, bioenergy, biosafety, sustainable development in production landscapes, and integrated pest and pesticides management.
- (e) IDB's comparative advantage for the GEF includes investment projects at the country and regional level in Latin America and the Caribbean. IDB finances operations related to the following GEF focal areas: Biodiversity (protected areas,

marine resources, forestry, biotechnology), Climate Change (including biofuels), International Waters (watershed management), Land Degradation (erosion control), and POPs (pest management).

- (f) IFAD's comparative advantage for the GEF lies in its work related to land degradation, rural sustainable development, integrated land management, and its role in the implementation of the UN Convention to Combat Desertification. IFAD has been working intensively in marginal lands, degraded ecosystems and in post-conflict situations.
- (g) UNDP's comparative advantage for the GEF lies in its global network of country offices, its experience in integrated policy development, human resources development, institutional strengthening, and non-governmental and community participation. UNDP assists countries in promoting, designing and implementing activities consistent with both the GEF mandate and national sustainable development plans. UNDP also has extensive inter-country programming experience.
- (h) UNEP's comparative advantage for the GEF is related to its being the only United Nations organization with a mandate derived from the General Assembly to coordinate the work of the United Nations in the area of environment and whose core business is the environment. UNEP's comparative strength is in providing the GEF with a range of relevant experiences, proof of concept, testing of ideas, and the best available science and knowledge upon which it can base its investments. It also serves as the Secretariat to three of the MEAs, for which GEF is the/a financial mechanism. UNEP's comparative advantage also includes its ability to serve as a broker in multi-stakeholder consultations.
- (i) UNIDO's comparative advantage for the GEF is that it can involve the industrial sector in GEF projects in the following areas: industrial energy efficiency, renewable energy services, water management, chemicals management (including POP and ODS), and biotechnology. UNIDO also has extensive knowledge of small and medium enterprises (SME's) in developing and transition economy countries.
- (j) The World Bank's comparative advantage for the GEF is as a leading international financial institution at the global scale in a number of sectors, similar to the comparative advantage of the regional development banks. The World Bank has strong experience in investment lending focusing on institution building, infrastructure development and policy reform, across all the focal areas of the GEF.

26. GEF Agencies should focus their involvement in GEF project activities within their respective comparative advantages. In specific cases of integrated projects that include components where the expertise and experience of a GEF Agency is lacking or weak, partnerships with other GEF Agencies must be established with clear complementary roles, so that all aspects of the projects can be well managed.

27. The categorizations and description of comparative advantages presented in this paper will evolve over time, and will need to be reanalyzed in the future. Agencies' experience and expertise develop over time and new strategic program areas will be developed for each future replenishment period. In addition, the UN reform process is still in an early stage and is likely to further clarify and possibly modify the roles of the UN agencies. Furthermore, the performance and Outcome Matrix under development by the GEF Evaluation Office as well as the Results management framework under development by the GEF Secretariat will enable an inclusion of project performance in the basis for assessing the agencies' comparative advantages. It is therefore suggested that the comparative advantages of the GEF agencies be re-assessed when the strategic programming areas for GEF-5 is determined.

## ANNEX A. ASIAN DEVELOPMENT BANK (ADB) <sup>4</sup>

### Mandate to Work on the Environment

28. The work of the Asian Development Bank (ADB) is aimed at improving the welfare of the people in Asia and the Pacific, especially of the 690 million poor living on less than a dollar a day. Through the adoption of its [poverty reduction strategy](#) in 1999, ADB began focusing its work toward eliminating poverty in the region. ADB's projects and programs, whether poverty interventions or otherwise, emphasize one or more of the following priorities: [economic growth](#); [human development](#); [gender and development](#); [good governance](#); [environmental protection](#); [private sector development](#); capacity development; and [regional cooperation](#).

29. ADB's overarching goal of poverty reduction is anchored on the principle of achieving "environmental sustainability." ADB's [Medium Term Strategy II](#), covering the period of 2006-2008, re-affirms "managing the environment" as one of the organization's five strategic priorities. ADB's [Long-term Strategic Framework](#) (2001-2015) includes environmental sustainability as one of its three crosscutting themes. ADB's Board of Directors approved an [Environment Policy](#) (2002) that contains five elements that guide ADB's institutional strategy:

- (a) Promoting environment and natural resource management interventions to reduce poverty directly;
- (b) Assisting developing member countries (DMCs) to mainstream environmental considerations in economic growth;
- (c) Helping maintain global and regional life support systems that underpin future development prospects;
- (d) Building partnerships to maximize the impact of ADB lending and non-lending activities;
- (e) Integrating environmental considerations across all ADB operations.

30. In addition to the Environment Policy, ADB has also formulated sector-specific policies on [Forestry](#) (1995), [Fisheries](#) (1997), [Energy](#) (2000), and [Water](#) (2001) that further spell out ADB's mandate and strategies in each of these sectors. Like the Environment Policy, these recognize and support relevant multilateral environmental agreements and protocols emanating from these conventions.

### Capacity to Work in GEF Focal Areas

31. As a regional development bank, ADB's comparative advantage for the GEF includes investment projects at the country and multi-country level in Asia as well as the ability to

---

<sup>4</sup> Adapted from information provided to the GEF Evaluation Office by ADB in combination with information provided by ADB collected from the ADB website: <http://www.adb.org>, (Accessed February 2007).

incorporate capacity building and technical assistance. ADB has a well established [safeguards policy](#) and related set of environmental and social safeguards procedures.

32. ADB has a diverse portfolio of loan and technical assistance projects with environmental objectives or elements. (<http://www.adb.org/Environment/Loan-TA-Projects.asp>) From 1995 to 2005 ADB has given loans totaling 6,792 Million USD:

- [View the list of loans with environmental objectives or elements](#)
- [View the list of advisory technical assistance with environmental objectives or elements](#)

#### *Climate Change Focal Area*

33. In 2006 ADB inaugurated its [Program on Clean Energy and the Environment](#). This includes an Energy Efficiency Initiative with the goal of introducing improvements in both energy production and consumption. Under this initiative, ADB expects to provide 1 billion USD a year for investments in clean energy and energy efficiency (including sustainable transport). ADB also has launched a [Carbon Market Initiative](#), which will provide an opportunity to use market mechanisms established through the Kyoto Protocol to address energy security and climate change objectives. Other initiatives related to GEF's climate change focal area include: (i) [The Clean Development Mechanism \(CDM\) Facility](#); (ii) [Renewable Energy, Energy Efficiency and Climate Change \(REACH\)](#); and (iii) [Climate Change Adaptation Program in the Pacific](#).

#### *Biodiversity Focal Area*

34. Global environmental benefits are integrated as part of ADB's investments in infrastructure, local environmental improvement and rural resources management. Inter-sectoral coordination is undertaken to develop and implement country-driven frameworks for concrete investments in biodiversity conservation, sustainable land management, and climate change mitigation and adaptation. ADB is particularly active in promoting conservation of both terrestrial and coastal/marine ecosystems in Southeast Asia. The ADB has also had a Forest Policy in place since 1995, which makes explicit statements on conditions for ADB involvement in forestry sector investments; the potential role of NGOs in the entire process of the project cycle from design to implementation and monitoring; and the treatment of old-growth forests.

#### *International Waters Focal Area*

35. In 2001, ADB's Board of Directors approved a comprehensive [Water Policy](#) that recognizes the Asia and Pacific region's need to formulate and implement integrated, cross-sectoral approaches to [water management and development](#). In general, the policy seeks to promote water as a socially vital economic good that needs increasingly careful management to sustain equitable economic growth and reduce poverty and to advocate a participatory approach in meeting the challenges of water conservation and protection in the region. From 2006-2010 ADB expects to double its investments in the water sector through its new Water Financing Program, which directs funds, reforms and capacity development programs at rural communities, cities and river basins. ADB has been particularly active in encouraging use of river basins as the basis for integrated water resources management, having been active in the formation of the [Network of Asian River Basin Organizations](#). Under the [Cooperation Fund for the Water Sector](#)

launched in 2001, approximately 14 million USD has been spent to finance a coherent program of activities designed to promote effective water management policies and practices in the Asia and the Pacific region. The fund also supports activities designed to initiate or strengthen national and regional water partnerships in the region, [Water Partnerships](#).

#### *Land Degradation Focal Area*

36. ADB's Regional Technical Assistance Project on Combating Desertification in Asia provided the impetus for the formation of the Strategic Partnership Agreement for UNCCD Implementation in the Central Asian Countries. This in turn has led to the establishment of the [Central Asian Countries Initiative for Land Management](#) (CACILM) – a partnership of the five countries in Central Asia, ADB, GEF and 8 other development agencies. A similar evolution has occurred in China, where ADB leads a program to address land degradation and desertification in partnership with GEF and others. ADB also is working on forest management in the humid tropics of East and Southeast Asia.

#### *POPs Focal Area*

37. ADB maintains a portfolio of agricultural sector projects, with experience and growing capacity in the fields of integrated pest management and other alternatives to heavy chemical pesticides use. A recently initiated [Partnership on Persistent Organic Pollutants Pesticides Management for Agricultural Production in Central Asia](#) is expanding ADB's engagement on these POPs concerns in China and Central Asia.

#### **Field Presence in Asia and the Pacific**

38. ADB has an established presence in the Asia and Pacific region and also maintains liaison offices in North America and Europe. There are at present 22 ADB resident missions or other country offices in Asia, 2 sub-regional offices in the Pacific and representative offices in Tokyo for Japan, Frankfurt for Europe and Washington, DC for North America.



## ANNEX B. AFRICAN DEVELOPMENT BANK (AfDB)<sup>5</sup>

### Mandate to work on the Environment

39. The AfDB is a multilateral development bank whose shareholders include 53 African countries (regional member countries—RMCs) and 24 non-African countries from the Americas, Asia, and Europe (non-regional member countries—non-RMCs). The Bank Group's primary objective is to promote sustainable economic growth in order to reduce poverty in Africa. It achieves this objective by financing a broad range of development projects and programs through: (i) public sector loans (including policy-based loans), private sector loans, and equity investments; (ii) technical assistance for institutional support projects and programs; (iii) public and private capital investment; (iv) assistance in coordinating RMC development policies and plans; and (v) grants of up to US\$500,000 in emergency support. The Bank prioritizes national and multinational projects and programs that promote regional economic cooperation and integration.

40. In January 2004, the [Boards of Directors](#) approved AfDB's new [Environment Policy](#), which incorporates and redefines the former policy on environmentally sustainable development. The core objectives of the Policy are to improve quality of life of the people of Africa by helping to preserve and enhance the ecological capital and life-support systems across the African continent.

41. Specifically, AfDB's Environment Policy promotes a long-term view of development in its Regional Member Countries (RMCs) and aims at the following key goals; enhance the regenerative and assimilative capacity of RMC's ecological capital; reverse the impoverishment process in Africa by improving access of the poor to environmental resources; help RMCs build their capacity to bring about institutional changes to achieve sustainable development; and strengthen partnership with international agencies and networking to coordinate interventions in environmental sustainable development and to promote information exchange and sharing of best practices.

42. The overall priority areas of the new Environment Policy include: (1) reversing land degradation and desertification; (2) protecting the coastal zones; (3) protecting global public goods; (4) enhancing disaster risk management capabilities; (5) promoting environmentally sustainable industry; (6) increasing awareness, institutional and capacity building; (7) environmental governance; (8) urban sustainable development and population growth; (9) and civil society organizations.

43. The environment is integrated as a cross-cutting theme within the AfDB's first [Strategic Plan for the period 2003-2007](#). As part of the plan AfDB has included mainstreaming environmental sustainability in all of the Bank's interventions. The Bank will support projects to redress high priority environmental problems in the region such as land and water degradation, desertification, protection of coastal and marine environment, and promoting the use of renewable energy in close coordination with other donors.

---

<sup>5</sup> Adapted from information provided to the GEF Evaluation Office by AfDB in combination with information collected from the AfDB website: <http://www.afdb.org>, (Accessed February 2007).

44. To put this policy into operation the Bank uses a wide range of strategic approaches: (i) mainstreaming environmental sustainability considerations in all Bank's operations (ii) strengthening existing environmental assessment procedures for project and country strategies and develop new environmental management tools; (iv) assisting RMCs to build adequate human and institutional capacity to deal with environmental management; (v) improving public consultation and information disclosure mechanisms; (vi) building partnerships to address environmental issues, harmonize policies, and disseminate environmental information; and (vii) improving monitoring and evaluation of operations with specific regard to environmental sustainability.

### **Capacity to Work in GEF Focal Areas**

45. The AfDB's comparative advantage for the GEF lies in its capacity as a regional development bank. The AfDB is, however, in the initial stages of tackling global environmental issues. Its environmental policy has only recently been approved and is in the process of being integrated into operations. The AfDB is focusing on particular areas, detailed below, but has not yet established an implementation record for environmental projects.

46. In 2006, the AfDB created a Sustainable Development Division (formerly Poverty Reduction and Sustainable Development Unit - PSDU) in the Bank's Operations Policy and Compliance Department acts as the GEF focal point for the AfDB. The Sustainable Development Division has significantly increased its efforts to work closely with operational departments in building GEF pipelines of projects and programs and assisting staff in preparing and processing GEF proposals. The division has also started an internal GEF training program.

47. Particular areas of concentration by the Bank in the coming years within the overall environmental priority areas of its policy are expected to be (1) *climate change*, including adaptation and renewable energy and energy efficiency; (2) *land degradation*, with emphasis on desertification and deforestation as the two most pressing environmental challenges in many African countries; and (3) *water management and fisheries*, with an emphasis on national and transnational programs to maintain and improve access to and preservation of water resources.

48. The above areas of concentration correspond closely to the three GEF focal areas of (i) climate change, (ii) land degradation, and (iii) international waters. In the future, AfDB believes that their supported projects and programs may also address the other GEF focal areas of (iv) biodiversity (v) persistent organic pollutants, and (vi) ozone layer.

49. A 2003-04 *Evaluation on Environmental Management of AfDB Projects* by the Bank's independent evaluation office (OPEV) concluded that the Bank has been successful in developing updated environmental and social policies, procedures and guidelines. With regard to their application, improvements were suggested with respect to better and more systematically mainstreaming the new environment policy and guidelines into the operations of the Bank; improving communications with RMCs; harmonization of categorization and assessment procedures with other donors; and strengthening monitoring and evaluation capacity on environmental issues. While working on these issues internally, the Bank is also determined to closely work with GEF in increasing the effective utilization of GEF resources and tools.

## **Field Presence in Africa**

50. The African Development Bank currently has 14 country and (sub-) regional offices, many of them established in the past few years. Country offices are equipped with a limited number of senior management, administrative, and technical staff, the latter mostly in sectors with important projects/programs in the respective countries. The Bank currently has few, if any, technical staff based in country offices that specialize on cross-cutting themes such as the environment and environmental sustainability. A new policy to enhance decentralization is under preparation. This eventually could lead to more technical environmental staff in country and (sub-) regional offices.

## ANNEX C. EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT (EBRD)<sup>6</sup>

### Mandate of EBRD to work on the Environment

51. The European Bank for Reconstruction and Development (EBRD) was established in 1991 to nurture a new private sector in a democratic environment. Today the EBRD uses the tools of investment to help build market economies and governance in countries from central Europe to central Asia. The EBRD is the largest single investor in the region and is owned by 61 countries and two intergovernmental institutions. EBRD provides project financing for banks, industries and businesses, both new ventures and investments in existing companies. It also works with publicly owned companies, to support privatization, restructuring state-owned firms and improvement of municipal services. The Bank uses its close relationship with governments in the region to promote policies that will bolster the business environment.

52. The EBRD's [Environment Policy](#) was last revised in 2003. The Environment Policy is rooted in the original Agreement Establishing the EBRD (1991). In article 2.1 of the Agreement, the EBRD is directed to "promote in the full range of its activities environmentally sound and sustainable development" (Article 2.1vii).

53. The mandate commits the EBRD to finance projects that are environmentally sound and sustainable. 'Environment' is defined by the Bank in its broadest sense to encompass not only ecological impacts but also occupational, health, safety and community issues.

54. To promote environmentally sound and sustainable development, the Bank pursues four main strategies:

- (a) Integrate environmental considerations into every project.
- (b) Promote environmentally oriented investments across all sectors.
- (c) Incorporate the environmental mandate in all sector and country strategies.
- (d) Build partnerships to address regional and global environmental issues.

### Capacity to work in the GEF Focal Areas

55. The comparative advantage of the EBRD for the GEF lies in the Bank's experience and track record in market creation and transformation, and ensuring sustainability through private sector and municipal environmental infrastructure projects at the country and regional level in the countries of eastern and central Europe and central Asia.

56. Through its financial intermediaries the Bank reaches small medium and micro enterprises and has potential to benefit the environment in all GEF focal areas. The EBRD's knowledge of, and partnership with, the region's financial sector enables it to reach through these intermediaries SMEs, households and other smaller borrowers where aggregate gains in terms of energy savings and efficiency can also be considerable. The EBRD also has significant

---

<sup>6</sup> Adapted from information provided to the GEF Evaluation Office by EBRD in combination with information provided by EBRD and collected from the EBRD website: <http://www.ebrd.org>, (Accessed February 2007).

experience in the natural resources sector and in heavy industries and has a role to play in improving the environmental performance of activities in these sectors.

57. The EBRD's extensive network of relationships with industrial clients places it in an influential position to integrate global environmental issues into its lending for general restructuring and expansion programs. The EBRD is the largest single investor in the private sector for the region where the bank operates. As of 2005, cumulative net investments reached €30 billion contributing to total project investments of €100 billion. Bank investments include detailed conditionality in support of transition, environmental and financial objectives. Seventy per cent of the EBRD's investment portfolio is private, and the Bank is contributing to the development of markets which can contribute significantly to GEF aims in international waters and biodiversity, and with potential to mainstream 'adaptation' into these portfolios. The EBRD recognized from the start the strategic importance of municipalities in the transition and in the financing of projects with significant environmental benefits in the district heating, water and waste sectors.

#### *Climate Change Focal Area*

58. The EBRD has a specialized energy efficiency and climate team, and an increasing number of projects focus exclusively on [energy efficiency](#). In response to the Kyoto Protocol, the EBRD has also established two [carbon funds](#) that include: (i) the €50 million Carbon Credit Fund, for the account of the Dutch government, invests in (JI) climate-friendly projects that reduce GHGs emissions, such as improvements to district heating systems and (ii) the Multilateral Carbon Credit Fund (MCCF), established in 2006, with the European Investment Bank (EIB). The fund will facilitate the sale of carbon credits resulting from projects, in the EBRD's countries of operation, financed by the EBRD and/or the EIB.

59. Additionally in May 2006 the Bank launched a [Sustainable Energy Initiative](#) to address wasteful and polluting use of energy in its countries of operations. The initiative commits the Bank to invest up to €1.5 billion over the next three years on energy efficiency, renewables and clean energy projects. In 2006, EBRD invested €750 million under this initiative

60. The EBRD has a [track record](#) in working for energy efficiency and protection of the environment. It has invested close to €80 million in 2001-2005 in projects with energy efficiency components as well as a further €406 million in the same period in power projects with reduced carbon emissions. Case Studies for selected projects in energy efficiency can be found here → [Projects](#).

#### *Biodiversity Focal Area*

61. The EBRD is a member of the [European Task Force on Banking, Business and Biodiversity](#) which looks at potential financing mechanisms for biodiversity projects. Related biodiversity initiatives include discussions on technical assistance, including capacity building and evaluation of biodiversity impacts of oil/gas development.

### **Field Presence in Eastern/Central Europe and Central Asia**

62. The Bank has a network of around 200 professional staff located in countries of operations to support project development, implementation and monitoring, together with sustained policy dialogue and business relationships with governments, local institutions, industry, banks, utilities and investors.

63. The EBRD currently operates in 28 countries within the region and has at least one resident office within each of these. Some larger countries, such as Russia and Kazakhstan, also have sub- regional offices to bring EBRD staff closer to the business needs. Regional offices are typically staffed by a mixture of international and national staff and provide an in-depth knowledge of the social, economic and political conditions within the country and help to generate and implement new projects as well as monitor existing operations.

## ANNEX D. FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO)<sup>7</sup>

### Mandate of FAO to Work on the Environment

64. FAO's mission is to help build a food-secure world for present and future generations. It assists member countries in: reducing food insecurity and rural poverty; ensuring an enabling policy and regulatory framework for food and agriculture, fisheries and forestry; securing sustainable increases in the supply and availability of food; conserving and enhancing the natural resource base; and generating knowledge for food and agriculture, fisheries and forestry.

65. FAO is governed by the Conference of [Member Nations](#), which meets every two years to review the work carried out by FAO and approve a Programme of Work and Budget for the next biennium. In 1999, the Conference approved a [Strategic Framework](#), which highlights the twin objectives of sustainable production and natural resource conservation, to guide FAO's work until the year 2015. One of the five corporate strategies in the framework deals directly with the environment: [Supporting the conservation, improvement and sustainable use of natural resources for food and agriculture](#). The two sub-strategies that support of this objective are:

- (a) [Integrated management of land, water, fisheries, forest and genetic resources](#). Priority programs include: integrated resource management systems; cross-sectoral policies and collaborative mechanisms; point of reference and source of knowledge on key natural resource management issues; monitoring, assessment and valuation of natural resources.
- (b) [Conservation, rehabilitation and development of environments at the greatest risk](#). Priority programs include monitoring and assessing the state of fragile ecosystems; enhancing institutional and planning capacity; sustainable development, conservation and rehabilitation of fragile ecosystems and areas; practical implementation of Agenda 21 chapters and other international conventions and agreements.

### Capacity to work in the GEF focal areas

66. FAO's comparative advantage for the GEF is its experience in fisheries, forestry, agriculture, and land management. In addition to work in these areas, FAO also has broad in-house technical expertise - agronomists, foresters, fisheries and livestock specialists, land and water management experts, environment specialists, nutritionists, social scientists, economists, statisticians and other professionals – information systems and networks, resource mobilization capacity, global partnerships and a network of field offices.

67. FAO facilitates regular exchange and consensus-building on technical, policy and normative issues of sustainable use of resources for food production among and with government authorities of its Members through its technical committees on agriculture ([COAG](#)), forestry ([COFO](#)) and Fisheries ([COFI](#)), among others, as well as through numerous regional organizations

---

<sup>7</sup> Adapted from information provided to the GEF Evaluation Office by FAO in combination with information collected from the FAO website: <http://www.fao.org>, (Accessed February 2007).

and thematic networks worldwide. FAO assists its member countries in developing and implementing sound natural resource management policies, programs and projects, strengthening capacities, drafting effective legislation and creating national strategies to achieve rural development and hunger alleviation goals. In 2006, FAO mobilized and managed US\$542 million for field projects throughout the world in support of these objectives. Furthermore, FAO collects and analyzes primary data and information on food, agriculture, land, water, fisheries and forestry resources, and disseminates information through its member countries and field projects.

68. In addition, FAO provides technical advice and support to the multilateral environmental agreements, including the Convention on Biological Diversity (CBD), the UN Framework Convention on Climate Change (UNFCCC), including the Kyoto Protocol, the UN Convention to Combat Desertification (UNCCD), and the Stockholm Convention on Persistent Organic Pollutants (POPs), as well as to other major international agreements and bodies, such as the UN Convention on the Law of the Sea (UNCLOS) and the Intergovernmental Panel on Climate Change (IPCC). Binding agreements under the FAO constitution include the International Plant Protection Convention and the International Treaty on Plant Genetic Resources for Food and Agriculture. FAO furthermore hosts the Secretariat of the Rotterdam Convention (jointly with UNEP), the Secretariat of the International Plant Protection Convention, and the Secretariat of the Global Terrestrial Observing Systems (GTOS), among others.

69. FAO is composed of eight departments: [Agriculture and Consumer Protection](#); [Economic and Social Development](#); [Fisheries and Aquaculture](#); [Forestry](#); Human, Financial and Physical Resources; Knowledge and Communication; Natural Resources Management and Environment and [Technical Cooperation](#). The [Natural Resources Management and Environment](#) Department was established in January 2007 to address environment, bioenergy, climate change, and the sustainable management and use of land, water and genetic resources in an integrated manner. FAO's commitment to interdisciplinarity and partnerships is put into action through inter-departmental working groups (IDWGs), such as those on biodiversity, bioenergy, biosafety, biotechnology, climate change and desertification.

70. The FAO has experience relevant to the GEF focal areas, as reflected in [FAO's Programme of Work and Budget 2006-07](#) as follows:

- (a) [Biodiversity](#): Commission on Genetic Resources for Food and Agriculture; International Treaty on Plant Genetic Resources; Global Plan of Action for the Conservation and Sustainable Utilization of Plant Genetic Resources for Food and Agriculture; Global Plan of Action for Animal Genetic Resources; Domestic Animal Diversity Information System (DAD-IS); conservation and sustainable use of plant, animal, forest and fish genetic resources; integrated production systems – sustainable intensification, diversification and biodiversity; using markets to promote the sustainable utilization of crop genetic resources; biosafety for food and agriculture; grasslands production and maintenance; globally important agricultural heritage systems; sustainable mountain development and conservation; sustainable management of natural forests and woodlands (biodiversity and environmental “goods and services”); monitoring, assessment and valuation of forest resources and products and their benefits at national and



global levels (global forest resources assessment); aquatic biodiversity/alien species; economics of natural resources and environmental sustainability; Emergency Prevention System for Transboundary Animal and Plant Pest and Diseases ([EMPRES](#)).

- (b) [Climate Change](#): bioenergy (including the International Bioenergy Platform [[IBEP](#)] and hosting of the new Secretariat of the Global Bioenergy Partnership); productive uses of renewable energy; climate change mitigation in agriculture and forestry through carbon sequestration, substitution and conservation; capacity building in developing countries on climate change issues; sustainable management of natural and planted forests, including forest health and wildfire prevention and control; adaptation to climate change; assessing the potential of Payments for Environmental Services to contribute to poverty reduction (also relevant to biodiversity and land degradation).
- (c) [Land Degradation](#): integrated land, water and production systems policies, planning and management; land and water knowledge management, information systems, databases and statistics; soil productivity and conservation; land tenure and management; common property resource management; sustainable forest management; Land Degradation Assessment in Drylands (LADA); conservation agriculture; wild fire management and control.
- (d) [International Waters](#): support to international river basin commissions through basin resource analysis and harmonization of national water legislation to address transboundary resource negotiations; land and water linkages in rural watersheds including payment for environmental services; reduction of pesticide runoff through integrated pest management; Code of Conduct for Responsible Fisheries; enhancing institutional, planning and management capacity for sustainable fisheries; sustainable and ecosystem-based fisheries management, including in particular technical and normative measures for the reduction of environmental impact of fisheries.
- (e) [Persistent Organic Pollutants \(POPs\)](#): life cycle management of agricultural pesticides, disposal and prevention of obsolete pesticides, soil/water decontamination, [Integrated Pest and Pesticide Management](#) (IPPM), Rotterdam Convention on the Prior Informed Consent Procedures (PIC).

71. In addition to the project development and implementation experience residing in the technical divisions, the [FAO Investment Centre Division](#) (TCI), with some 70 multidisciplinary professional staff, operates under cooperative agreements with International Financing Institutions, including: the World Bank, IFAD, EBRD and the three regional development banks. The Centre promotes investment in agriculture and rural development, poverty alleviation and post-emergency rehabilitation. It helps developing countries to identify and formulate investment strategies and operations for external financing, including environmental and natural resources management projects. The Centre's activities are cost-shared: around 40 percent is met by FAO while the remainder comes from financing institutions. The Centre's yearly total expenditure is

around US\$25 million with FAO providing around US\$9 million. The Centre's work helps to mobilize some US\$2 to 3 billion in investment financing commitments per year.

72. The Investment Centre works in some 100 developing countries each year with a large share of its current work concentrated in Africa. The Centre has assisted the preparation and supervision of more than 60 national and regional GEF projects in Africa, Asia, Europe and Latin America and the Caribbean. In the Latin America region alone, this includes 27 projects, amounting to US\$520 million in total project costs, of which US\$144 million is GEF financing and the remaining US\$375.9 million is co-financing.

### **Field Presence**

73. FAO has representations in 74 countries; an additional 37 countries are covered through multiple accreditations. In addition, FAO maintains five regional offices, with out posted technical staff, in Accra (Ghana), Bangkok (Thailand), Cairo (Egypt), Santiago (Chile), Rome (Italy) (to be transferred to Budapest [Hungary] for Europe and Central Asia), and nine sub-regional offices operating from Accra (Ghana), Ankara (Turkey), Addis Ababa (Ethiopia), Apia (Samoa), Bridgetown (Barbados), Budapest (Hungary), Harare (Zimbabwe), Libreville (Gabon) and Tunis (Tunisia). Five Liaison Offices (Brussels, Geneva, New York, Washington, D.C. and Yokohama) also support the work of the Organization. An additional Liaison Office is to be opened in Moscow (Russian Federation) during 2007.

## ANNEX E. INTER-AMERICAN DEVELOPMENT BANK (IDB)<sup>8</sup>

### Mandate to Work on the Environment

74. IDB's mission in Latin America and the Caribbean is "to contribute to the acceleration of the process of economic and social development of its member countries, individually and collectively. The Bank's two main goals are to promote poverty reduction and social equity as well as environmentally sustainable growth." The environment has therefore become a cross-cutting issue for development and poverty reduction for the IDB.

75. In January 2006, the Board of Directors approved IDB's [Environment and Safeguards Compliance Policy](#), which has three specific objectives: (i) to enhance long-term development benefits by integrating and mainstreaming environmental sustainability outcomes in all Bank operations and activities, and by strengthening environmental management capacities in its borrowing members; (ii) to ensure that all Bank operations and activities are environmentally sustainable; (iii) to foster corporate environmental responsibility within the Bank. This Policy creates the conditions to shift from a standard approach that looks at the environment as a sector to a new cross cutting and strategic approach.

76. This new policy is part of the implementation of the Bank's Environment Strategy, which was approved by the Board in July 2003. In its [Environment Strategy](#), IDB outlines four areas of action 1) environmental governance and modernization of the state, 2) environmental and natural resources management and competitiveness, 3) environment, natural resources management and social development and 4) environment and regional integration.

### Capacity to Work in the GEF Focal Areas

77. As a multilateral development bank, IDB's comparative advantage for the GEF includes investment projects at the country and regional level in Latin America and the Caribbean. In developing these projects, IDB also has worked in: institution and capacity building; policy and strategy development; knowledge and innovation; national and local governance; and participatory processes and community empowerment. The process of identification, preparation, and approval of IDB projects always require integrated approaches. Investments without institutional and capacity building are not considered feasible

78. The [Sustainable Development Department \(SDS\)](#) contributes to the fulfillment of the strategic goals of the IDB by providing advisory and technical support to Bank project teams as well as quality review of projects, including an assessment of their environmental and social impact. SDS consists of six divisions and five units (organized into three sub-departments) that are able to provide the Bank with technical expertise in most areas of interest. The three sub-departments are: Social Development and Public Governance; Private Enterprise and Financial Markets; and Education, Science and Technology. The [Environment Division](#) falls under the Private Enterprise and Financial Markets sub-department. The division furthers the goal of sustainable development by enhancing the environmental quality of operations. It ensures that

---

<sup>8</sup> Adapted from information provided to the GEF Evaluation Office by IDB in combination with information collected from the IDB website: <http://www.iadb.org>, (Accessed February 2007).

projects fulfill IDB's environmental objectives and requirements by drawing upon lessons from other operations, direct experience, and research and analysis.

79. GEF's project design and implementation generally is handled by IDB's environment and sector specialists of the Environment Division that are part of the Operational Departments (three Regional Departments and the Private Sector Department, plus the Multilateral Investment Fund). These efforts are supported by the [Environment and Natural Resources Division](#) within the Sustainable Development Department, which serves as a GEF "technical liaison." The work of the Environment Division embraces public and private sector projects, including urban and rural environmental management, energy conservation and development, sustainable agriculture, forestry and biodiversity, water resources management, coastal and marine resources, climate change and disaster risk management. From 1998-2007 IDB has given approximately 1.4 billion USD in loans and 92 million USD in grants within its [Environment and Natural Resources group](#).

80. Sub-groups included under the Natural Resources group include: [Ecotourism; Environmental Programs and Institutions; Forestry, Natural Disasters: Prevention and Relief; Natural Resource Management & Conservation; Pollution & Waste Management; Urban Environmental Issues; Water Resource Management](#).

81. IDB finances operations in several areas which are compatible with GEF focal areas: (i) biodiversity: protected areas, marine and coastal resources, sustainable forestry, biotechnology; (ii) climate change: rural electrification, urban transportation, carbon trade, GHG abatement, adaptation to climate change; (iii) international waters: transboundary watersheds; (iv) land degradation: soil conservation / erosion control, hillside sustainable agriculture; (v) POPs: integrated pest management, agrochemical substitution.

82. IDB recently launched a [Sustainable Energy and Climate Change Initiative](#) (SECCI) to support the LAC region in finding economically and environmentally sound energy options, with emphasis on biofuels. Its core objectives are to expand the development and use of renewable energy sources, energy efficiency technologies and practices, and carbon finance in the region, as well as to promote and finance climate change adaptation strategies that reduce the region's climate vulnerability.

83. In addition, IDB has partnerships with bilateral Governments to support specific areas of work: climate change, biodiversity, international waters, and land degradation. There are also other relevant IDB funds to support natural disaster prevention/climate change adaptation and regional public goods. The IDB also has a private sector arm, the [Inter-American Investment Corporation](#) (IIC).

### **Field Presence in Latin America and the Caribbean**

84. IDB's governance structure in which borrowing member countries control a majority voting share, recruitment of IDB staff from the region and the presence of IDB offices in each of its borrowing countries provides the institution with an advantage in understanding its member countries and their problems within the LAC Region. By the nature of IDB's interaction with its member countries, all projects –including GEF initiatives— are consistent with national priorities and strategies, since Bank programming must be agreed with Ministers of Finance.

85. The IDB has offices in each of its member countries in Latin America and the Caribbean. These offices are in charge of program/project administration, focusing on the execution of all IDB operations, including GEF projects. The Bank has hired three environmental specialists dedicated exclusively to administer and monitor GEF operations directly in the beneficiary Countries.

86. To foster its environmental agenda, the IDB has over 60 specialists working in environmental safeguard compliance and environmental project development in its' Headquarters and its' Country Offices in each of the 26 countries in which the Bank operates. These specialists work in project teams that combine skills in institutional, financial, technical, social and economic issues. IDB also manages technical assistance funds to hire specialized consultants as needed.

## **ANNEX F. INTERNATIONAL FUND FOR AGRICULTURE AND DEVELOPMENT (IFAD)<sup>9</sup>**

### **Mandate to Work on the Environment**

87. IFAD, a specialized agency of the United Nations, was established as an international financial institution in 1977 as one of the major outcomes of the 1974 World Food Conference. IFAD's overarching goal is to empower poor rural women and men in developing countries to achieve higher incomes and improved food security. Since starting operations in 1978, IFAD has invested more than US\$ 9.5 billion in 732 projects and programs that have reached more than 300 million rural poor people. At mid-year 2006, IFAD's ongoing or active portfolio comprised 182 projects, value of IFAD financing of about US\$2 797 million.

88. IFAD tackles poverty not only as a lender, but also as an advocate for rural poor people. Its multilateral base provides a natural global platform to promote rural development as a means to meet the Millennium Development Goals.

89. IFAD's activities are guided by its new [Strategic Framework for 2007-2010](#) to ensure that poor rural people have better access to, and the skills and organization they need to take advantage of: (i) natural resources, especially secure access to land and water, and improved natural resource management and conservation practices; (ii) improved agricultural technologies and effective production services; (iii) a broad range of financial services; (iv) transparent and competitive markets for agricultural inputs and products; (v) opportunities for rural off-farm employment and enterprise development; (vi) local and national policy and programming processes. This calls for greater emphasis on the linkages between rural poverty and environmental degradation

90. Nine major areas are supported: agricultural development; financial services; rural infrastructure; livestock; fisheries; capacity-and institution-building; storage/food-processing/marketing; research/extension/training; small and medium scale enterprise development.

### **Capacity to Work in GEF Focal Areas**

91. IFAD's comparative advantage for the GEF lies in of its work related to land degradation, rural sustainable development, integrated land management, and its role in the implementation of the UN Convention to Combat Desertification. IFAD has been working intensively in marginal lands, degraded ecosystems and in post-conflict situations with an emphasis on people living in ecosystems in degraded and vulnerable environments. By addressing the environmental implications of poverty reduction, IFAD works to achieve MDG1 (eradicate extreme poverty and hunger), MDG3 (promote gender equity and empower women) and MDG7 (ensure environmental sustainability).

92. Through its participatory approaches IFAD addresses rural poverty through: (i) enabling policy frameworks, including poverty reduction strategies and sector policies that respond to the

---

<sup>9</sup> Adapted from information provided to the GEF Evaluation Office by IFAD in combination with information collected from the IFAD website: <http://www.ifad.org>, (Accessed March 2007).

needs of poor rural people (ii) efficient government institutions that focus on poverty reduction; (iii) strong organizations of poor rural people; (iv) increased private sector investment in rural economies and (v) enhanced capability of governments, nongovernmental organizations, the private sector and organizations of poor rural people to develop and implement rural poverty reduction programs.

93. Since its establishment, IFAD has invested some USD 9.0 billion (Sub Saharan Africa: 36%, Near East & North Africa: 17%, Asia & the Pacific: 32%, Latin America & the Caribbean: 16%) in over 706 projects and programs that have reached around 300 million poor rural people. Sixty to 80 % of IFAD's investments and grants support community based natural resource management activities. Most of its resources are provided in the form of loans to governments – much of it on highly concessional terms; while its grant funds (corresponding to 10% of loans) are provided not only to governments but also to international and national non-governmental agencies.

94. IFAD's projects are categorized by [country](#) or [co-financers](#) and must tie into its [regional strategies](#). In addition, IFAD's operations are driven by the Result Based Country Strategic Opportunities Paper ([RBCOSOP](#)), a strategic guiding instrument for the identification of choices and opportunities through which IFAD investments can ensure a positive impact on poverty. IFAD designs and manages programs and projects for quality, impact and sustainability, following the lead of partner governments to ensure coherence with national policies and strategies.

95. A number of IFAD projects have elements that relate to GEF focal areas. These include:

- (a) *Land degradation*: integrated watershed and ecosystem management; combating desertification and land degradation; soil fertility and improved land productivity; policy dialogue and access to productive assets and technology; sustainable management of rangelands and silvo-pastoral resources; forests and agricultural land management and capacity-building and mainstreaming of sustainable land management practices
- (b) *Biodiversity*: integrated ecosystem management and community-based natural resource management; agro-biodiversity; sustainable management of buffer zones (adjacent to national parks); conservation and sustainable use of biodiversity incorporated in the productive landscape; promotion of local best practices and traditional know-how; agro-forestry and conservation of forest biodiversity; payment for environmental services.
- (c) *Climate change*: climate change adaptation and mitigation; bio-energy; renewable energy in rural areas; and carbon sequestration through sustainable land management, promoting drought preparedness and mitigation mechanisms.
- (d) *International waters*: integrated watershed management; integrated water resources conservation; harvesting and aquifers conservation, particularly in arid lands.

96. For details about IFAD's portfolio size, composition, and characteristics see the [Portfolio Review 2006](#), specifically [Appendix I, Volume II](#).

### **Field Presence**

97. IFAD has local-level operations in [115 countries and territories](#). IFAD has also initiated a pilot program whereby 15 field offices were created.

98. In response to the need for a coordinated international effort on development and knowledge-sharing, IFAD has established an extensive network with its Research *for* Development partners. Over the past 25 years, IFAD has committed approximately USD 120 million for 127 CGIAR-led [research programs](#). Many of these programs have led to widespread impact on small-scale agriculture throughout the developing world.



## ANNEX G. UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) <sup>10</sup>

### Mandate to Work on the Environment

99. UNDP is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. In UNDP's [Multi-year Funding Framework](#) (2004-2007), managing [Energy and Environment](#) for sustainable development is one of five core goals for the agency, together with: [Democratic Governance](#), [Poverty Reduction](#), [Crisis Prevention and Recovery](#), and [HIV/AIDS](#).

100. Environment and Sustainable Development remains one of the four core goals of UNDP's Strategic Plan for 2008-2011. UNDP activities in Environment and Sustainable Development for 2008-2011 will emphasize **mainstreaming of environment and energy** concerns into national development frameworks and **environmental finance** to enable markets to create effective solutions for sustainable development.

101. At the Rio Summit in 1992, UNDP received the mandate to develop national capacities for integrating social equity, economic growth and environmental protection issues at all levels of development decision making. The mandate to foster integrated policy development and implementation for sustainable development is consistent with UNDP's role in the GEF Instrument in paragraph 11(a) of Annex D.

### Capacity to Work in GEF Focal Areas

102. UNDP's comparative advantage for the GEF lies in its global network of country offices, its experience in integrated policy development, human resources development, institutional strengthening, and non-governmental and community participation. UNDP assists countries in promoting, designing and implementing activities consistent with both the GEF mandate and national sustainable development plans. UNDP also has extensive inter-country programming experience.

103. UNDP also has 240 staff resource persons in environment and energy at UNDP country offices and headquarters, and a UNDP environment and energy knowledge network of over 1200 members world wide. In addition to supporting countries in realizing global environmental projects through national and/or sub-national projects, UNDP also has extensive programming experience in regional and global projects.

104. Each of UNDP's six priority areas in its Energy and Environment practice area relate to the GEF focal areas. Under [Frameworks and strategies for sustainable development](#) (FSSD), UNDP has undertaken over 130 projects in over 90 countries. FSSD supports:

- (a) Integrating sustainable management of environment and natural resources into Poverty Reduction Strategies, key national development frameworks and sector strategies

---

<sup>10</sup> Adapted from information provided to the GEF by the UNDP in combination with information collected from the UNDP website: <http://www.undp.org>, (Accessed March 2007).

- (b) Adopting and implementing National Strategies for Sustainable Development for integrating responses to economic, social, and environmental issues
- (c) Setting targets and demonstrating progress towards environmental sustainability (MDG 7)

105. Within UNDP's [Effective water governance](#) area over 80 program countries have water projects and over \$300 million make up UNDP Water's portfolio. UNDP's priorities within this area include:

- (a) Improving national and local water resources management for poverty reduction and sustainable development
- (b) Increasing access to adequate and safe water supply and sustainable sanitation for the poor
- (c) Promoting cooperation on shared water resources and global water challenges
- (d) Adaptation to climate variability and change
- (e) Gender mainstreaming in water governance
- (f) Capacity development for Integrated Water Resources Management (IWRM)

106. UNDP's [Access to sustainable energy services](#) priority area brings together energy access and climate change concerns (e.g. the 2007 Human Development Report's focus is on Climate Change). UNDP's sustainable energy portfolio is the largest of the six service lines, and comprises around 400 ongoing projects, spanning 160 countries with a total value of over \$2 billion. Priorities within this area include:

- (a) Strengthen national policy frameworks for poverty reduction and sustainable development
- (b) Promote rural energy services to support growth and equity
- (c) Promote clean energy technology (low GHG emitting, renewable energy and energy efficient technologies) for sustainable development
- (d) Increase access to financing for sustainable energy, for instance by providing greater access to developing countries to carbon finance and other new environmental commodity markets.

107. The fifth priority is a cross-cutting initiative in which UNDP conducts advocacy and analysis of energy trends and linkages with development

108. UNDP's fourth priority area is Sustainable Land Management through combating [Land Degradation](#) and [Integrated Dryland Development](#). It brings together the work of UNDP's Drylands Development Centre, which specializes in assisting countries to fight poverty and encourage

development in the drier parts of the world, and GEF SLM approaches. During 2004-2006 UNDP helped 65 countries with \$720 million in [Sustainable Land Management](#) projects (GEF grants and co-financing). Priorities include:

- (a) Governance of natural resources at the landscape level, including in drylands
- (b) Drought and flood preparedness and environmental refugees
- (c) Land tenure reform, access to natural resources and integrated land use planning
- (d) Making markets work for the poor
- (e) Mainstreaming sustainable land management into national development planning frame works
- (f) Promotion of innovative and alternative sustainable land practices and livelihoods
- (g) Environment Services Payment

109. UNDP's [Biodiversity and Ecosystem Services](#) priority area includes over 3,500 biodiversity projects, spanning 140 countries. The UNDP biodiversity portfolio totals \$2 billion (1.5 billion through GEF grants and co-financing). Key focus areas include:

- (a) Mainstreaming biodiversity into national and global policy frameworks, institutions, production sectors, and markets
- (b) Developing capacity and increasing the financial sustainability of protected area systems
- (c) Voluntary environmental certification, payments for environmental services, and other innovative financial mechanisms
- (d) Developing the capacity of local government, community and indigenous groups to conserve and sustainably use biodiversity
- (e) Generating, disseminating and adopting best practices in biodiversity.

110. UNDP's [National/Sectoral policy and planning to control emissions of ODS and POPs](#) priority area supports international cooperation and coordination, as well as identification of cross-convention synergies, for improved chemicals management. In addition to UNDP's core sound management of chemicals program, this priority area brings together the work of UNDP as an Implementing Agency supporting the compliance objectives of the Montreal Protocol on Substances that Deplete the Ozone Layer and the Stockholm Convention on Persistent Organic Pollutants. Priorities include:

- (a) the phase-out of ozone-depleting substances ( ODS) and achieving compliance with the Montreal Protocol (MP) where, with Multilateral Fund (MLF) for the

Implementation of the MP, GEF and donor support, UNDP manages a global program of US \$496 million that spans 100 countries;

- (b) A portfolio totaling US \$57.3 million, active in 35 countries to support the reduction and elimination of releases of persistent organic pollutants (POPs) under the Stockholm Convention; and,
- (c) Identification of opportunities for improvement of cross-sectoral governance for SMC through establishment of links with Millennium Development Goals (MDG)-based national development policies and plans in support of the Strategic Approach to International Chemicals Management (SAICM) where UNDP manages a growing portfolio, currently present in 5 countries.

### **Field Presence**

111. UNDP furthers its objectives of practice areas through country-level coordination of the United Nations system, advocacy and policy advice, and project development. UNDP manages the Resident Coordinator system on behalf of the UN in each country office. Its global network of country offices underpins the role of the United Nations as a partner in 166 countries.

112. As part of its country-level coordination, UNDP has experience working with and engaging local NGOs and community groups. An example of this is through its management of the GEF Small Grants Programme with some 6,000 small projects in 95 countries. The number of participating countries is slated to grow to 115 by 2007, including all eligible SIDS and more than half of all LDCs.

## ANNEX H. UNITED NATIONS ENVIRONMENT PROGRAMME (UNEP) <sup>11</sup>

### Mandate to Work on the Environment

113. UNEP's [mission](#) is to provide leadership and encourage partnership in caring for the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations. UNEP's mandate is to coordinate the development of environmental policy consensus by keeping the global environment under review and bringing emerging issues to the attention of governments and the international community for action.

114. UNEP is the only United Nations organization with a mandate derived from the General Assembly to co-ordinate the work of the United Nations in the area of environment. As such it is the only GEF Agency whose core business is the environment.<sup>12</sup> The mandate is consistent with UNEP's role in the GEF Instrument in paragraph 11 (b) of Annex D.

### Capacity to Work in GEF Focal Areas

115. UNEP's comparative advantage lies in its particular mandate to advance environmental management, its experience in working with scientific and technical communities, including its support to the GEF's Scientific and Technical Advisory Panel (STAP), its work in assessment and monitoring, its links to environment ministries and other bodies in the regions,<sup>13</sup> and its role in serving as the Secretariat to three of the MEAs, for which GEF is the financial mechanism.

116. UNEP divides its work into seven [program divisions](#) : [Early Warning and Assessment](#); [Environmental Policy Implementation](#); [Technology, Industry and Economics](#); [Regional Cooperation](#); [Environmental Law and Conventions](#); [Global Environment Facility Coordination](#); and [Communications and Public Information](#).

117. Through these divisions and focus areas UNEP addresses environmental management issues in the following ways:

- (a) *Emerging issues and adaptive learning*: UNEP has an advantage in its extensive experience in piloting approaches and innovations to address emerging environmental issues. UNEP assists countries in identifying, testing and demonstrating the use of tools and methods for improving environmental management, related to UNEP's involvement with the Multilateral Environmental Agreements (MEAs).

---

<sup>11</sup> Adapted from information provided to the GEF by the UNEP in combination with information collected from and provided by UNEP and the UNEP website: <http://www.unep.org>, (Accessed March 2007).

<sup>12</sup> The mandate and objectives of UNEP emanate from: UN General Assembly resolution 2997 (XXVII) of 1972; the Nairobi Declaration on the Role and Mandate of UNEP, adopted by UNEP's Governing Council in 1997; the Malmö Ministerial Declaration and the UN Millennium Declaration, adopted in 2000.

<sup>13</sup> UNEP provides the secretariat to the African Ministerial Conference on the Environment (AMCEN) and to the Ministerial Environmental Forum in Latin America and the Caribbean.

- (b) *Monitoring and assessment:* The emphasis on science as a basis for policy in the work of UNEP has led to a recognized leadership role in global scale environmental assessments, such as the work of UNEP's 'GRID' network and the Global Environmental Outlook. UNEP has developed expertise in global environmental monitoring and assessment, and early warning on emerging issues and can help governments and agencies base their decisions and investments on the best information available.
- (c) *International and national environmental policy and law:* UNEP has developed expertise over the years in the field of international environmental policy and law, supporting the development of the Vienna Convention and its Montreal Protocol, the Convention on Biological Diversity (CBD) and its Cartagena Protocol on Biosafety (CPB), and the Stockholm Convention on persistent organic pollutants (POPs) and developed and oversaw the implementation of the Global Programme of Action to Combat Desertification (UNPACD). UNEP has fostered the negotiation of many other multilateral environmental agreements, and through its environmental law program, provided support to the development of national policy and law aimed at translating countries global obligations into national level legal instruments.
- (d) *Implementing a programmatic approach in key focal areas:* UNEP has developed significant programs with support from its Environment Fund to support the implementation of Multilateral Environmental Agreements (MEAs). These include the UNEP chemicals program, which supports implementation of Basel, Rotterdam and Stockholm Convention, the Montreal Protocol and the Strategic Approach to International Chemicals Management (SAICM), as well as supporting the implementation of the "Global Programme of Action for the Protection of the Marine Environment from Land-based Activities" (GPA) and the network of the regional programs under many UNEP-supported regional seas conventions. UNEP also developed programmatic experience in developing the international guidelines for safety in Biotechnology that led to the CPB.
- (e) *Fostering transboundary collaboration:* UNEP has been successful in co-hosting the IPCC and in fostering the development and negotiation on global environmental issues, including four MEAs, for which the GEF acts as the financial mechanism and 14 regional seas conventions and action plans. UNEP has built expertise in supporting the transboundary and multi-country collaboration required for the sustainable management of water bodies and ecosystems across borders.
- (f) *Establishing networks with other organizations:* UNEP works through partners, including United Nations bodies such as UNDP, FAO, UNIDO and the WHO, non-governmental organizations such as IUCN and networks such as the system of Consultative Group on International Agricultural Research (CGIAR) centers and the International Council for Science (ICSU).

118. Within GEF's focal areas UNEP has the following experience:

- (a) On **Persistent Organic Pollutants and sound chemicals management**, UNEP's work in the GEF has built on its technical role in the UN in chemicals management where its expertise lies in identifying best practice approaches, tools and methods.
- (b) On **International Waters**, UNEP's work in the GEF has built on its Regional Seas Programme centered on multilateral regional seas conventions and action plans the GPA as well as the achievements from the EMINWA (Environmentally-sound Management of Inland Waters) program on freshwater and the UNEP Water Policy and Strategy. Within this focal area, UNEP draws on its expertise in assessment and monitoring, generation and application of knowledge and approaches for the better management of transboundary water systems and for fostering cooperation among countries. UNEP's expertise also includes assessment of transboundary water issues and impacts of a range of contaminants in aquatic environment.
- (c) On **Climate Change**, UNEP's work builds on its expertise in assessment, standard setting, methodology development, and demonstration. UNEP draws upon its own programs, its Riso centre and networks such as the International Energy Agency, Global Network for Energy and Sustainable Development, REN21, REEEP, the IPCC, Global Change Observing Systems, WMO and the International Solar Energy Society. Much of UNEP's work takes on a market sectoral approach responding to environmental drivers. UNEP works with National Cleaner Production Centres to address energy and chemical use. UNEP has developed disaster preparedness methods through its APELL program, important to climate change adaptation vulnerability through its assessment work.
- (d) On **Biodiversity**, UNEP's work on ecosystem services through the Millennium Ecosystem Assessment is an important building block for its work in the GEF. UNEP utilizes a unique combination of skills from its divisions of Environmental Policy Implementation, Trade, Industry and Economics and Environmental Assessment and its collaborating centre - WCMC producing a body of expertise on the subject of Ecosystem Services. It has developed partnerships with the GISP Secretariat, CABI and IUCN, important for dealing with the second highest threat to biodiversity after habitat loss, that of invasive species. Its' Regional Seas Programme, involving regional conventions and action plans, are important for UNEP's work in the GEF for identifying and managing networks of marine protected areas and fish refugia. UNEP has also assisted some 139 countries in developing national biosafety frameworks building on its experience in biosafety and is now assisting those countries to make such systems fully operational.
- (e) On **Land Degradation**, UNEP has focused its work in sustainable land management putting in place integrated approaches to land use management at regional and landscape levels. The result is a portfolio of interventions in bi-national and regional water basins, transboundary ecosystems and production systems across national borders, like pastures and rangelands. UNEP has

partnerships with the CGIAR system, the African regional economic commissions to implement Sub-Regional Action Programmes (SRAPs) of the UNCCD, and has been assigned a leading role by the Convention in coordinating implementation of the SRAPs. UNEP's support to NEPAD provides a foundation for supporting this implementation.

- (f) On the **protection of the ozone layer**, UNEP serves as the secretariat for the Vienna Convention on the Ozone Layer, acts as the Trustee for the Multilateral Fund (MF) and is also home to the OzonAction CAP and its Networks, which assist in the implementation of the Montreal Protocol to the Vienna Convention, which is the only fully-regionalized delivery mechanism for the implementation support of any chemicals MEA.
- (g) On **cross-cutting capacity-building**, UNEP's experience in assisting countries with environmental assessment and data management, environmental law and policy, compliance and enforcement, and working across conventions is important to its work in the GEF.

## Field Presence

119. UNEP's global base is in Nairobi, Kenya. It is one of only two UN programs headquartered in the developing world. UNEP has a major office in Paris, France, where its Division of Technology, Industry and Economics (DTIE) is headquartered. UNEP DTIE also has branches in Geneva, Switzerland, and Osaka, Japan. UNEP has six regional offices, [Europe](#), [Africa](#), [North America](#), [Asia and the Pacific](#), [Latin America and the Caribbean](#), and [West Asia](#). In addition to the regional offices UNEP has seven liaison offices in Brussels, New York, Cairo, China, Brazil, Moscow and Addis Ababa.

120. UNEP's out-posted offices include: [Mediterranean Action Plan \(UNEP/MAP\) - Athens, Greece](#); [Global Programme of Action for the Protection of the Marine Environment from Land-based Activities \(GPA\)- The Hague, Netherlands](#); [Joint Secretariat of the International Coral Reef Initiative \(ICRI\)- Rotating Secretariat](#); [Global International Waters Assessment \(GIWA\)- Kalmar, Sweden](#); [UNEP System-Wide Earthwatch Coordination Office Geneva, Switzerland](#); [Post-Conflict Branch \(PCoB\)- Geneva, Switzerland](#). UNEP's out-posted offices also include the World Conservation Monitoring Centre based in Cambridge, UK; the Collaborating Centre on Energy and Environment, RISO, based in Denmark; the Collaborating Centre on water based in the Hague; the Caribbean Regional Coordinating Unit based in Kingston, Jamaica; the Secretariat for the East Asian Seas Regional Action Plan based in Bangkok, Thailand,; the Secretariat for the CBD based in Montreal; the Secretariat for CITES, the Stockholm Convention on POPs, the Basel Convention and PIC based in Geneva; and the Secretariat for the CMS based in Bonn.



## ANNEX I. UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO)<sup>14</sup>

### Mandate to Work on the Environment

121. As defined in its Constitution adopted in 1979, UNIDO's overall mandate is "the promotion and acceleration of industrial development in the developing countries" and the promotion of "industrial development and co-operation on global, regional and national, as well as on sectoral levels."<sup>15</sup> The [Business Plan on the Future Role and Functions of UNIDO](#), endorsed by UNIDO's General Conference (the Organization's superior governing body) in 1997, updated the mandate, stating that UNIDO should support and promote the sustainable industrial development of developing countries and countries with economies in transition, and grouped UNIDO's activities into two areas of concentration: Strengthening industrial capacities, including programs in support of the global forum function and policy advice; and Cleaner and sustainable industrial development. The Business Plan further:

- (a) directed UNIDO's activities primarily to support institutions rather than individual enterprises, through upstream activities such as policy advisory services and institutional capacity-building;
- (b) required a focus on the development of SMEs;
- (c) directed that emphasis be given to the integration of women in industrial development and to the LDCs, in particular in Africa, while preserving the universal character of the Organization.

122. UNIDO's role and functions were further refined in the [UNIDO Strategic Long-Term Vision](#), adopted by the General Conference in December 2005. UNIDO is to group its services within the following three thematic areas:

- (a) *Poverty reduction through productive activities*, where UNIDO focuses on enabling the poor to earn a living and so concentrates on private sector development and agro-industrial development by:
  - (i) Supporting the development of industrial/productive activities, primarily in rural areas;
  - (ii) Promoting renewable energy as the energy source for such industrial/productive activities;
  - (iii) Encouraging women and youth entrepreneurship;
  - (iv) Promoting cluster development;

---

<sup>14</sup> Adapted from information provided to the GEF Evaluation Office by UNIDO in combination with information collected from the UNIDO website: <http://www.unido.org>, (Accessed February 2007).

<sup>15</sup> UNIDO Constitution, Article 1 "Objectives"

- (v) Improving the business environment and institutional support; and
  - (vi) Strengthening business information services.
- (b) Trade capacity building, where UNIDO:
- (i) builds up the technical infrastructure (standards regimes, metrology capacity, laboratory testing capacity, accreditation systems) required to participate in international trade;
  - (ii) offers support services in upgrading the productive and export capacities of key export sectors so that developing countries can enjoy the fruits of opened borders and markets; and
  - (iii) offers programs to facilitate market access through business partnerships, the promotion of export consortia, the promotion of Corporate Social Responsibility (CSR), and the adoption of Environmental Management Systems (EMS) as a means of overcoming environmentally related TBTs;
- (c) *Energy and environment*, where UNIDO helps its clients solve two fundamental problems: de-linking intensity of energy and material use from economic growth, and reducing the environmental damage that occurs with energy and material use, through:
- (i) Programs on environmentally sustainable industrial development strategies and policies;
  - (ii) Transfer and promotion of technologies and know-how to enhance the efficient use and management by industry of energy, natural resources, and materials to produce less pollution and waste;
  - (iii) Support programs involving changes in product design and technology which maximize the reuse and recycling by industry of waste materials;
  - (iv) Programs for promoting the use by industry of renewable sources of energy;
  - (v) Assistance and participation in the implementation of international environmental agreements.

123. The specific services UNIDO offers in the three thematic areas fall into eight Service Modules: [SM1: Private Sector Development](#); [SM2: Agro-Industries](#) ; [SM3: Industrial Competitiveness and Trade](#) ; [SM4: Investment and Technology Promotion](#); [SM5: Sustainable Energy and Climate Change](#); [SM6: Environmental Management](#) ; [SM7: Montreal Protocol](#) ; and [SM8: Industrial Governance and Statistics](#).

## Capacity to Work in the GEF Focal Areas

124. Overall, UNIDO's comparative advantage for GEF is that it can involve the industrial / private sector in projects. UNIDO's thematic areas and service modules correspond to several of GEF's focal areas.

125. Within [SM5: Sustainable Energy and Climate Change](#) UNIDO's services include providing access to modern energy services for the poor through rural energy for productive use with emphasis on renewable energy; increasing productivity and competitiveness through improving industrial energy efficiency projects; and reducing GHG emissions through capacity building projects for climate change in general and Kyoto Protocol mechanisms in particular.

126. Within [SM6: Environmental Management](#) UNIDO offers services in the following areas: [Cleaner and Sustainable production](#); [Water management](#); and [Persistent Organic Pollutants and Persistent Toxic Substances](#). More specifically, it deals with the use of water resources, the sustainable use of integrated transboundary river basins, wetlands, coastal zones and large marine ecosystems (LMEs), and the recovery and sustainable management of industrial fisheries.

127. Within [SM7: Montreal Protocol](#) UNIDO offers services in policy, strategy and program design; institutional support; and enterprise level technical assistance. In addition, UNIDO is introducing a new service to generate data and information on the impact that the technology transfer undertaken in the context of the Organization's Montreal Protocol-related services has had on increasing productivity, employment and export earnings.

128. Within [SM2: Investment and Technology Promotion](#), UNIDO offers services on, among other things, capacity building in emerging technologies, which covers biotechnology (UNIDO is Task Manager for Chapter 16 of Agenda 21) with a current focus on biosafety, and hydrogen energy technologies (primarily through its [International Centre for Hydrogen Energy Technologies](#)).

129. As of 31 December 2006, the total portfolio of UNIDO's ongoing technical cooperation programs and projects amounted to \$476.5 million. In 2006, UNIDO implemented the highest total of technical cooperation programs in the past six years, amounting to \$113.7 million. This represented an increase of 66 per cent over the corresponding figure for the year 2000 (\$68.7 million).

130. Projects funded by *The Montreal Protocol on Substances That Deplete the Ozone Layer Multilateral Fund* (MLF) represent the lion's share of UNIDO's environment-related activities, amounting to US\$26 million in 2006. 47 projects became operational in 2006. Project approvals received in 2006 totaled US\$26 million (US\$24.8 million from the Multilateral Fund and US\$1.2 million from bilateral funds). Approvals at the 50th ExCom were US\$14.97 million for UNIDO, which is approximately 38 percent of total approvals for all agencies of US\$39.79 million.

131. Details of UNIDO's activities for a particular year can be found in the [Annual Report of the Director- General](#).

## Field Presence

132. UNIDO currently operates 42 field offices. Eleven are regional offices, 17 are country offices, and 14 are “UNIDO desks” within UNDP country offices. Altogether, 89 countries are covered by this network. UNIDO is planning to considerably expand its UNIDO desks in the coming years.

133. UNIDO has also created several networks of partner institutions. There are 26 [National Cleaner Production Centres](#) (NCPCs) and seven related centers and programs, which can be used to promote industrial energy efficiency and cleaner production more generally. There are 12 [Investment and Technology Promotion Offices](#) (ITPOs) and five [Investment Promotion Units](#) (IPUs). There are nine [International Technology Centers](#), three of which have direct relevance to GEF priorities ([International Small Hydro Power Center](#), International Centre for Promotion and Transfer of Solar Energy, UNIDO-Shenzhen Environment Technology Promotion Centre, all in China).

## ANNEX J. WORLD BANK <sup>16</sup>

### Mandate to Work on the Environment

134. The World Bank is a leading international financial institution in a number of sectors that are related to the GEF's focal areas. The Bank's investment lending focuses on institution building, social development, and public policy needed to facilitate private sector activity, and capital investments.

135. The Bank also invests resources in economic and sector work (ESW), which forms the Bank's knowledge base and provides a foundation for carrying out policy dialogue with partner countries, building countries' analytic capacity, formulating and implementing effective lending programs, and influencing the development community. In FY05, the Bank prepared 60 ESW products with primarily environment and natural resource management objectives. Examples are Country Environmental Analyses, Energy-Environment Reviews, and public environmental expenditure reviews.

136. In 2001, the World Bank Board of Directors endorsed an [Environment Strategy](#) to guide the Bank's actions in the environment area, particularly over the next five years. The Strategy emphasizes three objectives: (i) [improving the quality of life](#); (ii) [improving the quality of growth](#); and (iii) protecting the quality of the regional and global commons. It recognizes that sustainable development, which balances economic development, social cohesion, and environmental protection, is fundamental to the World Bank's core objective of lasting poverty reduction.

137. When working on key environmental issues, the Bank teams are guided by the following principles:

- (a) focus on the positive linkages between poverty reduction and environmental protection
- (b) focus first on local environmental benefits, and build on the overlaps with regional and global benefits
- (c) address the vulnerability and adaptation needs of developing countries
- (d) facilitate transfer of financial resources to client countries to help them meet the costs of generating global and environmental benefits not matched by national benefits
- (e) stimulate markets for environmental public goods

138. More recently, the World Bank has prepared an Action Plan for the Investment Framework for Clean Energy and Development, which contains the following elements:

---

<sup>16</sup> Adapted from information provided to the GEF by the World Bank in combination with information collected from the World Bank website: <http://www.worldbank.org>, (Accessed March 2007).

- (a) An increase in energy access in Sub-Saharan Africa by implementing sector wide programs in countries with conducive sector policies and implementation capacity;
- (b) Support the transition to a low carbon economy, especially in the G+5 countries, by scaling up analytical, knowledge and investment support;
- (c) Assist developing countries reduce their vulnerability to climate variability and projected changes in climate by developing tools and methodologies to “climate-proof” investments, and by increasing investments;

### **Capacity to Work in GEF Focal Areas**

139. The World Bank’s comparative advantage for the GEF is as a leading international financial institution in a number of sectors that are related to the GEF’s focal areas. The Bank has a wide array of in-house expertise and access to external expertise in different areas; it is seen as an impartial broker with broad development experience that can provide objective advice; and it has the convening capacity to gather funds and world experts and to match policy makers with counterparts from other countries. The Bank’s comparative advantage also lies in its strong operational capacity, which is built on fiduciary standards, environmental and social [safeguards](#), and portfolio quality assurance and monitoring systems.

140. The World Bank’s three primary business segments are (a) strategic policy advice and coordination services at the country and global levels, including in the provision of global public goods; (b) financial services; and (c) knowledge services, deployed through research activities and mobilization of expert services.

141. In each segment, IBRD has several product lines:

- (a) *Strategy and coordination services*: policy dialogue, expertise and advice on designing and implementing strategies and assembling resources (funds and expertise) to achieve growth and poverty reduction in countries and to address matters of global, regional and sector significance.

IBRD has had long experience in helping countries frame their development strategies, set priorities, and integrate the knowledge and financing needed to implement them. This is achieved through formal country strategy documents, on-going policy dialogue, specific economic and sector work, and organization of Consultative Donor Group Meetings. The Bank’s global knowledge allows it to offer development solutions that have been tested elsewhere, and the Bank’s convening capacity allows it to act as an effective and objective broker, for example in facilitating regional cooperative approaches. With its presence at the country level, the Bank is well placed to link global issues with country-level implementation, capturing the double dividend of local development benefits and global public benefits.

- (b) *Financial services*: loans, hedging products, guarantees, asset management services, and treasury management services. The World Bank Group provides financial services for its member countries through four legally distinct entities

that, taken together, provide a full menu of financing, credit enhancement, and risk management tools to the sovereign and non-sovereign public sector and to private business in developing countries.

- (c) *Knowledge services*: research and expert services delivered by sector experts at the country, sector and global level through a number of delivery mechanisms: project cycle work, analytic work, training, institutional capacity building, technical assistance and other advisory engagements.

The Bank's active portfolio for FY05 consisted of 1,463 operations with net commitments of \$96.1 billion, in sectors such as transportation (\$20 billion); agriculture, fisheries and forestry (\$9 billion); energy and mining (\$9 billion); and water and sanitation (\$10 billion). Projects totaling approximately \$12 billion in various sectors address environment and natural resource management. Since 1990, IBRD/IDA commitments for new renewable energy and energy efficiency have totaled \$3.1 billion. For biodiversity, IBRD/IDA investments since 1990 have totaled \$1.6 billion.

### *International Finance Corporation*

142. As the private sector arm of the World Bank Group, the International Finance (IFC) has additional policies to promote a cleaner environment as an element of sustainable development through private sector investment. The importance of sustainability to IFC's approach is reflected in an annual, stand-alone report prepared based on Global Reporting Initiative guidelines. In 2003, IFC's social and environmental standards were adopted as the basis for the [Equator Principles](#), a framework for commercial financial institutions now estimated to cover more than 80 percent of global project lending. IFC is a leader in financing innovative sustainable energy and biodiversity projects, and business models developed and tested with donor financing are increasingly being financed on IFC's balance sheet. Beginning with FY05 IFC has identified and reported the clean energy components in its investments, a system now linked to the reporting of development outcomes for all investments. IFC is a leader in the development of innovative financial products to promote the carbon market, and pending proposals for use of excess capital would significantly expand the range of its clean energy efforts.

### **Field Presence**

143. The World Bank has more than 100 offices in member countries across seven regions:

[Africa](#)

[East Asia & the Pacific](#)

[Europe, Western](#)

[Europe & Central Asia](#)

[Latin America & Caribbean](#)

[Middle East & North Africa](#)

[South Asia](#)

## ANNEX K. WEB REFERENCES

### ADB

- ADB. "Energy 2000: Review of the Energy Sector Policy of the Asian Development Bank," (2001). <<http://www.adb.org/Documents/Policies/Energy/energy-review.pdf>>
- ADB. *Environment Policy* (2002). <[http://www.adb.org/Documents/Policies/Environment/environment\\_policy.pdf](http://www.adb.org/Documents/Policies/Environment/environment_policy.pdf)> Accessed 3/02/07.
- ADB. "Fighting Poverty in Asia and the Pacific: The Poverty Reduction Strategy of the Asian Development Bank," (2004). <[http://www.adb.org/Documents/Policies/Poverty\\_Reduction/default.asp](http://www.adb.org/Documents/Policies/Poverty_Reduction/default.asp)> Accessed 3/02/07.
- ADB. *ADB's Forest Strategy* (1995). <<http://www.adb.org/documents/Policies/Forestry/forestry.pdf>> Accessed 3/02/07.
- ADB. *Loans, Technical Assistance and Grants with Environmental Objectives or Elements* (1995-2006) <<http://www.adb.org/Environment/Loan-TA-Projects.asp>> Accessed 3/02/07.
- ADB. *Medium Strategy II 2006-2008* (May 2006). <<http://www.adb.org/Documents/Policies/MTS/2006/Medium-Term-Strategy-II.pdf>> Accessed 3/02/07.
- ADB. "Moving the Poverty Reduction Agenda Forward in Asia and the Pacific: The Long-Term Strategic Framework" (March 2001). <<http://www.adb.org/Documents/Policies/LTSF/ltsf.pdf>> Accessed 03/02/07.
- ADB. *Policy on Fisheries* (1997). <<http://www.adb.org/documents/Policies/Fisheries/fisheries.pdf>> Accessed 03/02/07.
- ADB. "Water For All: The Water Policy of ADB," (2003). <<http://www.adb.org/documents/Policies/Water/water-policy.pdf>> Accessed 03/02/07.

### AfDB

- AfDB. "African Development Bank Group's Policy on the Environment" (2004). <[http://www.afdb.org/pls/portal/docs/PAGE/ADB\\_ADMIN\\_PG/DOCUMENTS/ENVIRONMENTALANDSOCIALASSESSMENTS/ENVIRONMENT%20POLICY.PDF](http://www.afdb.org/pls/portal/docs/PAGE/ADB_ADMIN_PG/DOCUMENTS/ENVIRONMENTALANDSOCIALASSESSMENTS/ENVIRONMENT%20POLICY.PDF)> Accessed 03/02/07.
- AfDB. "Strategic Plan: 2003-2007" (2002). <[http://www.afdb.org/pls/portal/docs/PAGE/ADB\\_ADMIN\\_PG/DOCUMENTS/CORPORATEINFORMATION/ADB\\_STRATEGIC\\_PLAN2003-2007E.PDF](http://www.afdb.org/pls/portal/docs/PAGE/ADB_ADMIN_PG/DOCUMENTS/CORPORATEINFORMATION/ADB_STRATEGIC_PLAN2003-2007E.PDF)> Accessed 03/02/07

### EBRD

- EBRD. *Annual Report 2005: Annual Review* (2006). <<http://www.ebrd.org/pubs/general/ar05.pdf>> Accessed 03/02/07.
- EBRD. *Environment Policy* (2003). <<http://www.ebrd.org/about/policies/enviro/policy/policy.pdf>> Accessed 03/02/07.
- EBRD. "The Multilateral Carbon Credit Fund: A joint EBRD and EIB climate change initiative," (2007). <<http://www.ebrd.org/country/sector/energyef/carbon/mccf/mccf.pdf>> Accessed 03/02/07.



EBRD. "Press Release: EBRD launches new sustainable energy initiative," (05/19/06).  
<<http://www.ebrd.org/new/pressrel/2006/54may19.htm>> Accessed 03/02/07.

EBRD. "Working towards a sustainable future: Sustainability Report" (2006).  
<<http://www.ebrd.org/pubs/general/sus05.pdf>> Accessed 03/02/07.

## FAO

FAO. "The Director General's Programme of Work: 2006-2007," (2005).  
<[ftp://ftp.fao.org/docrep/fao/meeting/009/j5800e/j5800e00.pdf](http://ftp.fao.org/docrep/fao/meeting/009/j5800e/j5800e00.pdf)> Accessed 04/23/07.

FAO. "Global Plan of Action for the Conservation and Sustainable Utilization of Plant Genetic Resources for Food and Agriculture *and* the Leipzig Declaration," (1996).  
<<http://www.fao.org/ag/agP/AGPS/GpaEN/gpatoc.htm>> Accessed 04/23/07.

FAO. "Introducing the International Bioenergy Platform." (2006).  
<<ftp://ftp.fao.org/docrep/fao/009/A0469E/A0469E00.pdf>> Accessed 04/23/07.

FAO. *Investment Centre*. <<http://www.fao.org/tc/tci/>> Accessed 03/05/07.

FAO. *Priority Areas for Interdisciplinary action*. < <http://www.fao.org/paia/>> Accessed 04/23/07.

FAO. "The Strategic Framework for FAO: 2000-2015," (1999).  
<<http://www.fao.org/docrep/x3550e/x3550e00.htm>> Accessed 03/05/07.

## IDB

Bleviss, Deborah, "The Opportunities for Sustainable Urban Transportation in Medium-Sized Cities in Latin American and the Caribbean," (2004). <<http://www.iadb.org/sds/doc/Bleviss.pdf>> Accessed 04/24/07.

Dourojeanni, M. and Quiroga, R. (2006). "Gestión de áreas protegidas para la conservación de la biodiversidad: Evidencias de Brasil, Honduras y Perú",  
<[http://www.iadb.org/sds/publication/publication\\_4400\\_e.htm](http://www.iadb.org/sds/publication/publication_4400_e.htm)>

IDB. "Environment and Natural Resources: Annual Report 2003,"

IDB. "Environment and Safeguards Compliance Policy," (2006). < [http://www.iadb.org/sds/doc/ENV-Environment\\_and\\_Safeguards\\_Compliance\\_P.pdf](http://www.iadb.org/sds/doc/ENV-Environment_and_Safeguards_Compliance_P.pdf)> Accessed 03/02/07.

IDB. "Environment Strategy Document," (2003).  
<<http://www.iadb.org/sds/doc/EnvironmentStrategy.pdf>> Accessed 03/02/07.

IDB. *Project Gateway*, (1995-present). <<http://www.iadb.org/projects/index.cfm?language=English>>  
Accessed 03/21/07.

IDB. *Sustainable Energy and Climate Change Initiative*,  
<<http://www.iadb.org/secci/index.cfm?language=EN&parid=1>> Accessed 03/21/07.

IDB. "Sustainability Review 2006", <<http://www.iadb.org/sustainability/>>

IDB. "Water Resources Support from the Inter-American Development Bank Group 1990 - 2005" (2006),  
<[http://www.iadb.org/sds/ENV/publication/publication\\_188\\_4538\\_e.htm](http://www.iadb.org/sds/ENV/publication/publication_188_4538_e.htm)>

## IFAD

- IFAD. "Annual Report 2005," (2006). <<http://www.ifad.org/pub/ar/2005/e.pdf>> Accessed 03/02/07.
- IFAD. "A Summary of IFAD's Strategic Framework: 2007-2010," (February 2007). <[http://www.ifad.org/sf/SF2007-2010\\_e.pdf](http://www.ifad.org/sf/SF2007-2010_e.pdf)> Accessed 03/21/07.
- IFAD. "GEF Fact Sheets," <<http://www.ifad.org/pub/factsheet/gef/GEFfactsheets.pdf>> Accessed 03/02/07.
- IFAD. "IFAD and the GCC: Working together to fight rural poverty," (January 2007). <[http://www.ifad.org/pub/partnerships/gcc\\_e.pdf](http://www.ifad.org/pub/partnerships/gcc_e.pdf)> Accessed 03/02/07.
- IFAD. "Linking Land and Water Governance," (2006). <<http://www.ifad.org/events/water/flyer.pdf>> Accessed 03/02/07.
- IFAD. "Portfolio performance report 2005/06: Volume II," (December 2006). Doc Number: EB 2006/89/R.11/Add.1 <<http://www.ifad.org/gbdocs/eb/89/e/EB-2006-89-R-11-ADD-1.pdf>> Accessed 03/21/07.

## UNDP

- Abumoghli, Iyad et. al. "Sustainable Difference: Energy and Environment to Achieve the MDGs," (2005). <<http://www.undp.org/energyandenvironment/sustainabledifference/PDFs/SustainableDifference.pdf>> Accessed 03/06/07.
- UNDP. "2006 Annual Report," (June 2006). <<http://www.undp.org/publications/annualreport2006/english-report.pdf>> Accessed 03/06/07.
- UNDP. *Frameworks and Strategies for Sustainable Development*, <<http://www.undp.org/fssd/>> Accessed 03/06/07.
- UNDP. "Making Progress on Environmental Sustainability: Lessons and recommendations from a review of 150 MDG country experiences," (2006). <<http://www.undp.org/fssd/docs/mdg7english.pdf>> Accessed 03/06/07.
- UNDP. "Second multi-year funding framework, 2004-2007," (2003). DP/2003/32. <<http://www.undp.org/execbrd/pdf/dp03-32e.pdf>> Accessed 03/06/07.
- UNDP. *UNDP-GEF Site*, <<http://www.undp.org/gef/05/>> Accessed 03/06/07.
- UNDP. *Water Governance*, <<http://www.undp.org/water/index.html>> Accessed 03/06/07.

## UNIDO

- UNIDO. "Annual Report 2005," (March 2006). <[http://www.unido.org/file-storage/download/?file\\_id=50756](http://www.unido.org/file-storage/download/?file_id=50756)> Accessed 03/01/07.
- UNIDO. "Annual Report: 2006," (March 2007). <<http://www.unido.org/doc/51262>> Accessed 04/26/07.
- UNIDO. *E-Biosafety Training Network*. <[http://binas.unido.org/wiki/index.php/Main\\_Page](http://binas.unido.org/wiki/index.php/Main_Page)> Accessed 04/26/07.
- UNIDO. *Energy and Environment*. <<http://www.unido.org/doc/51262>> Accessed 03/01/07.

UNIDO. "Business Plan on the Future Role and Functions of UNIDO," (1997).  
<<http://www.unido.org/doc/3321>> Accessed 03/01/07.

UNIDO. "Strategic Long-term Vision Statement: Report by the Director-General," (2005).  
<[http://www.unido.org/file-storage/download/?file\\_id=38227](http://www.unido.org/file-storage/download/?file_id=38227)>

## UNEP

UNEP. "About UNEP Booklet," (2006). <[http://www.unep.org/PDF/ABOUT\\_UNEP\\_ENGLISH.pdf](http://www.unep.org/PDF/ABOUT_UNEP_ENGLISH.pdf)>  
Accessed 03/06/07.

UNEP. "Annual Report: 2005," (2006).  
<[http://www.unep.org/Documents.Multilingual/Default\\_pub.asp?DocumentID=67&ArticleID=5125&l=en](http://www.unep.org/Documents.Multilingual/Default_pub.asp?DocumentID=67&ArticleID=5125&l=en)> Accessed 03/06/07.

UNEP. "Annual Report: 2006," (2007).  
<[http://www.unep.org/pdf/annualreport/UNEP\\_AR\\_2006\\_English.pdf](http://www.unep.org/pdf/annualreport/UNEP_AR_2006_English.pdf)> Accessed 04/24/07.

UNEP. *Projects and Programmes: Regional Office for Africa*  
<[http://www.unep.org/roa/Projects\\_Programmes/index.asp](http://www.unep.org/roa/Projects_Programmes/index.asp)> Accessed 03/06/07

UNEP. *Projects and Programmes: Regional Office for Asia and the Pacific*  
<<http://www.roap.unep.org/program/index.cfm>> Accessed 03/06/07.

UNEP. *Projects and Programmes: Regional Office for West Asia*  
<<http://www.unep.org.bh/Programmes/default.asp>> Accessed 03/06/07.

UNEP. *UNEP Divisions*  
<<http://www.unep.org/Documents.Multilingual/Default.asp?DocumentID=296&ArticleID=3214&l=en>>  
> Accessed 03/06/07.

UNEP. *Scientific Advisory Groups*  
<<http://www.unep.org/Documents.Multilingual/Default.asp?DocumentID=43&ArticleID=201&l=en>>  
Accessed 03/06/07.

## World Bank

International Finance Corporation. *Equator Principles*, (2003). <<http://www.ifc.org/equatorprinciples>>,  
Accessed 04/24/07.

MacKinnon, Kathy et. al. "Mountains to Coral Reefs: The World Bank and Biodiversity 1988-2005,"  
(February 2006). <<http://go.worldbank.org/80D0HM2WN0>> Accessed 03/22/07.

Rygenstad, Hill et. al. "Agricultural Biotechnology and Biosafety FY85-06 Portfolio Review," (April  
2007). World Bank, Agriculture and Rural Development.

World Bank. "Clean Energy for Development Investment Framework: The World Bank Group Action  
Plan" (March 2007). <[http://siteresources.worldbank.org/EXTSDNETWORK/Resources/DC2007-0002\(E\)-CleanEnergy.pdf?resourceurlname=DC2007-0002\(E\)-CleanEnergy.pdf](http://siteresources.worldbank.org/EXTSDNETWORK/Resources/DC2007-0002(E)-CleanEnergy.pdf?resourceurlname=DC2007-0002(E)-CleanEnergy.pdf)> Accessed 04/16/07.

World Bank. *Environmental Topics*. <<http://go.worldbank.org/8RSOA4CWN0>>. Accessed 04/26/07.

World Bank. *Forests Strategy and Operational Policy*, (2002). <<http://go.worldbank.org/5BGGP7SRT0>>  
Accessed 03/22/07.

World Bank. *Making Sustainable Commitments: An Environment Strategy for the World Bank*, (2001).  
<<http://go.worldbank.org/F6QOYGIJT0>> Accessed 03/22/07.

World Bank. "Scaling Up Marine Management: the Role of Marine Protected Areas," (2006)  
<[http://siteresources.worldbank.org/INTCMM/Publications/21108865/Final\\_Printed\\_Version\\_MPA\\_ESW.pdf](http://siteresources.worldbank.org/INTCMM/Publications/21108865/Final_Printed_Version_MPA_ESW.pdf)>, Accessed 03/22/07.

World Bank. "Water Resources Sector Strategy: Strategic Directions for World Bank Engagement,"  
(2004). < <http://go.worldbank.org/7BDHYIFYQ0>>, Accessed 03/22/07

**ANNEX L. COMPARATIVE ADVANTAGE BY FOCAL AREA AND TYPE OF INTERVENTION**

FOCAL AREA		INTERVENTION TYPE					
		Investment		Capacity Building/Technical Assistance		Scientific and technical analysis, assessment, monitoring/tools, standards, and norms	
<b>BIODIVERSITY</b>	<i>Sustainability of Protected Area Systems</i>	WB	ADB, IDB, AfDB	UNDP FAO		UNEP FAO	
	<i>Production Landscapes/ Seascapes &amp; sectors</i>		ADB, IDB, EBRD		UNEP, IFAD		
	<i>Access &amp; Benefits Sharing</i>		ADB		UNEP		
	<i>Biosafety</i>				UNIDO, UNEP		UNIDO
<b>CLIMATE CHANGE</b>	<i>Energy-Efficient Buildings/Industry</i>	WB ADB	EBRD, IDB	UNDP	UNIDO, UNEP	UNEP	UNIDO
	<i>Market Approaches Renewable Energy</i>		EBRD, IDB, AfDB		UNIDO, UNEP		
	<i>Sustainable Transport</i>		EBRD, IDB		UNEP		
	<i>Biomass for Energy</i>		IFAD, IDB, AfDB		IFAD, FAO, UNIDO		FAO
<b>LAND DEGRADATION</b>	<i>SLM Agriculture and Rangelands</i>	WB ADB IDB IFAD	AfDB	UNDP IFAD	FAO	UNEP	FAO
	<i>SLM Forests</i>				FAO		FAO
	<i>Innovative Approaches to SLM</i>						
<b>INTERNATIONAL WATERS</b>		WB, ADB, IDB, EBRD		UNDP, FAO, UNIDO, UNEP		UNEP FAO	
<b>PERSISTENT ORGANIC POLLUTANTS (POPS)</b>		WB, ADB		UNDP, FAO, UNIDO, UNEP		UNEP, FAO	
<b>OZONE DEPLETING SUBSTANCES</b>		WB		UNDP, UNEP, UNIDO		UNEP	
<b>SUSTAINABLE FOREST MANAGEMENT*</b>		ADB, IDB, IFAD, WB		FAO		UNEP, FAO	

Note: \*Cross-cutting theme, not an independent focal area