



# **Annual Monitoring Report**

## **Fiscal Year 2007**

United Nations Development Programme

**Global Environment Facility**

**21 December 2007**

# Contents

<b>Portfolio Overview</b> .....	<b>3</b>
<b>Biodiversity (BD)</b> .....	<b>7</b>
<b>Climate Change (CC)</b> .....	<b>16</b>
<b>International Waters (IW)</b> .....	<b>30</b>
<b>Land Degradation (LD)</b> .....	<b>39</b>
<b>Appendix</b> .....	<b>41</b>
Focal Area Tables .....	57
Regional Tables .....	61

## Figures

Figure 1. Portfolio Growth by GEF Funding .....	3
Figure 2. Portfolio Growth by Number of Projects .....	3
Figure 3. Amount of GEF Funding (\$m) by Region .....	4
Figure 4. Amount of GEF Funding (\$m) by Focal Area .....	4
Figure 5. Portfolio Objective Ratings .....	4
Figure 6. Portfolio Implementation Ratings .....	4
Figure 7. Portfolio Average Elapsed Time .....	5
Figure 8. Project Risk Ratings .....	6
Figure 9. Share of Projects that Adjusted Strategies .....	6
Figure 10. Co-financing and Project Cost by BD Region .....	15

## Tables

Table 1. Risk Rating Formula .....	5
Table 2. GEF Biodiversity Portfolio Summary Impact .....	7
Table 3. Biodiversity Objective Ratings by Region .....	8
Table 4. Biodiversity Implementation Ratings by Region .....	8
Table 5. Biodiversity Overall Risk Ratings by Region .....	9
Table 6. Biodiversity Lessons Learned .....	11
Table 7. Climate Change CO <sub>2</sub> Emissions Avoided by Operational Program .....	16
Table 8. Climate Change Projects with 'HS' Ratings for Objective Attainment in 2007 .....	19
Table 9. Climate Change Projects with 'MU' and 'U' Ratings for Objective Attainment in 2007 .....	19
Table 10. Projects with Sub-optimal Objective Ratings ('MU' or 'U') in PIRs 2005 and 2006 .....	24



## Portfolio Overview

- UNDP-GEF's portfolio of projects included in the PIR grew to 212 projects in FY 2007
- The portfolio is valued at \$835 million in GEF funding and nearly \$2 billion in co-financing
- 82% of projects reported either 'Satisfactory' or 'Highly Satisfactory' progress towards achieving their objective
- 80% of projects reported either 'Satisfactory' or 'Highly Satisfactory' in implementation progress

UNDP-GEF's portfolio of projects that were under implementation for at least one year as of June 30, 2006 and were under implementation for at least part of FY 2007 stands at 212 projects, including 139 full-size projects (FP) and 73 medium-size projects (MSP). The portfolio is valued at \$835 million in GEF funding (including preparatory grants) and nearly \$2 billion in co-financing. Of the \$835 million in GEF funds that have been allocated, \$462 million or 55.3 percent has been disbursed as of June 30, 2007. In FY 2007, 42 projects entered the PIR portfolio, while 33 projects completed their operational activities.

The PIR portfolio has grown steadily from 63 projects in 1999 (valued at \$249 million in GEF funding) to 212 projects in 2007 (valued at \$835 million in GEF funding). The graphs below show the steady growth in the portfolio over the past eight years. The average size of a grant for an FP has dropped to \$5.3 million, compared to the \$5.8 million figure reported in the last monitoring report. When preparatory funds are included, the average size of an FP increases to \$5.5 million.

Figure 1

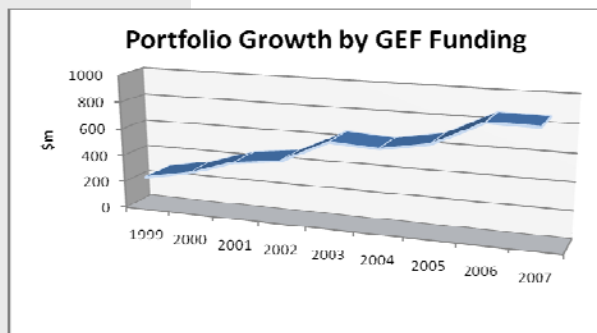
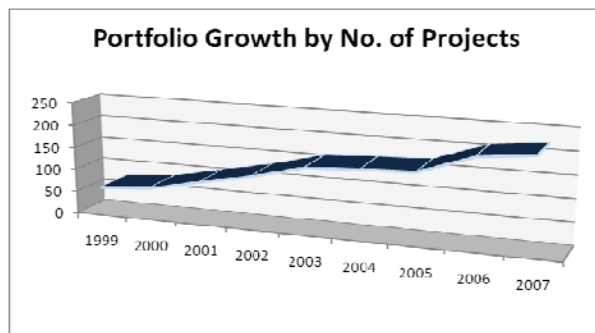


Figure 2



On a regional level, Asia and Pacific accounts for 27 percent of total GEF funding, while Latin America and Caribbean, Europe and CIS, Africa (S&E) and Africa (W&C) together account for another 59 percent of GEF funding. Arab States and Global projects each have a 7 percent share of total GEF funding. At the focal area level, Biodiversity (BD) and Climate Change (CC) comprise nearly 70 percent of the portfolio in terms of funding, followed by International Waters (IW) with a 20 percent share. Land Degradation (LD), Integrated Ecosystem Management (IEM) and Persistent Organic Pollutants (POPS) represent the remaining 10 percent of the portfolio.



Figure 3

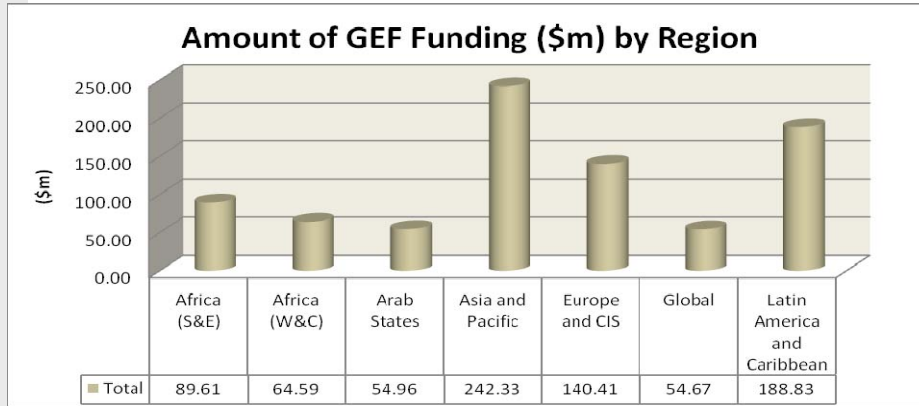
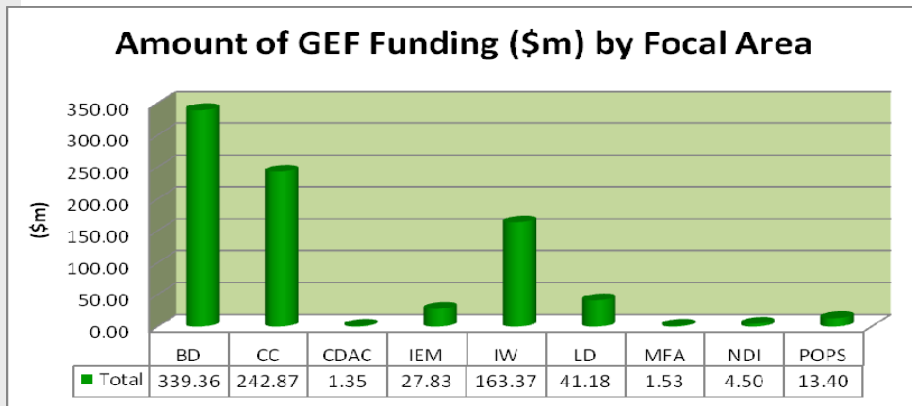


Figure 4



The UNDP-GEF portfolio is having a discernible impact. In the BD focal area, 154 new protected areas covering nearly 10 million hectares have been created. Management effectiveness has been enhanced in 419 protected areas covering 52 million hectares. Furthermore, mainstreaming projects are having an impact over an area of 46 million hectares. In the CC focal area, a total of 89 million metric tons of CO<sub>2</sub> have been reduced collectively during the 2007 PIR reporting period. Cumulatively, 386 million metric tons of CO<sub>2</sub> emissions have been avoided since the beginning of the projects in the portfolio until the end of FY 2007. The IW portfolio has contributed to the adoption of 12 Strategic Action Programs and five

Figure 5

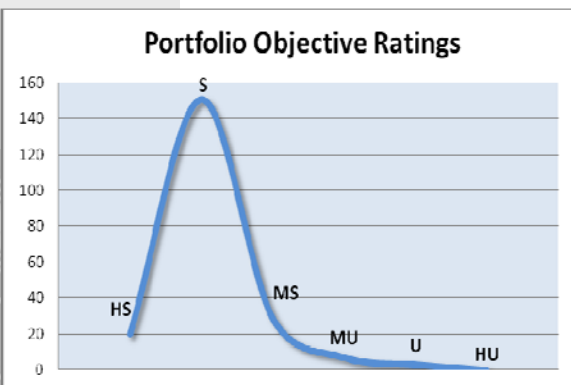
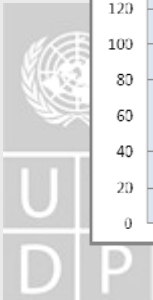
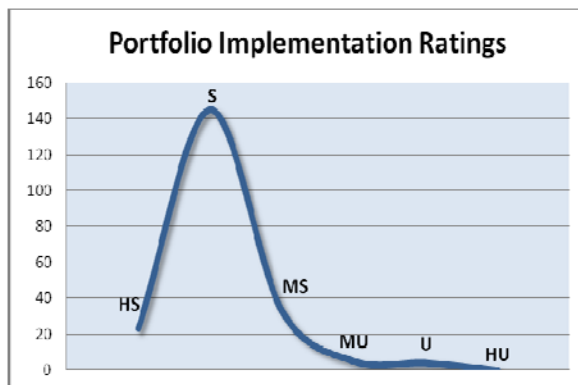


Figure 6



regional / international legal agreements on the use of international waters. Finally, all of the projects in the LD portfolio have made progress in mainstreaming sustainable land management into policy instruments and increasing awareness of sustainable land management.

In terms of progress towards achieving project objectives, 82 percent of projects report either 'Satisfactory' ('S') or 'Highly Satisfactory' ('HS') progress. Nearly 14 percent of projects were rated 'Marginally Satisfactory' ('MS') at the objective level. Only 5 percent of projects report 'Marginally Unsatisfactory' or lower progress towards meeting their objective. With respect to progress in project implementation, the situation is quite similar with 80 percent of projects rated either 'S' or 'HS'. A further 16 percent of projects report 'MS' implementation progress. Just under 5 percent of projects were rated as 'Marginally Unsatisfactory' ('MU') or lower in implementation progress.

A conservative approach was adopted in analyzing the PIR ratings and risk data to compensate for the potential subjectivity of self-ratings. When taking an average of the PIR ratings assigned by the project team, CO, and regional technical advisor, any split ratings (i.e., 'S'/MS') were rounded downward ('MS'). A similarly conservative approach was used to calculate risk ratings. In assigning an overall risk rating for a given project, both the PIR ratings and the number of critical risks as reported in the Atlas risk log were taken into account, according to the following formula (see Table 1 below):

**Table 1. Risk Rating Formula**

Overall PIR Rating	Critical Risks	Overall Risk Rating
HS and	0 =	L
S and	0 =	L
MS and	0 =	L
MU and/or	1 =	M
U and/or	2 =	S
HU and/or	3 or more =	H

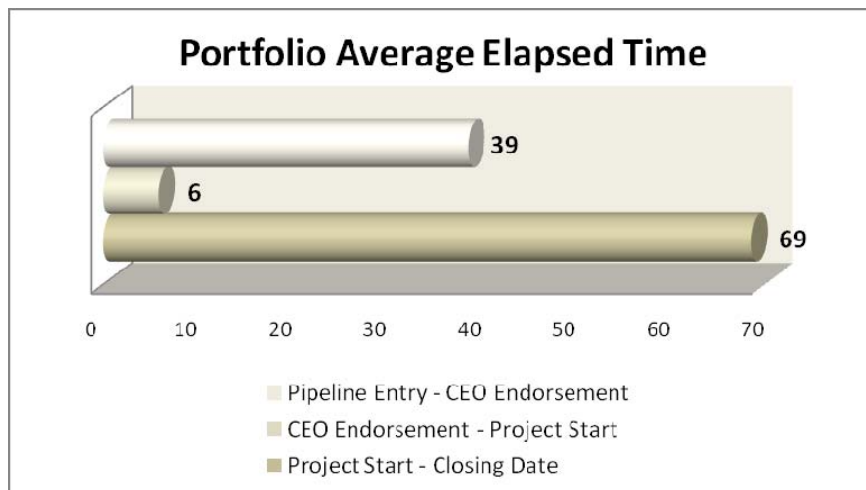
In cases where the PIR objective and implementation ratings diverged, the lower rating was taken, again to err on the side of being conservative. The and/or criterion between the PIR rating and number of critical risks further accentuates our conservative approach. For example, a project with zero critical risks could still be classified as having substantial risk if it received an 'Unsatisfactory' ('U') rating in the PIR. Likewise, a project that received an 'S' rating could be classified as at-risk if it has three or more critical risks.

The average elapsed time from pipeline entry to CEO endorsement is 39 months. It is difficult to do a comparative analysis with previous years since the milestone used previously was Council approval. However, there appears to have been some improvement in this indicator, as the average time for projects to move from pipeline entry to Work Program inclusion was reported as 37 months in the 2005 Overview report. Nonetheless, it is clear that a

paradigm shift is required in how the preparatory phase is perceived if the new 22 month target is to be met. As MSPs were not subject to pipeline entry, the date that the delegation of authority letter for the PDF A phase was signed was used as a proxy for the pipeline entry date. A few projects had both a PDF A and PDF B leading to an FP. In this case, we took the concept approval date as the pipeline entry date.

The average elapsed time from CEO endorsement to project start is 6 months. This is a vast improvement compared to the 14 month average reported in FY 2005. In the PIR master list, project start dates in red signify that the project prepared its first PIR this year. As shown in Figure 7, the average elapsed time from project start to closing for the 33 projects

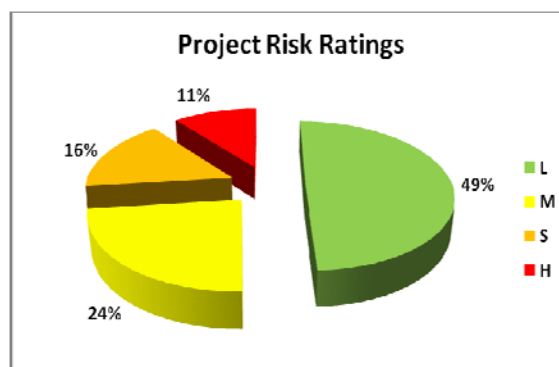
**Figure 7**



that were operationally completed in FY 2007 is 69 months.

10.8 percent of the portfolio is classified as at-risk based on the PIR ratings and number of critical risks reported in the Atlas risk management system. Nearly half of the portfolio is classified as low risk ('L'), while 24 percent is rated as having modest risk ('M') and 16 percent is rated as having substantial risk ('S'). The relatively high share of the portfolio that is at-risk can be explained by the innovative nature of GEF projects, the conservative methodology employed in assigning risk ratings, the fact that any kind of financial instrument is automatically recorded as a critical risk and misinterpretation of the definition of critical risks by CO staff. For UNDP, a critical risk is one that has high impact and high probability.

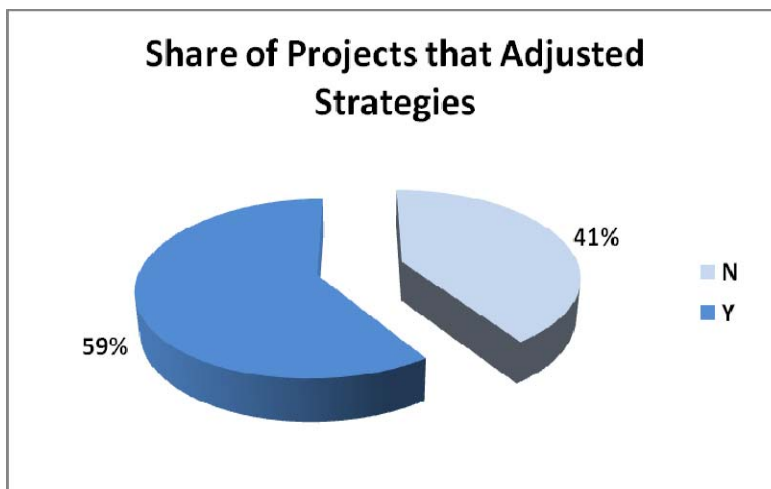
Figure 8



The following are emerging as necessary elements in GEF projects: an appropriate enabling environment, a clear and simple project management structure, a multi-stakeholder participatory approach, adaptive management and sustained support.

Nearly 6 out of 10 projects report that their strategy has been adjusted, at least at the output or activity level. This would suggest that a majority of projects are adapting and responding to changing operational conditions.

Figure 9



Two projects in the Democratic People's Republic of Korea (DPRK) were cancelled due to the closure of the UNDP Country Office (CO) in Pyongyang<sup>1</sup>: 1) Small Wind Energy Development and Promotion in Rural Areas and 2) Coastal Biodiversity Management of DPR Korea's West Sea.

A more detailed discussion by focal area follows.

<sup>1</sup> UNDP suspended operations in the Democratic People's Republic of Korea on March 2, 2007. A full independent external audit of UNDP operations in DPRK is currently underway.

## Biodiversity (BD)

- In the Biodiversity focal area, 154 new protected areas covering nearly 10 million hectares have been created
- Management effectiveness has been enhanced in 419 protected areas covering 52 million hectares
- Mainstreaming projects are having an impact over an area of 46 million hectares

UNDP-GEF operates a global BD portfolio comprising of 102 projects across six regions. The bulk of the projects deal with protected areas but there is an increasing focus on projects that seek to mainstream biodiversity management into production activities. All regions have projects addressing the enabling environment for BD conservation.

### Impact

The GEF biodiversity portfolio has registered significant achievements. 154 new protected areas (PAs) covering 9.95 million hectares have been created. Management effectiveness has been enhanced in 419 PAs covering 51.74 million hectares. An initial analysis indicates that mainstreaming projects are having an impact over an area of 46,078,424 hectares. However, assessing the impact of mainstreaming interventions is more complex, because a simple quantitative figure of the spatial extent covered by mainstreaming projects does not sufficiently capture whether mainstreaming is achieving its objective or not.

**Table 2. GEF Biodiversity Portfolio Summary Impact**

Regions	GEF expenditure to date (\$m)	Number of new PAs established	Hectares of PAs established (million)	Number of PAs where management effectiveness improved	Hectares of existing PAs where management effectiveness improved
Africa (S&E)	51.11	11	3.46	80	0.96
Africa (W&C)	23.92	58	0.34	36	20.27
Arab States	17.61	4	0.03	8	5.01
Asia and Pacific	93.26	28	2.80	75	8.3
Europe and CIS	55.21	28	2.80	75	8.30
Latin America and Caribbean	98.25	4	0.03	8	5.01
<b>Total</b>	<b>339.36</b>	<b>154</b>	<b>9.95</b>	<b>419</b>	<b>51.74</b>



## Performance

Project objective performance provides the breakdown of objective ratings for the entire portfolio by region. Regional performance of projects with 'S' or above has a marginal percentage differential of 9 percentage points (lowest to highest) without including Africa (W&C) and Arab States with 60.0 and 66.7 percent respectively, giving the entire regional performance a 31 percentage point differential (lowest to highest). See Appendices section for detailed project ratings.

**Table 3. Biodiversity Objective Ratings by Region**

BD Region	Overall Objective Rating						% of Projects of H or S	% of Projects of MU or Below
	HS	S	MS	MU	U	HU		
Africa (S&E)	2	11	2	0	0	0	86.7%	0.0%
Africa (W&C)	0	3	1	1	0	0	60.0%	20.0%
Arab States	1	3	2	0	0	0	66.7%	0.0%
Asia and Pacific	4	18	4	0	1	0	81.5%	3.7%
Europe and CIS	0	19	2	0	0	0	90.5%	0.0%
Latin America and Caribbean	3	19	4	0	0	0	84.6%	0.0%
<b>Total</b>	<b>10</b>	<b>73</b>	<b>15</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>83.0%</b>	<b>2.0%</b>

Project implementation performance slightly differs from project objective ratings. Regional performance shows a fairly uneven distribution of regional projects with ratings of 'S' or above, for example 93.3 percent of Africa (S&E) projects fell within this rating category compared to 66.7 percent of Arab States projects. See Appendices section for detailed project ratings.

**Table 4. Biodiversity Implementation Ratings by Region**

BD Region	Overall Implementation Rating						% of Projects of HS or S	% of Projects of MU or Below
	HS	S	MS	MU	U	HU		
Africa (S&E)	3	11	1	0	0	0	93.3%	0.0%
Africa (W&C)	0	4	1	0	0	0	80.0%	0.0%
Arab States	1	3	2	0	0	0	66.7%	0.0%
Asia and Pacific	3	18	5	0	1	0	77.8%	3.7%
Europe and CIS	3	16	2	0	0	0	90.5%	0.0%
Latin America and Caribbean	0	19	6	0	1	0	73.1%	3.8%
<b>Total</b>	<b>10</b>	<b>71</b>	<b>17</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>81.0%</b>	<b>2.0%</b>

Less than half of the projects in the portfolio have been extended as a result of delays in project start-up and implementation. Some regions experienced more delays than others with the Latin America and Caribbean region making the highest number of adjustments to project time frames of 70 percent whereas the Europe and CIS region experienced only 14 percent. The high percentage of delayed projects in the Latin America and Caribbean region was due in part to government changes – called the “year of the vote” which 12 countries had presidential elections. In some regions, it was observed that revising the closure dates for projects had become more of a rule than an exception.

## Risk

All projects and regions are exposed to various types of risk with only a portion deemed critical. The most common risks reported were political, financial and operational, descending in that order. The majority of projects have an 'L' rating and only a minimal portion of regions have high risk projects in their portfolios. Arab States and Europe and CIS regions do not have any portion of their projects categorized with a 'High' ('H') overall risk rating and very few categorized in having an 'S' risk rating. On the other hand,





Africa (W&C) has 20.0 percent of its portfolio considered to be high risk but has the least amount of projects of all regions. See Appendices section for detailed project ratings.

**Table 5. Biodiversity Overall Risk Ratings by Region**

BD Region	Overall Risk Rating				% of H Risk Projects
	H	S	M	L	
Africa (S&E)	2	0	3	10	13.3%
Africa (W&C)	1	1	2	1	20.0%
Arab States	0	1	2	3	0.0%
Asia and Pacific	5	4	5	15	17.2%
Europe and CIS	0	2	9	10	0.0%
Latin America and Caribbean	2	6	9	9	7.7%
<b>Total</b>	<b>10</b>	<b>14</b>	<b>30</b>	<b>48</b>	<b>9.8%</b>

## Status

### Africa (S&E)

In this region, poverty alleviation constitutes the over-riding policy concern for most countries and their development partners. This is a critical issue for the region, as the relevance of GEF biodiversity initiatives and their ability to leverage co-funding will be dependent on their ability to show a tangible connection with the poverty alleviation agenda. Furthermore, countries within the region are highly dependent on the export of agricultural commodities and minerals to sustain their economies. Increasing commodity prices have improved the economic fortunes of some states. However, this has tended to cause an appreciation in local currencies against the US dollar (i.e. as in Zambia), placing pressure on the industries that depend on 'value for dollar rates', such as tourism, which is crucial to the economic fortunes of the wildlife sector.

An interesting issue brought about by Africa (S&E) is that many GEF projects have proposed highly innovative solutions (at least in the national context) to environmental problems. While there have been many successes, progress has been hindered on several fronts by inflexible attitudes. In particular, many institutions and individuals demonstrate high risk adversity in their dealings and are unwilling to 'innovate' beyond their own experiences and competencies. This can present a significant barrier to innovation and a handicap to the success of interventions.

### Africa (W&C)

Challenges posed by weak governance, high levels of poverty, low levels of education and accelerating threats to BD require much more by way of responses that the GEF can offer to countries, even with the benefit of co-financing. GEF resources for addressing global BD issues in the region are declining. Mobilizing funds outside of the GEF to do BD work in the sub-region is extremely difficult and the region is hugely under-resourced in multiple areas.

### Asia and Pacific

Rapid economic growth and growing policy assertiveness on the part of leading countries in the region have reduced countries' dependence on donor mechanisms to finance their conservation and environmental management agendas, particularly in the region's major and middle-income countries. Other key trends include the decentralization of governance, resulting in GEF investments becoming fragmented into multiple small projects, and the impact of globalization and global supply chains. The BD portfolio will have to be carefully targeted to leverage overall development processes, economic drivers and mainstream non-environmental financial resources in order to achieve worthwhile impact. The primary focus of interventions will be on changing human behavior, in particular, by positively affecting resource-allocation decision-making and the trade-offs between 'sustainable' and 'unsustainable' development approaches. It is important to recognize that catalyzing such behavioral changes is a lengthy, complex process that requires a long-term planning and investment horizon, together with impact

monitoring and monitoring and evaluation (M&E) systems that can recognize and quantify changes in behavioral patterns.

### Europe and CIS

The challenges and issues in this region are associated with economic and political differences, budgetary and time constraints associated with Resource and Allocation Framework (RAF) and the capacity of the COs. In Europe and CIS, the transition from centrally-planned economies under the communist system to the market economy has resulted in an expansion of “pockets” of poverty. In several of these countries in this region, biodiversity is falling even lower on the government’s list of policies as poverty alleviation becomes a priority and requires higher budgets. The real challenge for acceding candidate and potential candidate countries to the European Union (EU) is to identify the main drivers of change associated with EU accession and to use them as vehicles to mainstream biodiversity management requirements.

### Latin America and Caribbean

A combination of factors has contributed to low priority being assigned to sustainable environmental management. A majority of presidential elections held in 2006 resulted in victories for left-wing candidates who are leading their countries away from the neo-liberal model of the 1990s towards governance structures in which the state plays a very active role, including the nationalization of key industries. This is in response to the lack of substantial improvement in addressing poverty alleviation despite good economic growth and democratic governance. In parallel, several countries, especially in Central America, have undergone new political realignments and promoted the development of a suite of bilateral trade deals between Latin America and the United States. Two emerging trends further increase the challenges of achieving effective mainstreaming of environmental considerations in development and, in particular, affect UNDP-GEF project identification and development. First, there has been a marked emphasis in many countries on strengthening decentralization processes and second, many countries have experienced a progressive weakening of institutional frameworks. Hence, there is a need to support countries in securing more robust and sustained financing for environmental objectives and on improving capacities at all levels if environmental issues are to be effectively incorporated into decision-making processes and governance domains.

### **Lessons**

In most regions, minor revisions were made to a number of projects’ outputs, activities and inputs as part of their adaptive management to changing conditions and lessons learned. A few projects adapted project activities to capture recommendations of project-related studies/findings as well as the current situation in the country/project site. However, these revisions did not affect the project objectives and outcomes. Extensive adjustments to the original strategy were not a common occurrence in any of the regions.

Where changes were made, they were primarily driven by mid-term evaluations. However, Africa (W&C) reported a number of changes to the original project strategy and identified better, more realistic and participatory project design and a successful project start as elements to mitigate the need to adjust the project strategy. Arab States was the only region to report that appropriate adaptive management adjustments to project strategy were generally not taking place in the region.

The BD portfolio has also generated a rich assemblage of lessons regarding the effectiveness of conservation strategies in different circumstances as well as lessons on specific content issues such as co-management systems. The following table provides a set of lessons regarding the strategic approach that applies to both protected areas and mainstreaming.



**Table 6. Biodiversity Lessons Learned**

1 - Multi-stakeholder participatory approach required in both PA and mainstreaming initiatives	
Lessons regarding strategic approach	Management response/recommendations
<p>A multi-stakeholder participatory partnership approach to project design and implementation is critical for project success.</p> <p>Stakeholder interests need to be differentiated and understood, and processes followed so that they can come to a common understanding of the project purpose, outcomes and outputs.</p> <p>Consensus should be established from the start, nurtured and built into project implementation.</p> <p>In the case of local communities, their involvement from the start is a critical success factor.</p> <p>In the case of mainstreaming into production sectors, management systems need to be designed with the involvement of industry to optimize uptake.</p>	<ul style="list-style-type: none"> <li>▪ During project preparation a thorough stakeholder analysis should be made to identify who the key stakeholders are, what their interests and perceptions are as well as what processes and structures should be put in place to enable effective participation and consensus-building.</li> <li>▪ Partnerships with private landowners can produce better results if differences in motivations and interests are adequately defined and strategies for addressing each group developed and implemented. For example in the tourism sector, many attempts at managing tourism have focused on top-down command-and-control approaches, rather than voluntary uptake schemes working with champions in the industry itself. The motivation for industry-led mainstreaming needs to be understood; this could include risk perceptions (market access, access to land, future access to financial capital and visitors). Governments (responsible for approving developments) and financial institutions need to start to accommodate environmental impacts in their decision making parameters.</li> <li>▪ Experience shows that where projects are working on the ground with community groups, they must be involved from the beginning and continually nurtured throughout the process. Local stakeholders can provide significant benefits to the project if they can participate fully in project design and implementation.</li> <li>▪ Where Government institutions at different levels are close collaborators with projects, they often play significant roles in achieving greater efficiency and effectiveness.</li> <li>▪ The Project Steering Committee and related project structures such as Tasks Teams should be constituted with representation from all stakeholder groups, i.e. public sector, private sector and civil society. Project structures will have an important role to play in clarifying expectations and resolving conflicts.</li> </ul>



## 2 - Adaptive management required in both PA and mainstreaming projects

Lessons regarding strategic approach	Management response/recommendations
<p>Management systems need to integrate adaptive management principles and approaches</p>	<ul style="list-style-type: none"> <li>▪ An example in mainstreaming can be provided in the fishing sector where the response of many fish stocks to changes (reduction) in fishing pressures cannot always be pre-determined with certitude as environmental factors may have significant influence. Furthermore, the initial reduction of fish numbers may have had inter-specific impacts, allowing other fish populations to occupy vacant ecological niches. This can cause an ecological regime change. Adaptive management should be pursued as a basic principle of project interventions. This should control for uncertainty and allow strategies to be amended as necessary.</li> </ul>

## 3 - Co-management systems in PA and mainstreaming are complex and require sustained support

Lessons regarding strategic approach	Management response/recommendations
<p>The establishment and successful implementation of co-management systems, both in a PA and mainstreaming context, are complex and require sustained support, with the following aspects needing specific attention:</p> <ul style="list-style-type: none"> <li>- the systems, objectives, rights, roles and responsibilities must be defined</li> <li>- user rights must be balanced with enforceable responsibilities that are linked to the sustainability threshold of the natural environment. If this is not done a “use it and lost it” scenario can unfold.</li> <li>- Involve users in setting these rights and responsibilities so as to build a sense of ownership</li> <li>- Develop partnerships appropriate to the circumstances which are formalized in agreements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Activities should focus on defining the systems, objectives, roles and responsibilities for co-management, vesting management rights and responsibilities in user-groups. The individual capacity of users to understand and participate in co-management should be strengthened.</li> <li>▪ Where access for use is allowed in PAs, this should be through an enforced rules-based co-management framework that clearly defines the roles and responsibilities of PA authorities, intermediary groups (such as NGOs) and communities. Penalties for non-compliance should be prescribed and enforced. Biological thresholds to sustainability should be assessed and accommodated in species-specific management plans (for species off-takes or ecosystem management plans, to address inter-specific impacts). No-take zones should be set up as a safeguard.</li> <li>▪ Appropriate co-management models are dependent on the circumstances. They include supporting co-management models involving local communities, government authorities and, in some instances, the private sector (for example in sustainable use management categories such as the extractive reserves in Brazil). They also include support to the creation and consultation of private reserves in areas that are under-represented in the public</li> </ul>



estate; optimizing the contribution of indigenous lands to conservation; and bringing the management standards of municipal and provincial PAs in under-represented areas in line with national PAs.

#### 4 – Systemic level interventions are required in PAs not just site level

Lessons regarding strategic approach	Management response/recommendations
<p>PA interventions need to focus at the systemic level addressing key barriers to management effectiveness and not exclusively at the site level. Many PA interventions have tended to focus at the site level. Site-based interventions have rarely addressed the systemic and institutional capacity deficits apparent within PA systems as a whole, which serve to undermine management effectiveness. While investment needs to be generated for site infrastructure and to train PA staff on-site, a focus is needed on 'fixing' systemic level capacity shortfalls.</p>	<ul style="list-style-type: none"> <li>Information on the management effectiveness and deficiencies facing the PA system as a whole needs to be collected during project preparation. Project design should be geared to identify interventions that can address the major barriers to PA effectiveness. A generic PA Management Score Card, developed by UNDP will assist in defining the barriers that need to be addressed to achieve this. This will need to be adapted for wider application.</li> </ul>

#### 5 - Mainstreaming requires an appropriate enabling environment

Lessons regarding strategic approach	Management response/recommendations
<p>Effective mainstreaming requires attention to the enabling environment, in particular to ensure that: policies, strategies and plans are in compliance; there is strong political support; and an institutional framework exists to implement policies.</p>	<ul style="list-style-type: none"> <li>Projects will need to establish the framework for environmental governance including policies and regulations and capacitated institutions, applying a rules-based decision-making system. Civil society has a role to play as watch-dogs, demanding accountability from decision-makers and compliance by the private sector with rules.</li> </ul>

#### 6 - Targeted awareness-raising can play a key strategic role in mainstreaming and management

Lessons regarding strategic approach	Management response/recommendations
<p>Awareness-raising of the consumer is emerging as being of more and more importance to influence value chains and public awareness to influence good land-use management.</p> <ul style="list-style-type: none"> <li>In the tourism sector visitors need to be aware of their impacts and environmental externalities imposed by tourism accommodation</li> <li>Though much of Asia's production is marketed in developed countries, the environmental consciousness in developed countries has not translated into mainstreaming of biodiversity conservation into value chains in Asian countries. Strategically-focused interventions on</li> </ul>	<ul style="list-style-type: none"> <li>The purpose of mainstreaming efforts is in part to change attitudes. Many mainstreaming projects seek to develop products and markets for nature-based tourism that is sensitive to environmental impacts. However, there is a need to compensate those operators that demonstrate good practices and discourage the development of rogue operators that free-ride on market development but do not themselves apply best management practices. Awareness-raising amongst and communications aimed at visitors should be pursued as part of the marketing campaign, allowing the market to reward enterprise compliance.</li> <li>Consideration should be given to strategic partnership with the mass media, which can play an</li> </ul>



awareness-raising can show buyers the environmental and social impact of the products they buy.

- Alienation from nature is one of the obstacles making it difficult to address the public about biodiversity conservation issues. People are often scared and annoyed by restrictions in land use and instinctively oppose conservation. However, sometimes very little is needed to awake their interest, or change their attitude and awareness about the surrounding environments, which can result in the correct management decisions being made. The challenge is to find what constitutes that 'very little' and what approach should be used.

important role in partnership development and awareness-raising. In Malaysia, the "Conservation and Sustainable Use of Tropical Peat Swamp Forests and Associated Wetland Ecosystems" project, a partnership for public awareness and education purposes, resulted in excellent coverage in the media, including air-time on a leading commercial television station in the country.

- The Project in Latvia "Biodiversity Protection in North Vidzeme Biosphere Reserve" implemented an innovative "Nature Concert Hall", entailing cooperation among scientists, musicians, poets and photographers to create a common performance in nature in order to inform the public on nature protection matters. Biodiversity was shown as being part of human cultural heritage with 'heroes' being hermit beetles and chiffchaffs. The events were well attended and received huge press coverage. This example shows that an innovative approach in biodiversity awareness-raising can work well in many countries. In different parts of the world there could be different 'heroes' from animal or plant kingdoms, as well as different ways of artistic expression. For example, local folk music could be appropriate in many situations.

#### 7 - Sustainable benefits for local populations and conservation require long-term approach

Lessons regarding strategic approach	Management response/recommendations
<p>The achievement of sustainable long-term conservation-based economic benefits for local populations and conservation objectives requires that development support be linked to conservation and that benefits for local people are not purely reliant on small-scale income options, but link into broader biodiversity-based economic development opportunities.</p> <p>While the development support may in itself be successful, there is no guarantee that there will be a <i>quid pro quo</i> in terms of conservation benefits unless conservation functions (such as policing and enforcement) are simultaneously strengthened. A second problem is that target incomes may not be satisfied easily through small-scale income generating production</p>	<ul style="list-style-type: none"> <li>▪ Projects should focus on ensuring broader-based integration of biodiversity objectives into regional and sector (e.g. tourism) development plans in order to ensure that investments in social infrastructure and economic development are aligned with PA objectives. Economic analyses highlighting the economic values of these areas are vital to success here. Where livelihood support is appropriate, usually in the context of engendering a paradigm shift from an unsustainable to sustainable use of a biological resource, a parallel emphasis should be placed on enforcement. Targeted social and economic assessments can determine the distribution of costs and benefits in a populace and also who is responsible for any given threat. The answer will determine the opportunity costs attached to compliance, which in turn will dictate the mix of</li> </ul>



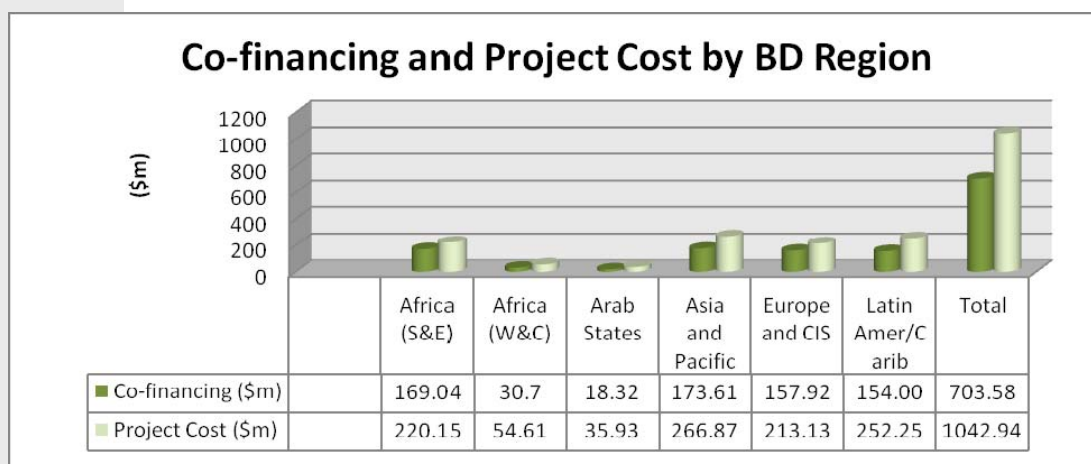
alternatives; where this is the case communities may partake in the latter without foregoing destructive land uses that threaten biodiversity. Thirdly, the beneficiaries of development action may not be the same community members that threaten biodiversity owing to the difficulty of social targeting.

livelihood support and enforcement levels needed to achieve objectives). Vesting property and usufruct rights to resources in community groups can, if properly structured, address open-access problems. This needs to be predicated on prior socio-economic assessments to ensure it does not create an unintended contra-conservation incentive (through social exclusion of individuals that rely on natural resources for subsistence and where alternatives are limited).

### Co-financing

Common challenges experienced by projects in relation to co-financing included the issue of non-realized co-financing, shortfalls in committed co-financing and low/slow rates of disbursement. In a number of projects, these challenges resulted in delayed project implementation. Arab States reported difficulties in providing information on co-financing as year-to-year disbursement of co-financing had not been reported in most projects (see Figure 10 below).

Figure 10



UNDP-GEF has been successful in leveraging co-financing across all regions. Many projects have actively and creatively managed to secure new funding sources and in mainstreaming under-funded activities into other government programs. It appears that the investment of GEF funds in establishing the foundation for support by government agencies and others has been a successful strategy.

Common challenges experienced by projects in relation to co-financing included the issue of non-realized co-financing, shortfalls in committed co-financing and low/slow rates of disbursement. In a number of projects, these challenges resulted in delayed project implementation.



## Climate Change (CC)

- In the Climate Change focal area, 89 million metric tons of CO<sub>2</sub> have been reduced collectively during the 2007 PIR reporting period
- Cumulatively, 386 million metric tons of CO<sub>2</sub> emissions have been avoided since the beginning of the projects in the portfolio until the end of FY 2007

The 2007 PIR featured 64 CC projects. The entire UNDP-GEF CC portfolio included in the 2007 PIR is nearly \$880 million, including \$243 million from the GEF (including PDF resources) and \$636 million from co-financing sources (i.e., 72 percent of funding from co-financing). The majority (81percent) of the projects in the portfolio are either Energy Efficiency projects (OP 5) at 36 percent of the portfolio or Renewable Energy projects (OP 6) at 45 percent. The remainder of the portfolio consists of four Sustainable Transport (OP 11) projects, two Reducing Technology Cost (OP 7) projects, four full-size Enabling Activities, and two Short-term Response Measures (STRMs). Total GEF disbursement as of June 30, 2007, was \$138 million, representing 57 percent disbursement of the total GEF funds for the CC portfolio.

### Impact

At the CC portfolio level, a total of 89 million metric tons of CO<sub>2</sub> have been reduced collectively during the 2007 PIR reporting period. Cumulatively, 386 million metric tons of CO<sub>2</sub> emissions have been avoided since the beginning of the projects in the portfolio until the end of FY 2007.

**Table 7. Climate Change CO<sub>2</sub> Emissions Avoided (million tons CO<sub>2</sub>) during PIR 2007 reporting period by Operational Program**

CC Region	5	6	7	11	STRM	Total
Africa (S&E)	n/a	1.44E-03				1.44E-03
Arab States	3.39E+00	1.60E-02			3.30E-02	3.44E+00
Asia and Pacific	8.29E+01	2.24E+00	1.37E-04			8.52E+01
Europe and CIS	5.49E-02	3.45E-02				8.94E-02
Global						0.00E+00
Latin America and Caribbean	1.65E-04	2.19E-01		0.00E+00		2.19E-01
<b>Total</b>	<b>8.64E+01</b>	<b>2.51E+00</b>	<b>1.37E-04</b>	<b>0.00E+00</b>	<b>3.30E-02</b>	<b>8.89E+01</b>

The market transformation indicator has proved difficult to quantify. Most projects reported qualitatively on this indicator, making the results challenging to analyze or summarize in a meaningful way.

### Energy Efficiency

The majority of the CO<sub>2</sub> emissions avoided during the PIR 2007 reporting period came from OP 5 on Energy Efficiency, with 86 million tons of CO<sub>2</sub> avoided in the past year. The cumulative CO<sub>2</sub> reduction is 377 million tons CO<sub>2</sub> for these projects to date. Three projects in China have the largest share of these total contributions, primarily due to the large geographic and market scope of these projects. In fact, all three projects targeted the entire Chinese market.

Three projects have reported their contributions as far as improving the enabling or policy and regulatory environments in the target countries. In the China “Energy Conservation and GHG Emission Reduction in Chinese Township and Village Enterprises – Phase 2” project, the action plans and the voluntary agreements carried out in the eight pilot projects have introduced new regulations that will facilitate the achievement of energy efficiency and conservation by the township and village enterprises.



The China (2003) “End-Use Energy Efficiency Project – Phase 1” project, which aims at significantly improving the energy efficiency of major end-use sectors in China, has drafted a design code for the cement industry, and 3 percent of the enterprises in the industry are now using them. Similarly, the project has prepared the standards for commercial refrigerators and multi-connected air-conditioning units. The project has also submitted draft regulations to the Ministry of Construction on incentives to promote energy conservation in buildings.

The third China OP5 project, which specifically aims the widespread commercialization of energy-efficient refrigerators, has resulted in the adoption of mandatory labeling of all refrigerators (which in turn popularized energy efficient refrigerators in the local market).

The project in the Philippines, which promotes energy-efficient lighting, has paved the way for new laws, policy guidelines, regulations, and guidebooks on energy efficiency and conservation, while Vietnam’s Energy Efficient Public Lighting (EEPL) project has forwarded recommendations for a National Policy Framework on EEPL and a Government Decree on EEPL.

Both OP5 projects in RBEC have contributed to the creation of a regulatory and legal framework for energy efficiency. The Honduras project has developed a preliminary draft of the law for promoting EE in the country which is currently being discussed in the congress. Some projects have contributed to the increase in local financing sources, and in the process have addressed the most important barrier to enhanced market penetration of energy efficient technologies and processes.

#### Renewable Energy

The CO<sub>2</sub> emissions avoided by OP6 projects during the PIR 2007 reporting period were 2.5 million tons of CO<sub>2</sub>, with cumulative CO<sub>2</sub> reductions of 8.4 million tons CO<sub>2</sub> for these projects to date.

Projects under OP6 have contributed to improving the policy or enabling environments in the host countries. In India, the biomass project has resulted in an increased contribution of renewable energy (RE) to total electricity generation in the Government of Karnataka from 10 to 20 percent. Maldives’ First National Energy Policy has been developed under Maldives renewable energy technology project. Under the said policy, the government of Maldives has committed to produce 12 percent of its energy demand by 2015, some 8.56 MW, from renewable energy sources. The policy also includes the promotion of renewable energy utilization in the outer islands.

The wind project in Pakistan has led to the release of the government’s first ever policy on Renewable Energy Development, including wind energy. In addition, the Medium-Term Development Framework 2005-2010 has defined planning targets for renewable energy contribution to the energy mix. Specifically, the plan targets a total renewable energy capacity of 300 MW by 2008 and 700 MW by 2010. Further enhancing policy clarity for investors, the AEDB has issued the Wind Power Tariff Determination Guidelines, while NEPRA has announced the upfront tariff for wind power projects.

The RE development project in the Philippines has been lobbying for the passage of the comprehensive but long delayed Renewable Energy Bill, which promotes on-grid renewable energy sources. The project has also sought the integration of 12 specific policies in the RE bill. The microhydro project in Bhutan, on the other hand, is awaiting approval by the government of the draft Renewable Energy Policy that the project developed. Similarly, the project in Fiji has completed drafting the RE Bill and its implementing rules and regulations.

In Latin America, the projects have had significant contributions in terms of policy for renewable energy. Ten countries have developed specific laws for renewable energy. The Bolivia project has been influential in securing new legislation that allows the transfer of public funds to private agents and in Nicaragua, Law 532 for the promotion of renewable energy has been promulgated. In the case of the Caribbean regional project, formal steps have been taken by Governments to establish a national policy committee or assign responsibility to a Government agency to develop or revise policy or strategy in seven countries. Finally,



in Mexico an initiative of law for private generation of renewable energy was approved by the Congress, and is under consideration by the Senate.

In Georgia, the project reported that the government has deregulated small hydro power plants, and that power must be offered in the market place without guarantees of purchase. In both Belarus and Kazakhstan, the projects report the development of new laws to support on-grid renewable energy generation. The Kazak law is expected to stimulate investment when enacted. Some OP6 projects had specifically targeted the financial sector to increase its exposure to renewable energy projects or establish funds to support renewable energy project development.

### Sustainable Transport

The fuel-cell bus project in Brazil is in its fifth year of implementation. During this reporting period a contract has been signed by UNDP and the consortium of companies that will provide the full-cell bus. Therefore, all activities required for the supply of the fuel-cell bus prototype and hydrogen infrastructure have started. The above mentioned contract comprises the provision of a fuel-cell prototype bus, its fueling infrastructure, training courses on the operation, maintenance and safety procedures, and technical specifications. The Consortium will also take all the necessary measures for the legal approval of the vehicle including the testing of its operation. Currently, approximately 60 percent of the fuel-cell bus prototype is ready and about 90 percent of the refueling site design and the equipment are ready. The site construction and the equipment installation are planned to be carried out during the rest of the year, until December 2007. It is expected that after the prototype is tested and approved a total of four buses will be produced.

The Venezuela transport project is on its second and final year of implementation. The project has contributed to the establishment of public sustainable environmental policies on transport. A municipal regulation on emission control and on the use of bicycles has been approved. The project has also had significant achievements in restricting the access of private cars into the downtown district. For this, the project has completed the design of a bicycle circuit in the central part of the city and has enlarged sidewalks in one central street.

India's Electric 3-wheeler Market Launch aims at reducing emissions in the transport sector by introducing low GHG emitting technologies, facilitating their attainment of economies of scale, and eventually achieving commercialization of these technologies in India. Specifically, the project will launch a critical mass of electric 3-wheelers in Delhi and other cities. The project targets to reduce CO<sub>2</sub> emissions by 1,740 tons per year by deploying 1,200 vehicles. As of 30 June 2007, only five vehicles (called "Ecoricks") had run for about six months, contributing to a reduction of 3.6 tons of CO<sub>2</sub>.<sup>2</sup>

## **Performance**

### Global Environmental Objectives

The overall objective ratings are provided in the table below by region. The greatest proportion of the portfolio was given an 'S' rating of 67.2 percent, with 17.2 percent rated 'MS' and 6.3 percent rated 'HS'. Six projects in the portfolio were given an implementation rating of 'MU' or 'U', representing 9.4 percent of the total portfolio.

Projects reporting 'MS' ratings and above for objective attainment represented over 90 percent of the projects. Similar to last year, nearly three quarters of the portfolio was given an overall implementation rating of 'HS' (6.3 percent or 4 projects) or 'S' (67.2 percent or 43 projects). Projects rated 'HS' are listed in the table below.

<sup>2</sup> The project had started in 2004 and until this time has accomplished only the above-mentioned. Because of this, the UNDP- CO and RTA have rated the project from 'U' to 'MS'. Because of the slow and minimal progress, the RTA has recommended its termination.

**Table 8. Climate Change Projects with 'HS' Ratings for Objective Attainment in 2007**

Country	Project Title	PIMS
Namibia	Barrier Removal to Namibian Renewable Energy Program	1232
China	Barrier Removal for the Widespread Commercialization of Energy-Efficient CFC-free Refrigerators in China	558
Slovenia	Removing Barriers to the Increased Use of Biomass as an Energy Source	644
Costa Rica	Regional Programme on Electrical Efficiency in Industrial and Commercial Service Sectors in Central America (PEER)	2819

Projects reporting 'MU' or 'U' ratings for objective attainment in 2007 represented a total of 9.4 percent of projects under implementation. The projects falling under these categories are included in the table below.

**Table 9. Climate Change Projects with 'MU' and 'U' Ratings for Objective Attainment in 2007**

Country	Project Title	2007 Objective Rating	PIMS
Botswana	Renewable Energy-Based Rural Electrification Programme for Botswana	U	1771
India	Electric 3-Wheeler Market Launch Phase	MU	3112
Georgia	Promoting the Use of Renewable Energy Resources for Local Energy Supply	MU	1277
Turkmenistan	Improving the Energy Efficiency of the Heat and Hot Water Supply	MU	1971
Regional	Caribbean Renewable Energy Development Programme (CREDP)	MU	1437
Peru	Photovoltaic-based Rural Electrification in Peru	MU	1423

#### Factors Affecting Attainment of Project Objectives

The strong link between effective project implementation and attainment of project objectives is illustrated by the similar ratings given to these two categories, with 77 percent of the project having the same rating for objectives as for implementation. No project received a rating for project implementation that was more than one step above or below that given for project objective.

Of the projects with 'HS' ratings, there were several commonalities that contributed to high performance. Some lessons from 'HS' projects include:

- *Effective communication*

The China refrigerators project has focused on effective communication with potential participants to raise awareness of the project. Through these communications, the project also greatly increased its own understanding of the market by clarifying potential participants' current situation, needs, and requirements for participation in the project. Based on this input, the project has been able to tailor planned activities to take participant views into account. The project team believes that this approach has greatly increased the project's effectiveness.



- *Collaboration through technical standards, policies and incentives*  
 The lack of technical standards and labeling programs, the lack of policies and incentives, the lack of trained professionals, among others, are factors limiting EE market development. The PEER initiative is making possible a broad and coherent collaboration of many agencies towards the same goal. PEER has served as a unique channel to share knowledge and learn from other countries (i.e., USA, Canada and Mexico), facilitating face-to-face open discussions (plenary, working groups) between local stakeholders and international experts.
- *Emphasis on sharing knowledge and lessons learned*  
 The Namibia project recognized the importance of creating a platform whereby all project coordinators and national project directors could share knowledge and learn from one another in addressing common issues/challenges that they are facing.
- *Sustainable capacity building*  
 In the China refrigerators project, all of the training programs implemented to date have received good reviews from participants. But based on the excellent reviews received from several of the trainings, the project has identified that close cooperation with international experts is a necessary guarantee to the smooth progress, selection of suitable training materials is pivotal and selection of suitable teachers is crucial for good training results. Namibia also found that the immediate and continuous use of the trained technicians was a strong incentive for these people to stay in the field and help the project reach its objectives. If the technicians are not used following their training, they would soon be lost to other jobs.
- *Partnerships with the private sector*  
 In Namibia, partnership with the private sector has led to greater and more effective impacts, especially through the banking sector. The public-private partnership between Bank Windhoek and the government served as a replicable model, with other local financial institutions initiating similar financing schemes.

Some factors that have positively affected project implementation include:

- *Emphasis on stakeholder involvement and partnership building*  
 In the China refrigerators project, which officially closed in December 2006, was carried out smoothly and delivered all planned outputs, many times exceeding targets, on time and within budget. During the process of project implementation, project management paid great attention to cooperation and establishment of good relations with other government agencies, NGOs and UNDP; in turn, it received strong support from these organizations. This cooperation enhanced the smooth implementation of the project.
- *Effective Communication*  
 The Croatia project has been very active in awareness raising, partnership development and audits, and these activities are on track as per the project work plan. A result of this work has been for the project to leverage \$5 million in energy efficiency investment by mid-term, far above the half way mark for an end of project target of \$8.66 million.

In China, project management had extensive communication with potential participants in introducing the project, which allowed the project greater understanding of potential participants' current situation, needs, and requirements for participation in the project. Based on this input, the project management has in some cases modified original planned activities to take participant views into account. The management team believes that this approach has greatly increased the project's implementation efficiency and effectiveness.



- *Focus on Monitoring and Evaluation*

In Costa Rica, the establishment of a good monitoring system that allows for a close follow-up of the work plan and disbursement rates was cited as an important factor influencing 'HS' project implementation.

- *Effective Project Management*

In Slovakia, where project implementation has moved ahead of the work plan, an extremely proactive project team has implemented the project faster than expected. Despite having had the problem of coordinating different sources of funding, they were motivated to work as fast as possible to pay off a commercial loan.

In Namibia, good leadership and management was identified as a key ingredient for a smooth implementation process. All the outputs outlined in the project document and verified at inception were successfully implemented. The project made excellent progress in the last year of implementation, picking up an increased pace and completing most of the outstanding activities from previous years.

The same projects that rated poorly in project attainment of objectives also rated poorly for project implementation. All of these projects have suffered from delays related to legal or contracting issues, procurement delays, or project management issues:

- For example, the Botswana PV Project has been affected by the restructuring of the energy sector by the Government of Botswana and an embargo that was placed on recruitment of new staff. The project has lacked the direct guiding hand of a national project manager, which has hampered progress.
- In the Georgia project, progress has been made as planned in awareness-raising and project feasibility work as well as drafting a RE strategy. However, the Renewable Energy Fund has not progressed as planned due to delays by partner KfW's protracted negotiation over the fund terms and conditions with its government. The UNDP portion is unlikely to progress further since UNDP's legal department has advised the project not to implement the RE fund further until UNDP has the appropriate policy in place.
- Peru experienced a significant delay in installing the photovoltaic systems, which is expected to be overcome in the next six months by re-establishing the contract with the photovoltaic system supplier and installer as well as increasing project oversight by the CO and the Regional Coordination Unit (RCU).
- CREDP underwent a mid-term evaluation in January 2007, yet various corrective measures suggested have yet to be fully adopted. Consequently, the project is still moving slowly. An action plan to improve this included developing a management response to address mid-term evaluation recommendations and having monthly meetings between the various stakeholders namely UNDP, CARICOM and the project management unit to closely monitor project progress.

Overall, the different regions are characterized by a number of similar issues that affect UNDP-GEF programming and implementation:

- *Changes in government institutions:* Projects are affected by changes in government institutions. For example, from November 2005 to December 2006 in Latin America and Caribbean there have been 12 Presidential elections<sup>3</sup>, which has slowed down a lot of government related work and hence made implementation fall behind schedule for many projects.

<sup>3</sup> November 2005-December 2006 Presidential Elections in Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Haiti, Honduras, Mexico, Nicaragua, Peru, and Venezuela.

- *Limited managerial capacities:* GEF operations are often assumed under the NEX modality, therefore, existing national and local counterpart capacity remains a consideration in the ability to effectively deliver results and measurable impact. Sub-optimal managerial capacities at the systemic, institutional and individual level are one of the issues that affect project performance. These deficiencies are most notable at the time of work-plan preparation and annual budgetary estimations, substantive technical oversight during implementation, administrative and financial reporting, and the preparation of annual performance assessments (APRs/PIRs). Executing agencies often have limited managerial capacities which influence their ability to plan and implement project activities in a timely manner.
- *Focus on resource mobilization:* COs and even the RCU tend to focus on resource mobilization assigning priority to cost recovery and robust programming in terms of staff time and resources, thereby reducing time for project implementation and oversight.
- *Financial mechanisms:* The implementation of financial mechanisms has been a problem in Georgia, Croatia and Belarus. In Georgia, UNDP does not have a policy to cover the project's financial mechanism, and until it does, the CO will not be able to implement this component of the project. In Croatia, the project financial partner has not been proactive in extending agreements of the Partial Guarantee Fund to banking intermediaries, which is one reason why the project is looking at a project revision to phase out this financial mechanism and replace it with something else. In Belarus, the financing mechanism is the main reasons for requesting a project extension. Management, accounting and lending procedures need to be brought into line with independent recommendations, before the project can be closed.
- *Project Monitoring and Evaluation (M&E):* Project teams do not always have the necessary planning skills to prepare annual workplans based on the established targets and indicators as presented in the project's logframe. Workplans are often an aggregate listing of activities, with budget requirements often exceeding absorptive and managerial capacities. M&E for systematic follow-up, and/or early warning risk detection during project implementation is still deficient in many cases.
- *GEF projects are time consuming:* GEF projects tend to be complex and multi-disciplinary in nature. These projects involve various stakeholders and thus the time requirements associated with the participation of these actors and reaching consensus-based decisions on a series of resource use related topics often surpasses original time-frames, thereby equally affecting implementation and achievement of project objectives. Some projects have set their duration for three years; the time required to recruit the project team and for it to establish direction is often underestimated. For example, in Slovakia the technical expert for the public light was only hired in year two of a three year project, when finally a qualified staff member could be found.

External factors, such as reform of power sector or EU accession process, have also negatively influenced project implementation. In Kazakhstan, deregulation and privatization in the power sector has made it problematic to find a buyer for the wind-generated power from project pilot wind farm since with the privatization all energy companies have a profit objective and are not interested in buying more expensive wind power. Finally, in one case the influence of the EU has actually held up project implementation. In Slovakia, municipalities are waiting for EU grant funding to invest in their public lighting, and any audits offered by the project will not stimulate investment in the meantime.



## Risk

### Financial Risks

One of the most important critical risks confronting renewable energy development and energy efficiency promotion are financial risks. The most common and most important financial risks refer to availability of local financing. For example, local banks in both Malaysia and the Philippines are reluctant and giving low priority to energy efficiency and renewable energy projects. This attitude, which is common among local financial institutions in developing countries, stems from the lack of or limited experience with the technologies in question.

In response to this risk and in the belief that government encouragement and intervention was necessary, Malaysia's Industrial Energy Efficiency and Improvement Project (MIEEIP) arranged for dialogues between banks and government officials. The Philippines' Capacity Building to Remove Barriers to RE Development Project (CBRED) launched training programs (aimed specifically at developing the skills of local banks in RE project appraisal and evaluation), information dissemination, dialogues, and practically an RE advocacy campaign among and between local financial institutions, potential project developers, technology suppliers, policy-makers, and other stakeholders. These efforts were capped by the introduction of targeted financial mechanisms.

In Belarus, the project financial mechanism is not on a sustainable footing for the following reasons: (a) no repayments to the fund have been made yet (b) interest rates on loans are low or zero interest, and unlikely to be sufficient to sustain the revolving nature of the fund. Belinvestenergo, the fund manager does not keep accounts of costs of managing this fund; (c) no collateral has been taken against loans, although there are provisions to do so under loan contracts; (d) no penalties have been levied against repayment delays to date; (e) there are no firewalls between different lending operations of Belinvestenergo, and this means project funds are liable against claims from other operations. The fund is important in the Belarusian environment, since private investment flows are scarce and public funds are often directed at more immediate priorities. The CO has been in discussion with the Executing Agency regarding a new institutional home for the fund. The alternative solution will be to keep the fund where it is and adjust legal, management and lending procedures to remedy the problems identified above.

In Georgia, the project has been designed to undertake feasibility work on small hydro sites and feed project ideas to a revolving fund. The UNDP part of this fund can no longer be implemented since UNDP does not have a policy to allow this. However, both KfW and USAID have set up their own funds (or in process), and the project will most likely now develop a pipeline of proposals for these funds.

In Slovakia Public Lighting, the revolving fund for this project is no longer relevant, (a) because loan conditions have normalized in Slovakia, since it joined the EU; (b) the pay back period for public lighting is too long to attract municipalities to take a loan for this type of investment; (c) the EU is expected to offer grant financing for this type of work in the near future and municipalities are waiting for these funds. The project team and the mid-term evaluator are proposing energy performance contracting (EPC) as an alternative. Under this arrangement the municipality would take no investment risk under such a contract, and would have an organization to manage construction and rehabilitation work for them. Such conditions can be attractive even against EU grants. The energy service company (ESCO), however, will need to diversify its technology portfolio to establish a manageable cash flow, because of the long payback time from public lighting investments.

### Regulatory and Political Risks

The other types of risks that can affect the sustainability of RE and EE projects but for which suitable responses have been made, particularly in the framework of the Malaysian and Philippine projects, are political, regulatory and policy, and operational risks. In fact, operational risks rank second to financial risks in terms of the number of countries reporting this type of risks as critical. The most common and perhaps most important operational risks are inadequate national and local competencies as well as data and information. This certainly can jeopardize smooth or intended operation of a project. The most suitable and proven response to this risk is on-the-job training and close supervision to enhance or



improve local competencies and working closely with relevant national agencies to secure required data and information.

In Ukraine, the Rivne ESCO Ltd is owned by the project, the municipality and the municipality lighting utility. After having channeled all project funds through Rivne ESCO Ltd in the form of EPC's it will be in the interest of the municipality, who own the lighting company to close down ESCO Rivne Ltd, to avoid having to repay under the EPC scheme. For two years, the project has been attempting to attract a private investor to take a majority shareholding in the company, make it sustainable and expand the companies operations. This is now looking possible, but no financial commitments have yet been made by the private investor.

## Status

During the 2005 PIR period, one project received a 'U' objective rating and 1 project received a 'MU' objective rating. In 2006, two projects received a 'U' rating, and one a 'MU' rating. Making year-to-year comparisons is difficult, especially given that during 2005 a 4-grade scoring scale was used, as opposed to the 6-grade scale for 2006. Progress on the projects that received these sub-optimal ratings in PPR 2005 and 2006 are included in the following table.

**Table 10. Projects that Received Sub-optimal Objective Ratings ('MU' or 'U') in PIRs 2005 and 2006, Including Progress and Corrections Taken in 2007**

PIMS	Region	Country	Project Title	Objective Ratings			Comments
				2005	2006	2007	
1423	Latin America and Caribbean	Peru	Photovoltaic-based Rural Electrification in Peru	U	MU	MU	This project has not improved its ratings in 2006 nor in 2007. Despite substantial support by the CO and RCU, including at least one annual visit by the RTA, the project has continued to experience severe delays. At the time of this report, photovoltaic systems are being installed. However, given the project closure date of December 2007 it is unlikely that the project objective will be fully achieved.
1322	Latin America and Caribbean	Costa Rica	National Off-grid Electrification Programme based on Renewable Energy Resources	MU	MS	MS	The project suffered from long delays in FY 2005 but since that date the project has improved its ratings received in 2006 and 2007.





PIMS	Region	Country	Project Title	Objective Ratings			Comments
				2005	2006	2007	
3112	Asia and Pacific	India	Electric 3-Wheeler Market Launch Phase	NA	U	MU	The project, which was originally intended to last for two years beginning in 2004, has not progressed beyond manufacturing 25 vehicles out of 1,200 that are targeted for deployment during this period. The RTA has recommended the cancellation of this project because of its very slow progress and minimal accomplishment even after three years of project implementation
2003	Asia and Pacific	China	End Use Energy Efficiency Project (EUEEP)	NA	U	S	The project was initially delayed due to delays in contracting processes. The project team negotiated with the service provider China International Center for Economic and Technical Exchanges (CICETE) to conclude a supplemental service contract for project contracting services. During the reporting period, the project has reported progress in satisfactorily contributing to the achievement of the project objective.

## Lessons

Many good practices and lessons learned have been extracted from projects that have undergone mid-term or final evaluations during the 2007 PIR period. The following section is devoted to highlighting these good practices and lessons, which can be grouped into the following areas: (a) project design and preparation; (b) project management; (c) stakeholders, project ownership and participation; (d) capacity building and training; and (e) impact measurement.

### a) Project Design and Preparation

In Jordan, fertilizer production from the organic waste in the Jordanian conditions proved to be very difficult. Salinity levels in the environment in Jordan are high and high salt concentrations are found back in any source of organic waste (even animal residues and blood from slaughterhouses). This issue was not considered during the design phase of the project. Although the company operating the biogas plant tried to produce fertilizers of acceptable quality, it should have been recognized that neither this operator nor the project were prepared for tackling such a complex, high-tech problem. The lesson drawn from this issue is that the complexity of developing new products should never be underestimated and be supported during project implementation accordingly.

In Croatia, project design has taken exceptionally long. Contrary to what might be expected, this has diminished the quality of the design rather than improved it. The time lapse alone implies that the project design is no longer a good reflection of the status in the country. During the design phase, some tunnel vision was observed, with attention for implementation details of set priorities, but not for the relevance of

these priorities in a wider context. It is probably better to round up a project design as quickly as possible, focusing on the main directions of the project and leaving details to the implementation phase.

In Egypt, it was noted that an elaborated strategy and focus was needed to address the required policy changes as well as their enforcement, implementation and other follow-up. Having this strategy in place from the very beginning was considered important, as this is easily left in the shadow of the more technical analysis and work.

Because the project planning and design cycles were relatively long in Slovakia (about 4 years), it would have been advisable that the PMU and UNDP/GEF pay greater attention to the project's inception phase. The lesson learned is related to the pace at which recommendations and the decision-making process on major adjustments involved within such a GEF project framework.

In Russia, the most important lesson to take away from this project to date is that the original program schedule should have been adhered to, which called for first establishing the Coal Mine Methane Recovery and Utilization Company (CMMRUC). The critical path to project success should be determined and this path should be followed during project implementation. Many of the problems and delays have occurred because of the lack of an established company that has the authority (and support of all stakeholders) to address Project issues and execute Project tasks.

#### b) Project Management

In Jordan, it was noted that there is a need for careful institutionalization of the project and establishment of a professional project team before implementation begins. At least the Project Management Unit (PMU, project administrator and secretary) should be contracted by the project itself and not be part of the government's in-kind contribution. Also in Jordan, it was found that project partners should effectively use the mid-term evaluation for reorientation of the project's strategy and check the underlying assumptions. If things do not work, this should be recognized and dealt with, since valuable project resources may be applied more efficiently elsewhere in the project to achieve long-term objectives. Continuous backstopping (instead of isolated expert visits) could have provided UNDP and the company operating the biogas plant with the specific expertise to make appropriate judgments and enhance the project impact.

When a project is ongoing, but not delivering as planned, it is important to re-evaluate the original objectives and decide on a prioritization of objectives and activities. This prevents the fragmentation of management and implementation capacity across too many activities, resulting in limited or no implementation. In the Syria case, for instance, the project tried to deliver on too many different activities, but work on many activities was stopped before completion when time and budgets ran out. If such an overload of activities is occurring, it is better to prioritize on a manageable number of activities, and deliver on those.

Projects need champions, and luckily the project in Croatia has seen two. The project director, himself a leading person in the country, has taken the project under his wings and driven it forward on the political level. The project manager, characterized by drive, experience and commitment, has done the same on the operational level. Together, this has led to a rapid establishment of the project as an important party in Croatia, leading the country towards more energy efficiency. This project in Croatia is a textbook example of adaptive management, addressing the wider socio-economic context as well as details of the implementation situation in its activities. Although this creates administrative challenges, like the need to keep good track of project activities, it is a highly recommended practice.

In Russia, the failure to first form the Coal Mine Methane Recovery and Utilization Company (CMMRUC) and the subsequent issues that resulted occurred because the decision-making process appears to have been relegated to a Project Steering Committee. To compound this, it appears that an open forum for stakeholders to discuss and resolve all issues did not exist. This situation has resulted in delays until a



consensus has been built between key project partners regarding modalities and institutional set-up of the CMMRUC.

The external “pre-final” evaluation conducted for the Egypt project before entering its final year of implementation was considered as a very effective tool for identifying the remaining gaps, for assessing the conformity of the project outputs with international standards and best practices and for verifying the accuracy and adequacy of project reporting, while also providing an opportunity to address the identified weaknesses before the operational closure and final evaluation. As such, this can be recommended as a good practice and a complementary M&E tool (in addition to the standard mid-term evaluation) also for other projects, and especially for those with longer duration.

Finally, the follow-up of a project has to be arranged well before its completion, to make sure that activities implemented during the project are properly continued once the project stops. In the Syria case, for instance, provisions were (and are still) needed for the monitoring and evaluation of the performance of the power plant where new systems have been installed.

### c) Stakeholders, Project Ownership and Participation

Projects undergoing evaluation this year in Asia and Pacific have identified building successful relations with stakeholders through regular or constant communication and establishment of good relations with stakeholders and beneficiaries; coordination among international development agencies simultaneously working with beneficiaries and with local partners; and, considering the needs of stakeholders.

Project ownership and participation are critical in all stages of the project cycle from design to implementation. Several projects in Latin America and Caribbean cited that one important aspect in achieving project outcomes and objectives is to set up, as early as possible, participation and partnership mechanisms that allow for project ownership, as this can be crucial in achieving project continuity once this is completed. For example, the Chilean renewable energy project mentioned that the early involvement of the direct beneficiaries of the project, particularly local communities, has been essential for project success. This project also mentioned that the creation of the necessary alliances and consensus among the different stakeholders, to ensure project approval, funding and execution has also been essential. Similarly, the renewable energy project in Peru and the Brazil Enabling Activity also mentioned the importance of involving relevant partner institutions, particularly co-financers, from the early stages of the project, including formulation, as this increases the prospect of success.

The value added of co-operating with the NGOs was noted in Egypt. Co-operation with the GEF Small Grants Program (SGP) has provided a particularly good platform for implementing pilot projects by NGO's and the civil society.

In Jordan, another lesson is that stakeholders cannot simply be “added” to create a broad basis for a project. Stakeholders, who do not see their own interests reflected in the project do not broaden the basis, but will turn out to be an obstacle for decision-making and implementation.

A wide range of stakeholders was involved in the Croatia project from the beginning. The project organized ‘energy breakfasts’ in its first months to reach out to a wide variety of parties, a successful way of involving these stakeholders in the project by gaining their views on what the project should do and not (only) whether they are willing to do what the project wants.

The Croatia project has also developed local actions in cities and regions, bringing local stakeholders together in a targeted action. This makes national programs tangible for a community and provides local parties with a clear direction on practical measures to take, in marketing energy efficiency and in implementing it.

In Lebanon, the establishment of a long-term partnership with a leading multinational private sector advertising agency has ensured professional management and integrity of the various awareness raising



activities over the duration of the project. In addition, this partnership has also assisted the project in broadcasting and implementing the awareness campaigns through main public and private media channels for practically free of charge as a contribution of these media companies to support the environmental protection in Lebanon. By investing only \$45,000, the project was able to implement a campaign with the estimated value of close to \$1.4 million. Active exploration of similar strategies and cost-sharing opportunities for project's public awareness raising activities is a good practice that can be recommended for other projects.

#### d) Capacity Building and Training

The China project has demonstrated that successful training should be preceded by "meticulous" planning and design. This means selection of suitable trainers (usually international experts, but also capable local experts), close cooperation with them in the design of the training, and selection of suitable training methods and materials.

In Syria, a good practice in this project was that the capacities built by the project were maintained by the establishment of the National Energy Research Centre (NERC) within the Ministry of Electricity, which can continue to work on project activities and make them sustainable. The project engineers had no experience with energy efficiency at the project start, but were building significant knowledge on it during their work on the different project outputs. Energy efficiency departments were also created in the Electricity distribution companies in the directorates, which have been trained and are working on energy auditing of local clients. These departments can support the implementation of future energy efficiency activities at the regional level. The longer-term sustainability of this depends, however, on how the scope of the work of these organizations will be determined by their senior management and supervisors. At the moment NERC's scope of work, for instance, appears to shift more on energy research and much less on delivering energy efficiency, which is affecting the sustainability of the project results.

The capacities of the country for implementing a project should be taken into account, reflecting that it takes time to build the capacities to implement energy programs and deliver energy efficiency improvements. International support can help in building capacities and structure activities, but are no substitutes for national capacities. National capacities need to be developed in pace with the start-up and implementation of project activities, implying that only a limited number of activities should be taken up at the initial stage.

Several projects in Latin America and Caribbean mentioned that it is very important to build technical and institutional in-country capacity to ensure sustainability once the project is completed. In this line, some projects have developed partnerships with local universities to ensure capacity building in relevant areas continues. An example of this is the Nicaragua renewable energy project where the national universities have incorporated the subject of renewable energy into the curriculum for engineering majors, guaranteeing that capacity building continues in the country.

#### e) Impact Measurement

Renewable energy projects have had an important socio-economic impact in providing disadvantaged households with energy. However, these have not had as yet a significant impact in terms of reducing CO<sub>2</sub> emissions. In this sense, off grid projects, particularly the micro-hydroelectric projects, that include a component of providing rural energy for productive uses could have a more important impact in reducing CO<sub>2</sub> emissions. Therefore, the Nicaragua project and the recently approved Guatemala will be closely monitored in this respect.

The impact in the reduction of CO<sub>2</sub> emission should always be calculated in a 10 to 20 year period because even though the projects do not have a substantial reduction in CO<sub>2</sub> emissions during implementation they could have a significant impact over a longer period of time.



## Co-financing

For the entire portfolio, \$636.23 million is anticipated from co-financing sources, representing 72 percent of total funding for projects. Most of the projects that have gone to FEV and/or are operationally closed have reported both the proposed and the actual co-financing. In this category of projects reporting, \$52.66 million of co-financing was proposed, and \$52.84 million was realized. For projects at the mid-term evaluation stage reporting on co-financing, \$48.17 million was proposed, and it is anticipated that \$65.39 million will be realized.

In Asia and Pacific, two projects have undergone mid-term evaluations (MTE) and four have completed final evaluations (FEV) during reporting period. Of these six projects, two have had some adjustments in their levels of co-financing. Mongolia, which closed in April 2007, had received additional commitments from the Norwegian government (\$0.17 million) and UNDP (\$0.03 million), increasing its co-financing from the originally committed amount of \$0.61 million to \$0.81 million with additional commitments. However, the Norwegian government has declined the financing of the establishment of the financial mechanisms for EEHs, and in that regard \$70,000 was returned to the donor. The final level of co-financing of the project dropped to \$0.74 million, though still higher than the original commitment.

The Pacific Islands Renewable Energy project received \$30,000 from UNDP, instead of the originally committed amount of \$60,000. The level of co-financing for this project, therefore, dropped from \$0.11 million to \$0.08 million. Notwithstanding, this project reported that it has met its agreed deliverables.

In Latin America and Caribbean, there are two projects that have completed their mid-term evaluation during this reporting period, these are the Nicaragua hydroelectricity project and the Regional Renewable Energy project. The Nicaragua project had a proposed co-financing of \$10.52 million and has mobilized an additional \$4.81 million (\$4.61 cash co-financing and \$0.20 in-kind co-financing). Until June 2007, the project has disbursed \$4.68 million, which represent the 30.53 percent of the actual co-financing. The Regional Renewable Energy project has a proposed co-financing of \$17.91 million and has mobilized significant additional resources. The Caribbean development Bank will provide with \$4.25 million of additional cash co-financing and the Barbados Government will provide with an additional in kind contribution of \$5 million. The project has disbursed, by June 2007, \$6.98 million; 25.7 percent of the actual co-financing.



## International Waters (IW)

---

- **The International Waters portfolio has contributed to reducing the stress on and reforming the management of seven transboundary waterbodies**
- **Cumulatively, 12 Strategic Action Programs have been adopted and five regional / international legal agreements have been made on the use of international waters**

### Impact

The active UNDP-GEF IW portfolio includes 22 projects, all of which were approved in GEF-3 or previously. The portfolio has made notable contributions to the GEF-3 Strategic Objectives as shown below:

#### IW-1 SAP Implementation

- There are seven transboundary waterbodies with stress reduction and reforms under implementation

#### IW-2 Foundation Capacity Building and Targeted Learning

- 10 waterbodies have joint management programs
- Four of the 10 largest river, lake, and aquifer basins have joint management programs
- 13 large marine ecosystems have joint management programs that contribute to sustainable fisheries

#### IW-3 Innovative Demos including PPP

- Five projects have demonstrated the feasibility of technology innovations to address the following global water issues: ship ballast invasives, mercury pollution from artisanal gold mining, nutrient pollution (two), and water scarcity
- The International Convention for the Control and Management of Ships' Ballast Water and Sediments was adopted in London in February 2004. The GEF GloBallast programme is widely attributed with playing a major contributing role to bringing the Convention to this stage through awareness raising, capacity building and knowledge sharing.
- The PEMSEA PPP project has successfully demonstrated innovative public-private partnerships in the water sub-sectors

Other notable achievements include:

- a) 81 percent of the world's SIDS have received or are expected to receive assistance from GEF in addressing at least one transboundary water concern. This includes two ongoing projects, the Pacific SIDS SAP Oceanic Fisheries Component (14 countries) and the Caribbean SIDS IWCAM (13 countries). One project, Pacific SIDS Sustainable Water Resources and Wastewater Management, is finalizing preparation. The remaining SIDS are those surrounding the African continent and will be addressed via the planned 2009 Afro-Indian SIDS IWRM project (UNDP/UNEP).
- b) UNDP-GEF has contributed to the establishment and/or strengthened capacity of 14 management institutions for representative transboundary waterbodies, including seven freshwater institutions and seven marine/coastal institutions.



It is also instructive to analyze the 2007 PIR reporting cohort within the framework of the new GEF-4 Strategic Priorities.

The GEF-4 Strategic Program outcomes are presented below as well as the number of projects that are supporting each respective outcome:

#### SP-1 Restoring Fish Stocks

- Political commitments to ecosystem-based joint action on sustainable fisheries and ICM (five projects)
- Institutions and reforms introduced to catalyze implementation of policies (three projects)
- Multi-agency partnerships catalyze replication of innovations (one project)
- Increased coverage of MPAs (four projects)

#### SP-2 Reducing Nutrient Over-enrichment

- Political commitments made to nutrient and other pollution reduction and ICM (five projects)
- Institutions and reforms introduced to catalyze implementation of policies for pollution reduction and ICM (five projects)
- Multi-agency partnerships catalyze replication of reforms and innovative investments for nutrient reduction (four projects)

#### SP-3 Balancing Conflicting Water Uses

- Political and legal commitments made to utilize IWRM policies towards sustainable water use (four projects)
- Institutions and reforms introduced to catalyze implementation of policies for basin-scale IWRM and increased WUE (four projects)
- Communities benefit from access to water-related benefits in tests of innovative demos of balancing water uses (four projects)

#### SP-4 Ice Melt Adaptation and PTS

- Reduction of human and ecosystem health risks from PTS at demo sites (one project)
- Incorporation of pollution prevention strategies for PTS into private sector operations (two projects)

#### Cross-cutting Portfolio Learning

- Experience sharing and learning projects to support the four SPs to build capacity and encourage replication (three projects)

### **Performance**

#### Implementation Performance

Some of the most significant factors that have affected project implementation identified in the 2007 PIR include:

1. Establishment of final implementation arrangements and associated cooperation agreements, particularly with myriad local institutions
2. Changes and/or gaps in government institutions responsible for the project
3. Turnover in project management due to poor performance or unanticipated early departure
4. Weak/variable local government capacities
5. Addressing often unclear new GEF financial, management and procurement requirements in preparation of proposals and final project documents



6. Additional time to establish strong bilateral, multi-sectoral and multi-jurisdictional support for SAP

Nearly all IW projects reported 'S' or 'HS' progress in implementation, with the exception of the Okavango River Basin project ('U' rating) and the Havana Bay project ('MU' rating by RTA).

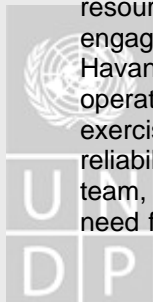
The Okavango project has experienced significant delays but the project's objective and outcomes remain valid and relevant to the basin concerns. The validity and relevance of the project's objective was verified by the independent mid-term evaluation. The project experienced a number of serious problems related to project governance, which eventually led to UNDP's management response to cease activities in November 2005 until the independent mid-term evaluation was completed. The evaluation, conducted during the PIR 2007 period, found that strong will exists from virtually all stakeholders involved in the project that the project should continue. The evaluation, in verifying the continued validity and relevance of the project and its objective, concluded that, with the remaining financial envelope, the project should still be able to carry out planned activities to achieve the project's objective. The evaluator recommended that the project should continue, provided all recommendations set in the evaluation report are implemented as a complete package within the specified time period.

After the evaluation findings and recommendations were presented to OKACOM, UNDP, FAO and the PMU, dialogue among these parties ensued until agreement was reached to reactivate the project with certain changes in its governance structure. An Aide Memoire was signed between FAO/HQ and UNDP/Angola to formalize and implement a few changes suggested by the evaluation report, in particular those related to administrative arrangements.

To increase transparency and accountability, in May 2007 UNDP and FAO, together with the PMU, developed a response matrix that indicates specific responses to each evaluation recommendation. The matrix will be shared at the next PSC for information sharing and accountability purposes. Due to the above processes (independent evaluation, agreeing on results and recommendations, reactivating the project in April 2007), minimal implementation progress was made during the 2006-2007 PIR period; the principal output during this period was the revised work plan and budget for the remainder of the project timeframe.

This situation would normally merit an 'HU' rating. However, there are some compensating factors where progress has been made and where the project has played a catalytic role. This includes the generation of significant parallel financing (US-AID, Sida), efforts to rehabilitate hydrometric gauging stations in Angola, and an advanced effort to set up an Okavango River Commission, responsible for coordinating communications and administrative affairs. Moreover, the ecological integrity of the river basin remains largely intact, in part a testament to the dialogue effected through OKACOM.

The 2007 PIR for the Havana Bay project rated the project as 'MS', principally reflecting delays in construction of the planned wastewater treatment facility. Reasons for these delays include the low availability of national specialized construction enterprises and equipment due to the difficult economic situation and low strategic priority accorded to such enterprises at the national level; the disruption in the availability of construction materials and fuel for the project due primarily to diversion of such equipment and labor to serve needs of weather-related disasters (hurricanes, heavy rains); the need to harmonize national procurement processes with UNOPS modalities; and the need for a budget revision to secure resources to acquire specialized equipment and tools for the new construction company now being engaged in the project. In view of this situation, a detailed analysis of possible scenarios (see Annex 1 of Havana Bay PIR), which include the proposed construction programming schedules and the overall operational project work plans and budgets, has been requested and is an integral part of this PIR exercise. One of the objectives of this exercise was to estimate with a greater degree of precision and reliability the actual finalization of the project. As a result of this assessment, undertaken by the project team, UNDP CO and UNOPS, it is estimated that the project will be finalized by end 2010, hence the need for another project extension. The project scenarios were developed by the project proponent after





extensive consultations with relevant government authorities. They will serve as a key management and supervision tool for the remainder of the project.

In addition to this, UNDP has repeatedly raised to the government the issue of the need to provide for adequate storage of the equipment already purchased, and to agree on a formal written document that spells out the respective responsibilities, and liabilities, for ensuring the physical integrity and security of this equipment, with both UNOPS and the Cuba CO.

Despite these challenges, the Government of Cuba has confirmed its commitment to the achievement of the project's objective, and has taken decisions to provide additional resources (human, institutional, financial) to support project implementation.

### Project Effectiveness Delays

#### *From CEO endorsement to start of implementation (effectiveness)*

For the 2007 IW PIR cohort, the average length of time from CEO endorsement to start-up of implementation is 5 months. This is quite commendable and reflects the strong capacities of UNDP's global IW team, execution partners (UN agencies, intergovernmental organizations, national governments) and UNDP COs to expedite project start-up procedures. The two main 'outliers' were Yellow Sea LME (17 months) and Egypt Desert Groundwater (16 months).

Yellow Sea LME start-up delays were largely due to an extended process (three consecutive recruitments) in recruiting a Project Manager that was deemed satisfactory by all the UN and country partners.

By the time the Egypt Eastern Desert Groundwater project was approved by the CEO on 21 March 2001, most of the key local personnel involved in preparing the project were no longer available and Cairo University had a new president. Therefore, the lead consultant involved in preparing the project (Mohamed Sultan, Argonne Laboratory, U.S.) had to re-introduce the proposal to the new management of Cairo University, which decided that the project should be hosted in the Hydraulics and Irrigation Department, which had no prior knowledge of the background of the project. Concurrently, the lead consultant started working on the project document.

Since the selection of sub-contractors for services or equipment procurement has to be made through competitive bidding or a waiver, UNDP initiated procedures in late October 2001 until early January 2002 to request a waiver of competitive bidding, which was in the end denied. During this period of uncertainty, the lead consultant stopped working on the document waiting for the decision on the waiver but after lengthy discussions with him he accepted the decision and started working on the project document, the first draft of which he completed at the end of January 2002.

The document was shared with the counterparts in the Ministry of Water Resources and Irrigation in February 2002 and likewise the project had to be re-introduced again to the Minister as well as to the NWRC and the groundwater sector. In addition, UNDP had to facilitate lengthy consultations and negotiations between Cairo University and the Ministry of Water Resources on the responsibilities and duties which were not clearly specified in the MSP proposal. It then took a couple of months to set a date for all parties to hold the ceremony for signing the project document due to the serious illness of the president of Cairo University (the designated government signatory). The document was finally signed by the government and made operational on 30 July 2002.

#### *From start of implementation to operational closure (implementation delays)*

For the 2007 IW PIR cohort, the average ratio of actual project implementation to planned is 1.4, i.e., on average, projects in the 2007 cohort are projected to take about 40 percent longer to complete than originally planned. When one considers the end-points for this analysis (signature of project document, operational closure of project) and the fact that the large bulk of project activities do not commence until a full project team is in place, this result is not too surprising. Following project signature, all projects go



through an initial process of recruiting the project team. Typically this takes 8-12 months, in some cases longer, starting with recruitment of the project manager. Using an average planned project length of 3.9 years and assuming an average of 10 months (0.83 yrs) to establish fully an operational project team, this represents 21 percent (0.83/3.9) additional project length due to these start-up processes. Therefore, only an estimated 19 percent (40-21) of the estimated extra time for project implementation presented above can be attributed to 'true' project implementation delays.

However, it is still important to flag significant outliers and to understand the reasons behind the implementation period of these projects being well beyond planned timeframes. These include:

- *Rio de la Plata/Maritime Front – 8 vs. planned 4 years*

The Plata project experienced delays from the onset as the required time for setting up the Project Coordination Unit and, above all, establishing cooperation agreements with a range of partners at the national level in both countries, took far longer than expected. The latter was particularly time-consuming but in the end positive for the project, as it enabled the TDA to benefit from the expertise of a suite of experts in many fields, and generated the buy-in and support for the project which ultimately has been responsible for its wide acceptance and multi-sectoral support. The clear lesson learned is that ample time should be budgeted for establishing various complex implementation mechanisms, particularly for regional projects, and that adequate time should be allotted to the definition and establishment of technical cooperation agreements in projects where a TDA process is a main component.

The fact that the project required to transition between three CTAs also created a loss of momentum that affected project implementation. The lesson here is that careful negotiation of the CTA's contract is required, including agreement on a possible extension if the project experiences delays. In the case of FREPLATA, the first CTA was on sabbatical from his university and decided mid-way through the project that his sabbatical was up. This required a second recruitment process, in which unfortunately UNDP-GEF was not able to participate. The second CTA's purely technical profile was not optimal as the SAP process got underway, and it was determined by the CDC and UNDP that it was necessary to replace him. The final solution, to name two of the lead project team members as co-coordinators has delivered admirable results, but these changes undoubtedly affected project implementation.

Finally, in the last year of the project, the delay was the result of the need for additional time to develop strong bilateral SAP support and endorsement. As described above, the second CTA never fully understood SAP process requirements, and there was a need to engage a wider array of stakeholders in SAP development. It was therefore decided to extend the project for several months to provide time for this – a decision that was evidently correct given that the FREPLATA SAP has achieved a record number of high-level endorsements across multiple sectors and levels of government jurisdiction (municipal, provincial, federal).

- *Train-Sea-Coast – 8 vs. planned 3 years*

The delay is primarily due to a significant loss of and gap in institutional leadership and ownership (by UN-DOALOS) of Train-Sea-Coast during roughly the period 2003-2006. Project activities were slowed considerably. Fortunately, there were no financial implications for the project since all of the staff working on this project are core UN-DOALOS as opposed to project-funded staff. In the past year or so, a number of positive developments (finalization of delayed courses, preparation of new self-funded course on Marine MPAs, stronger institutional base and commitment, enhanced efforts to promote delivery of the TSC Courses among GEF IW portfolio, etc.) bode well for the future sustainability of Train-Sea-Coast.

- *Okavango River Basin – 7 vs. planned 3 years*

The project was approved by the GEF Council in August 2000 but was only rendered effective following project document signature in April 2003. As outlined above, the project has experienced significant implementation delays due to serious project governance problems,



which resulted in the suspension of the project. Following the mid-term evaluation, which proposed a number of recommendations, project activities have since restarted.

- *Lake Manzala Engineered Wetlands – 10 vs. planned 5 years*  
As has been noted in previous PIRs, the principal multi-year delay in the start-up of the Lake Manzala project related to problems encountered in the original acquisition of the land for the project site. More recently, the project closure date has had to be extended due to: construction delays due to adverse weather conditions, site access difficulties, late approval of submittals, shortage of supplies, and relatively short working days. In addition, the contractor faced difficulties in providing the imported mechanical and electrical equipment due to the abrupt unfavorable change in exchange rates between the Egyptian pound and U.S. dollar.
- *PEMSEA – 8 vs. planned 5 years*  
A major output of the PEMSEA project has been the development and adoption of the regional SAP (SDS/SEA), and the organization of the intergovernmental and multi-sectoral mechanisms to oversee and guide its implementation. The process entailed country-by-country consultation and consensus building, and this process took far more time than originally allocated. In the end, the duration of the process is highly dependent on the review and approval mechanism within each country, which is outside the control of the project.

Closely related to the first point are the in-country movement/changes in focal points and managers who were involved in the consultation and consensus building process. Changes in responsible Ministers or national administrations as a whole have meant that a new set of players become involved in the process, and these newcomers need to be informed and convinced of the process and its objectives. In some cases, there has been limited corporate memory from one administration to the next; in others there has been a reluctance to pursue a process initiated by the previous administration.

The implementation of on-the-ground actions, as undertaken by PEMSEA at national and local levels, using the capacities of the country and local governments entails greater time and effort than projects with a research or planning focus. This is particularly evident at the local level and in the implementation of ICM programs. One can only implement a multi-sectoral stakeholder program and achieve desired results through extensive information, communication, education and capacity development and partnership building. In the end, the real impact is not the output of the project, but the outcome of a sustainable program and core group of local stakeholders to continue the effort.

It was also essential to ensure that GEF funds were utilized as a leverage mechanism, for greater investment and ownership by governments. This approach, by design, means that the projects' accomplishments and speed with which they are achieved are directly related to the capacities and resources of the concerned governments and stakeholders. The identification of appropriate human resources, the development of their capacities, accessing counterpart resources to support national and local priorities from internal and external sources, etc. involve time-consuming interactions and decisions that are not entirely within the control of the project.

Finally, it was necessary to develop and implement a transition strategy that facilitated continuity and momentum between the SDS/SEA development and adoption stage and implementation stage. This was a prolonged process that occurred in the midst of GEF reorganization and change. Thus, while best efforts were made to meet GEF requirements, the targets kept changing and the level of detail (i.e., financial planning) became more and more specific. Fortunately, PEMSEA had foreseen some of these problems, and managed its budget (and raised financing externally) as a contingency against undue delays.



## Status

No projects reporting in the 2005 IW PIR received 'MU', 'U' or 'HU' ratings. Furthermore, no UNDP-GEF IW projects which have reached the implementation stage have been cancelled to date.

## Lessons

### Actions to Achieve Sustainability

The Lake Manzala Engineered Wetlands project successfully completed a handover process to ensure sustainability of the engineered wetlands facility. The UNDP CO facilitated agreement between the Ministries of Water Resources and Environment on the handover of the facility to the Ministry of Water Resources and the latter assuming responsibility for all aspects (including financing) of site management and operation following the phase-out of GEF funding. Sustainability has also been promoted through preparation of a business plan and technical and operational manuals to ensure new operators have full information and understanding to manage effectively the facility.

### Replication

Significant progress towards achieving replication of projects with a strong replication focus can be reported for several projects including:

Egypt Eastern Desert Groundwater reports the developed methodology has been applied for the Eastern Desert to prepare the first map with recommended locations for wells with high groundwater potential. The map is presently being updated to incorporate new findings. The final version and its outputs will be endorsed by the Ministry of Water Resources and Irrigation as the main guide for future water development plans in the Eastern Desert. In addition, a new U.S.-funded project has been awarded to Cairo University and UWM to investigate the potential for enhancing knowledge of groundwater resources in the Sinai using many of the tools and methodologies tested and refined during the GEF project.

The Lake Manzala Engineered Wetlands project has advocated for the replication of the technology for wastewater treatment in Port Said villages and already two engineered wetlands have been constructed. The project has also stimulated dialogue between the Egyptian government and Dutch International Cooperation Agency on possible expansion of the technology in Egypt. Lastly, the project has also collaborated with other relevant national initiatives on field studies to demonstrate the safe use of treated water in agriculture in collaboration with CIDA, fish farming in collaboration with ICLARM, and training of youth in collaboration with WESC.

PEMSEA continued its effective approaches towards upscaling replication of ICM in the East Asian Seas region, citing a total of 18 ICM parallel sites underway, compared to the original project target of eight.

### Adaptive management

PEMSEA made extensive use of adaptive management approaches in the implementation of project activities in order to adjust to and accommodate emerging issues arising from the wide disparity in capacity among PEMSEA's participating countries.

The Global Mercury project noted that technology transfer activities of the project became stagnant during 2004-2005 because of difficulties in equipment procurement and manufacturing processes. The new PCU and CTA revised the originally envisioned approach to use local equipment and personnel in order to speed up implementation and facilitate sustainability.

### Good Practice/Lessons Learned

Benguela Current LME noted the need for adequate time for partnership building towards establishing a multi-country LME commission, citing a total 10 year time frame from concept development to formal establishment of the BCC in 2006. BCLME also cited the importance of transforming scientific information into usable management information for decision-making.

D-LIST noted that building a strong, participative information sharing network requires consistent effort over time, and needs to be designed and focused on the information needs of the people in the network.

Guinea Current LME noted the value of anchoring regional scale project implementation with nationally-financed Activity Centres, avoiding the loss of such Activity Centres when they are funded from GEF or other outside sources. GCLME also noted the value of involving the marine/coastal resource-using private sector in the preparation of new legislation which improved government-private sector relations, catalyzed enhanced private sector co-finance to the project, and enhanced private sector adoption and implementation of cleaner production practices.

The Okavango River Basin project noted that the motivation of the river basin organization involved in a GEF IW project needs to be fully determined and appraised from the project development stage and confirmed throughout the project implementation stage. A detailed assessment of each country's interests in the project (both short and long-term) in addition to an assessment of the general (and common) interests of the region might help to ensure the strongest possible commitment from each country.

Lake Manzala Engineered Wetlands recommended that GEF projects avoid utilizing proprietary technologies (in this case the Reciprocating Units) unless there are contractual obligations established that ensure access to detailed system information and ensure the on-site availability of system experts.

PEMSEA noted that project design can only be truly effective if the following key ingredients are present:

1. A clear shared vision
2. Inclusive, multi-level partnerships
3. Active stakeholder participation sustained through appropriate incentive mechanisms
4. Adequate funding streams matched by counterpart resources
5. Science-based management support
6. Purposeful capacity building and organizational strengthening; and
7. Active communication and advocacy

Moreover, the mission must be well-articulated and widely owned at both the local and national levels. The role of partnership must be given importance at all times and fostered at all levels. Participation, not mere consultations, needs to be ensured and sustained through both financial and non-monetary incentives such as mechanisms to foster team building, community spirit, and concern for the common good.

Yellow Sea LME noted the highly effective mechanism of organizing Parliamentary Conferences. A first of its kind under the GEF, this conference gathered Parliamentarians from both countries to provide a forum to discuss marine environmental issues faced by the Yellow Sea with a view towards enhancing the participation of this important stakeholder. As a result of the conference, participating parliamentary members deepened their understanding of the serious environmental degradation in the Yellow Sea and recognized the strong need to take action to address the problems. The members also acknowledged that it is necessary to strengthen further cooperation between the two countries' parliaments and that regular meetings would help in achieving this objective.

The Danube Regional project noted the importance of undertaking training needs assessments to facilitate appropriate training activities. The project learned that training activities need to build institutional capacities (ICPDR, DEF, etc.) as well as to build technical capacities (nutrient reduction, wetland rehabilitation, reduction of toxic substances, etc.) to assure increased knowledge and capacity to act for water management and pollution control. The training needs assessment also served as the basis to prioritize training needs given limited human and financial resources.

IW:LEARN noted that projects can improve their coordination and information sharing among key stakeholders through new readily available and user-friendly Web 2.0 information technologies including

Wikis, Blogs and social networking platforms. IW:LEARN also observed, based on the experience of the heavily revamped IWC4 in August 2007, that projects can structure their workshops and training activities to include more interactive learning approaches such as conversation tables and peer-to-peer clinics, which increase active participation and learning outcomes from such events.

The Global Mercury project noted that facilitation of participatory discussions on policy and governance issues have allowed mining communities (even those whose legal status was uncertain) to contribute their knowledge and views proactively, and crucially, toward the development of new national-level policy, legal and institutional reforms.

The FrePlata project noted that creation of a strong bi-national cooperative environment among stakeholders significantly facilitated the SAP process of elaboration and ultimate approval. This cooperative environment was created by:

1. Creating bi-national intersectoral working groups that allowed, in parallel to the process of developing the SAP, generation of 16 tools for enhanced national and transboundary environmental management, several of which have been explicitly included in the national government policies
2. Disseminating the information: the project has developed procedures and tools for the management of environmental information and has incorporated them into its own Integrated Information System
3. Enhancing the capabilities of governmental agencies and civil society: 72 technical agreements were signed with key governmental and scientific agencies and NGOs

### **Co-financing**

Of the seven projects falling in the category of MTE or later, cumulatively the projects delivered actual co-finance 31 percent in excess of that secured at the time of CEO Endorsement. Notably high additional co-finance was secured by Okavango (533 percent of proposed), Lake Chad (273 percent of proposed) and Lake Manzala (743 percent of proposed). No project realized actual co-finance less than projected at CEO endorsement.



## Land Degradation (LD)

---

- **All of the projects in the Land Degradation portfolio have made progress in mainstreaming sustainable land management into policy instruments and increasing awareness of sustainable land management**

The portfolio of LD projects included in this year's PIR amounts to eight projects. This is up from three projects in the previous year. The portfolio growth comprises two capacity building projects (Latvia and Mauritius), two sustainable land management (SLM) site-based demonstrations (Nicaragua and Dominican Republic) and the global pastoralism project (WISP). The total value of the LD PIR portfolio is over \$40 million, comprising 3 FPs and 5 MSPs. At the time project documents were signed, the total co-financing was worth \$81 million. Since then, an additional \$8.4 million of co-financing has been leveraged. As at 30 June 2007, total disbursement was estimated to be \$47 million.

### Impact

In general, all projects reported contribution to strategic program targets. Mainstreaming SLM into policy instruments and increasing awareness of SLM were positively reported by all projects. Perhaps the area where the least progress has been made, to date, is in providing gender disaggregated data.

Most projects had not progressed sufficiently to provide quantifiable measurement of progress towards focal area targets.

### Performance

In general, all projects reported 'S' implementation progress. This was uniform across RTAs, COs and Project Managers. No projects were rated above 'S' and only one project was rated below. This is the LDC-SIDS umbrella project which has experienced delays in the start-up of individual national SLM capacity MSPs.

The cohort of projects in the LD portfolio is not sufficiently mature or large to provide an aggregated analysis of trends in project attainment of objectives.

There are only 3 FPs in the cohort. The LDC-SIDS project took 44 days from CEO endorsement to start of implementation. Nicaragua took 28 days; Dominican Republic project took 133 days. Overall, the average is 68 days.

No projects in the LD cohort have yet progressed from start of implementation to operational closure. Therefore, these implementation delays cannot be reported. Nevertheless, a high proportion of PIRs reported the expected need to extend the duration of project implementation to take account of delays in moving from project signature to full project implementation. The main reason given for such inception delays was an under-estimation of the necessary time to establish projects and get project teams in place. There is a clear lesson to plan for longer project inception periods.

### Risk

Very few projects identified any critical risks. This is unusual and may be a function of the small sample size of projects in the cohort. A stronger focus on the application of UNDP-GEF's Risk Management Strategy will be made in 2008.



**Status**

No projects received sub-optimal ratings last year and no projects are at risk of not achieving sustainability of project benefits. Adaptive management arrangements for the LDC-SIDS project are currently under discussion with the GEF Secretariat as a result of this year's PIR findings.

**Lessons**

No projects have yet undergone mid-term evaluations.

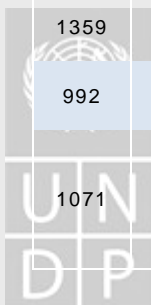




# Appendix

**Appendix 1. Projects Operationally Completed in FY 2007**

PIMS	Focal Area	Region	Country	Project Title	Project Size (MSP or FP)	Total GEF Funding (\$m)	Total Project Cost (\$m)	Overall Obj. Rating	Overall Impl. Rating	No. of Critical Risks	Overall Risk Rating	Has the Project Strategy been Adjusted? (Y/N)
245	BD	Africa (S&E)	Regional (Botswana)	Southern Africa Biodiversity Programme	FP	4.53	8.92	MS	S	3	H	N
1735	BD	Asia and Pacific	Cambodia	Management of the Cardamom Mountains Protected Forest and Wildlife Sanctuaries	MSP	1.01	3.26	S	S	0	L	Y
1109	BD	Asia and Pacific	Mongolia	Conservation of the Great Gobi and its Umbrella Species	MSP	0.98	1.56	HS	HS	1	M	N
1051	BD	Asia and Pacific	Nepal	Upper Mustang Biodiversity Conservation Project	MSP	0.75	2.73	S	S	0	L	Y
1928	BD	Asia and Pacific	Nepal	Landscape-scale Conservation of Endangered Tiger and Rhinoceros Populations in and around Chitwan National Park	MSP	0.75	1.77	S	S	0	L	Y
947	BD	Asia and Pacific	Pakistan	Mountain Areas Conservancy Project	FP	8.10	10.35	S	S	0	L	Y
1068	BD	Asia and Pacific	Papua New Guinea	Community-based Coastal and Marine Conservation in Milne Bay Province	FP	3.55	6.79	U	U	3	H	Y
877	BD	Asia and Pacific	Philippines	Samar Islands Biodiversity Project Conservation and Sustainable Use of the Biodiversity of a Forested Protected Area	FP	6.11	13.23	S	S	1	M	N
1359	BD	Asia and Pacific	Philippines	Biodiversity Conservation and Management of the Bohol Islands Marine Triangle	MSP	0.97	1.61	S	S	0	L	N
992	BD	Asia and Pacific	Regional	Mekong River Basin Wetland Biodiversity Conservation and Sustainable Use	FP	4.53	15.69	S	S	2	S	N
1071	BD	Asia and Pacific	Sri Lanka	Conservation of Biodiversity through Integrated Collaborative Management of Rekawa, Ussangoda & Kalametiya Coastal Ecosystem	MSP	0.75	1.74	n/a	n/a	n/a	H	N



PIMS	Focal Area	Region	Country	Project Title	Project Size (MSP or FP)	Total GEF Funding (\$m)	Total Project Cost (\$m)	Overall Obj. Rating	Overall Impl. Rating	No. of Critical Risks	Overall Risk Rating	Has the Project Strategy been Adjusted? (Y/N)
1073	BD	Asia and Pacific	Sri Lanka	Contributing to the Conservation of Unique Biodiversity in the Threatened Rainforests of Southwest Sri Lanka	MSP	0.75	1.05	n/a	n/a	n/a	H	N
1687	BD	Latin America and Caribbean	Argentina	Management and Conservation of Wetland Biodiversity in the Esteros del Iberá	MSP	1.00	10.39	MS	MS	0	L	N
1209	BD	Latin America and Caribbean	Brazil	Establishment of Private Reserve Heritage in the Brazilian Cerrado Biome	MSP	0.75	0.85	HS	S	1	M	Y
1505	BD	Latin America and Caribbean	Chile	Conservation and Sustainable Use of Globally Significant Biodiversity Chiloé	MSP	1.00	4.25	MS	U	2	S	Y
1321	BD	Latin America and Caribbean	Colombia	Conservation of Paramos and Montane Forest in the Colombian Massif	FP	4.03	17.49	S	S	0	L	N
1349	BD	Latin America and Caribbean	Ecuador	Integrated Programme for the Control of Introduced Species in Galapagos Archipelago	FP	18.65	43.28	S	S	1	M	Y
1426	BD	Latin America and Caribbean	Peru	Conservation and Sustainable Use of Biodiversity in the Amarakaeri Communal Reserve and Adjoining Territories	MSP	0.99	1.74	S	S	3	H	N
1434	BD	Latin America and Caribbean	Regional	Establishment of a Programme for the Consolidation of the Mesoamerican Biological Corridor	FP	10.94	22.66	S	S	2	S	Y
1343	BD	Latin America and Caribbean	Suriname	Conservation of Globally Significant Forest Ecosystems in Suriname's Guyana Shield Bio-region	FP	9.50	18.32	S	S	0	L	N
55	CC	Arab States	Jordan	Reduction of Methane Emissions and Utilization of Municipal Waste for Energy in Amman	FP	2.74	5.56	S	S	0	L	N

PIMS	Focal Area	Region	Country	Project Title	Project Size (MSP or FP)	Total GEF Funding (\$m)	Total Project Cost (\$m)	Overall Obj. Rating	Overall Impl. Rating	No. of Critical Risks	Overall Risk Rating	Has the Project Strategy been Adjusted? (Y/N)
441	CC	Arab States	Syria	Supply-Side Efficiency and Energy Conservation and Planning	FP	4.61	6.11	MS	MS	0	L	N
466	CC	Asia and Pacific	China	Energy Conservation and GHG Emissions Reduction in Township and Village Enterprise Industries in China Phase II	FP	7.99	18.54	S	S	0	L	Y
558	CC	Asia and Pacific	China	Barrier Removal for the Widespread Commercialization of Energy-Efficient CFC-free Refrigerators in China	FP	9.86	41.15	HS	HS	1	M	N
752	CC	Asia and Pacific	Malaysia	Industrial Energy Efficiency and Improvement Project	FP	7.30	20.79	S	S	1	M	Y
998	CC	Asia and Pacific	Mongolia	Commercialization of Super-insulating Building Technology in Mongolia	MSP	0.75	1.83	S	S	n/a	H	N
2164	CC	Asia and Pacific	Regional (Samoa)	Pacific Islands Renewable Energy Project (PIREP)	MSP	0.70	0.81	S	S	n/a	H	Y
1945	CC	Europe and CIS	Slovak Republic	Reducing Greenhouse Gas Emissions through the Use of Biomass Energy in Northwest Slovakia	MSP	1.00	8.52	S	HS	0	L	N
644	CC	Europe and CIS	Slovenia	Removing Barriers to the Increased Use of Biomass as an Energy Source	FP	4.40	12.30	HS	S	0	L	N
1971	CC	Europe and CIS	Turkmenistan	Improving the Energy Efficiency of the Heat and Hot Water Supply	MSP	0.75	1.71	MU	MS	1	M	Y
2220	CC	Latin America and Caribbean	Regional	Capacity Building for Stage II Adaptation to Climate Change in Central America, Mexico and Cuba	FP	3.31	4.97	S	S	0	L	Y
77	IW	Arab States	Egypt	Lake Manzala Engineered Wetlands	FP	5.09	5.44	S	S	0	L	N
3123	IW	Europe and CIS	Regional (Slovak Republic)	Strengthening the Implementation Capacities for Nutrient Reduction and Transboundary Cooperation in the Danube River Basin	FP	12.24	25.12	HS	HS	0	L	N



**Appendix 2. Mid-term Reviews and Final Evaluations Completed in FY2007**

PIMS	Focal Area	Region	Country	Project Title	Type of Evaluation (MTE or FEV)
1232	CC	Africa (S&E)	Namibia	Barrier Removal to Namibian Renewable Energy Programme	MTE
2189	BD	Latin America and Caribbean	Mexico	Biodiversity Conservation in the Sierra Gorda Biosphere Reserve	MTE
1290	BD	Africa (S&E)	Madagascar	Participatory Community Based Conservation of Biodiversity in the Anjozorobe Forest Corridor	MTE
2006	BD	Africa (S&E)	South Africa	CAPE Agulhas Biodiversity Initiative (ABI)	MTE
2204	BD	Africa (S&E)	South Africa	CAPE Biodiversity Conservation and Sustainable Development	MTE
446	BD	Africa (S&E)	Tanzania	The Conservation and Management of the Forests of the Eastern Arc Mountains of Tanzania	MTE
1135	BD	Africa (S&E)	Tanzania	The Development and Management of the Selous-Niassa Wildlife Corridor in Tanzania	MTE
294	BD	Africa (S&E)	Zimbabwe	Conservation and Sustainable Use of Traditional Medicinal Plants In Zimbabwe	MTE
1894	CC	Africa (S&E)	Tanzania	Transformation of Rural Photovoltaic (PV) Market in Tanzania	MTE
65	IW	Africa (S&E)	Regional (Angola)	Environmental Protection and Sustainable Management of the Okavango River Basin (EPSMO)	MTE
96	IW	Africa (S&E)	Regional (Namibia)	Integrated management of the Benguela Current Large Marine Ecosystem (BCLME)	MTE
2651	CC	Africa (W&C)	Regional	Capacity Building for Improving the Quality of Greenhouse Gas Inventories in West and Central Africa	MTE
31	IW	Africa (W&C)	Regional (Chad)	Reversal of Land and Water Degradation Trends in the Lake Chad Basin Ecosystem: Establishment of Mechanisms for Land and Water Management	MTE
972	BD	Arab States	Egypt	Conservation and Sustainable Use of Medicinal Plants in Arid and Semi-Arid Ecosystems	MTE
1881	BD	Arab States	Jordan	Conservation and Sustainable Use of Biodiversity in Dibeen Nature Reserve	MTE
852	BD	Arab States	Morocco	Integrated Pastoral Range Management for Biodiversity Conservation and Sustainable Development	MTE
2317	IW	Arab States	Regional	Nile Transboundary Environmental Action Project	MTE



PIMS	Focal Area	Region	Country	Project Title	Type of Evaluation (MTE or FEV)
1366	BD	Asia and Pacific	Bhutan	Linking and Enhancing Protected Areas in the Temperate Broadleaf Forest Ecoregion of Bhutan (LINKPA)	MTE
1027	BD	Asia and Pacific	Iran	Conservation of the Asiatic Cheetah, Its Natural Habitat and Associated Biota	MTE
739	CC	Asia and Pacific	Bhutan	Community Micro Hydro for Sustainable Livelihood	MTE
1515	CC	Asia and Pacific	India	Technological Upgradation for Sustainable Development of Steel Re-rolling Sector in India	MTE
761	CC	Asia and Pacific	Philippines	Capacity Building to Remove Barriers to RE Development Project	MTE
762	CC	Asia and Pacific	Thailand	Removal of Barriers to Biomass Power Generation and Co-generation in Thailand	MTE
650	BD	Europe and CIS	Kazakhstan	Integrated Conservation of Priority Globally Significant Migratory Bird Wetlands Habitat: Demonstration on Three Sites	MTE
2190	BD	Europe and CIS	Latvia	Biodiversity Protection in North Vidzeme Biosphere Reserve	MTE
1288	BD	Europe and CIS	Russia	Conservation and Sustainable Use of Wild Salmonid Biological Diversity in Russia's Kamchatka Peninsula	MTE
715	CC	Europe and CIS	Croatia	Removing Barriers to Implementation of Energy Efficiency Measures in Croatia	MTE
125	CC	Europe and CIS	Kazakhstan	Wind Power Market Development Initiative	MTE
500	CC	Europe and CIS	Russia	Removing Barriers to Coal Mine Methane Recovery and Utilization	MTE
3189	LD	Europe and CIS	Bulgaria	Capacity Building for Sustainable Land Management (SLM) in Bulgaria	MTE
3331	LD	Europe and CIS	Latvia	Building Sustainable Capacity and Ownership to Implement UNCCD objectives in Latvia	MTE
2838	IW	Global	Global	Strengthening Global Capacity To Sustain Transboundary Waters: The International Waters Learning Exchange and Resource Network (IW LEARN)	MTE
2186	BD	Latin America and Caribbean	Cuba	Strengthening the National System of Protected Areas	MTE
1299	BD	Latin America and Caribbean	Venezuela	Protection and Sustainable Use of Biological Diversity in the Orinoco Delta Wetlands	MTE



PIMS	Focal Area	Region	Country	Project Title	Type of Evaluation (MTE or FEV)
2146	CC	Latin America and Caribbean	Nicaragua	Productive Uses of Hydro-electricity on a Small Scale in Nicaragua	MTE
1437	CC	Latin America and Caribbean	Regional	Caribbean Renewable Energy Development Programme (CREDP)	MTE
931	IEM	Latin America and Caribbean	Mexico	Integrated Ecosystem Management in 3 Priority Ecoregions	MTE
1658	IEM	Latin America and Caribbean	Peru	Integrated Ecosystem Management in the Cotahuasi Basin	MTE
230	BD	Africa (S&E)	Eritrea	Conservation Management of Eritrea's Coastal, Marine and Island Biodiversity	FEV
407	CC	Arab States	Tunisia	Experimental Validation of Building Codes and Removal of Barriers to their Adoption	FEV
1271	BD	Europe and CIS	Uzbekistan	Establishment of the Nuratau-Kyzylkum Biosphere Reserve as a Model for Biodiversity Conservation in Uzbekistan	FEV
1319	BD	Latin America and Caribbean	Chile	Biodiversity Conservation and Sustainable Use of the Salar Del Huasco	FEV
1424	BD	Latin America and Caribbean	Peru	In Situ Conservation of Native Cultivars and Wild Relatives	FEV
1427	BD	Latin America and Caribbean	Peru	Community-based Conservation and Sustainable Use of the Atiquipa and Taimara Lomas Ecosystems	FEV
877	BD	Asia and Pacific	Philippines	Samar Islands Biodiversity Project Conservation and Sustainable Use of the Biodiversity of a Forested Protected Area	FEV
1148	IEM	Africa (W&C)	Senegal	Integrated Ecosystem Management in Four Representative Landscapes in Senegal, Tranche 1	FEV
55	CC	Arab States	Jordan	Reduction of Methane Emissions and Utilization of Municipal Waste for Energy in Amman	FEV
441	CC	Arab States	Syria	Supply-Side Efficiency and Energy Conservation and Planning	FEV
77	IW	Arab States	Egypt	Lake Manzala Engineered Wetlands	FEV
1109	BD	Asia and Pacific	Mongolia	Conservation of the Great Gobi and its Umbrella Species	FEV



PIMS	Focal Area	Region	Country	Project Title	Type of Evaluation (MTE or FEV)
1051	BD	Asia and Pacific	Nepal	Upper Mustang Biodiversity Conservation Project	FEV
947	BD	Asia and Pacific	Pakistan	Mountain Areas Conservancy Project	FEV
1068	BD	Asia and Pacific	Papua New Guinea	Community-based Coastal and Marine Conservation in Milne Bay Province	FEV
1359	BD	Asia and Pacific	Philippines	Biodiversity Conservation and Management of the Bohol Islands Marine Triangle	FEV
466	CC	Asia and Pacific	China	Energy Conservation and GHG Emissions Reduction in Township and Village Enterprise Industries in China Phase II	FEV
558	CC	Asia and Pacific	China	Barrier Removal for the Widespread Commercialization of Energy-Efficient CFC-free Refrigerators in China	FEV
752	CC	Asia and Pacific	Malaysia	Industrial Energy Efficiency and Improvement Project	FEV
2164	CC	Asia and Pacific	Regional (Samoa)	Pacific Islands Renewable Energy Project (PIREP)	FEV
1971	CC	Europe and CIS	Turkmenistan	Improving the Energy Efficiency of the Heat and Hot Water Supply	FEV
3123	IW	Europe and CIS	Regional (Slovak Republic)	Strengthening the Implementation Capacities for Nutrient Reduction and Transboundary Cooperation in the Danube River Basin	FEV
1209	BD	Latin America and Caribbean	Brazil	Establishment of Private Reserve Heritage in the Brazilian Cerrado Biome	FEV
1321	BD	Latin America and Caribbean	Colombia	Conservation of Paramos and Montane Forest in the Colombian Massif	FEV
1426	BD	Latin America and Caribbean	Peru	Conservation and Sustainable Use of Biodiversity in the Amarakaeri Communal Reserve and Adjoining Territories	FEV
1434	BD	Latin America and Caribbean	Regional	Establishment of a Programme for the Consolidation of the Mesoamerican Biological Corridor	FEV
1343	BD	Latin America and Caribbean	Suriname	Conservation of Globally Significant Forest Ecosystems in Suriname's Guyana Shield Bio-region	FEV





**Appendix 3. Mid-term Reviews and Final Evaluations Underway as of FY 2007**

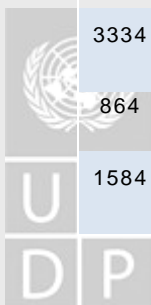
PIMS	Focal Area	Region	Country	Project Title	Type of Evaluation (MTE or FEV)	Planned Date of Evaluation (Month/Year)
2204	BD	Africa (S&E)	South Africa	CAPE Biodiversity Conservation and Sustainable Development	MTE	Jul-07
1135	BD	Africa (S&E)	Tanzania	The Development and Management of the Selous-Niassa Wildlife Corridor in Tanzania	MTE	Jul-07
1382	BD	Africa (W&C)	Cape Verde	Integrated Participatory Ecosystem Management in and Around Protected Areas, Phase I	MTE	Jul-07
270	BD	Africa (W&C)	Democratic Republic of Congo	Rehabilitation of Protected Areas in the Democratic Republic of Congo	MTE	Jul-07
2836	LD	Africa (W&C)	Ghana	Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty (SLaM) in Ghana	MTE	Jul-07
1636	BD	Europe and CIS	Georgia	Recovery, Conservation, and Sustainable Use of Georgia's Agro-biodiversity	MTE	Jul-07
761	CC	Asia and Pacific	Philippines	Capacity Building to Remove Barriers to RE Development Project	MTE	Aug-07
2857	LD	Global	Global	World Initiative for Sustainable Pastoralism	MTE	Aug-07
2131	CC	Asia and Pacific	Maldives	Renewable Energy Technology Development and Application Project (RETDAP)	MTE	Sep-07
1824	BD	Latin America and Caribbean	Nicaragua	Conservation of Dry Forest and Coastal Biodiversity of the Pacific South of Nicaragua: Building Private-Public Partnerships	MTE	Sep-07
1658	IEM	Latin America and Caribbean	Peru	Integrated Ecosystem Management in the Cotahuasi Basin	MTE	Sep-07
715	CC	Europe and CIS	Croatia	Removing Barriers to Implementation of Energy Efficiency Measures in Croatia	MTE	Oct-07
1332	BD	Latin America and	Costa Rica	Improved Management and Conservation Practices for the Cocos	MTE	Oct-07



PIMS	Focal Area	Region	Country	Project Title	Type of Evaluation (MTE or FEV)	Planned Date of Evaluation (Month/Year)
		Caribbean		Island Marine Conservation Area		
994	IW	Asia and Pacific	Regional (Republic of Korea)	Preparation and Preliminary Implementation of a Strategic Action Programme for the Yellow Sea Large Marine Ecosystem	MTE	Nov-07
1969	BD	Europe and CIS	Romania	Strengthening Romania's Protected Area System by Demonstrating Public-Private Partnership in Romania's Maramures Nature Park	MTE	Nov-07
125	CC	Europe and CIS	Kazakhstan	Wind Power Market Development Initiative	MTE	Nov-07
1458	BD	Latin America and Caribbean	Guatemala	Consolidating a System of Municipal Regional Parks (MRPs) in Guatemala's Western Plateau	MTE	Nov-07
1966	BD	Europe and CIS	Bulgaria	Conservation of Globally Significant Biodiversity in the Landscape of Bulgaria's Rhodope Mountains	MTE	Dec-07
2144	CC	Europe and CIS	Slovak Republic	Removing Barriers to the Reconstruction of the Public Lighting Systems in Slovakia	MTE	Dec-07
461	BD	Asia and Pacific	Bangladesh	Coastal and Wetland Biodiversity Management at Cox's Bazar and Hakaluki Haor	MTE	Jan-08
650	BD	Europe and CIS	Kazakhstan	Integrated Conservation of Priority Globally Significant Migratory Bird Wetlands Habitat: Demonstration on Three Sites	MTE	Jan-08
1761	BD	Europe and CIS	Lithuania	Conservation of Inland Wetland Biodiversity in Lithuania	MTE	Jan-08
1505	BD	Latin America and Caribbean	Chile	Conservation and Sustainable Use of Globally Significant Biodiversity Chiloé	MTE	Jan-08
227	BD	Arab States	Syria	Biodiversity Conservation and Protected Area Management	MTE	Feb-08
1128	CC	Asia and Pacific	Philippines	Philippines Efficient Lighting Market Transformation Project (PELMATP)	MTE	Feb-08
1999	BD	Europe and CIS	Romania	Conservation and Management of Steppe and Balkanic Ecosystems in the Macin Hercinian Mountains	MTE	Feb-08



PIMS	Focal Area	Region	Country	Project Title	Type of Evaluation (MTE or FEV)	Planned Date of Evaluation (Month/Year)
85	BD	Africa (S&E)	Kenya	Developing Incentives for Community Participation in Forest Conservation Through the Use of Commercial Insects in Kenya	MTE	Mar-08
568	BD	Asia and Pacific	India	Conservation and Sustainable Use of Gulf of Mannar Biosphere Reserve's Coastal Biodiversity	MTE	Mar-08
1277	CC	Europe and CIS	Georgia	Promoting the Use of Renewable Energy Resources for Local Energy Supply	MTE	Mar-08
3092	LD	Africa (S&E)	Mauritius	Capacity Building for Sustainable Land Management in Mauritius	MTE	Apr-08
1044	BD	Asia and Pacific	Maldives	Atoll Ecosystem-Based Conservation of Globally Significant Biological Diversity in the Maldives' Baa Atoll	MTE	Apr-08
2762	BD	Africa (S&E)	Madagascar	Third Environment Programme	MTE	May-08
2841	CC	Africa (S&E)	Botswana	Incorporating Non-Motorized Transport Facilities in the City of Gaborone	MTE	May-08
2003	CC	Asia and Pacific	China	End Use Energy Efficiency Project (EUEEP)	MTE	May-08
2992	IW	Asia and Pacific	Regional (Fiji)	Pacific Oceanic Fisheries Management Project	MTE	May-08
1980	BD	Europe and CIS	Hungary	Conservation and Restoration of the Globally Significant Biodiversity of the Tisza River Floodplain through Integrated Floodplain Management	MTE	May-08
1623	IEM	Europe and CIS	Poland	Biodiversity Conservation and Management in the Barycz Valley	MTE	May-08
3334	MFA	Europe and CIS	Hungary	Lake Balaton Integrated Vulnerability Assessment, Early Warning and Adaptation Strategies	MTE	May-08
864	BD	Africa (S&E)	Mauritius	Partnership for Marine Protected Areas in Mauritius and Rodrigues	MTE	Jun-08
1584	BD	Africa (W&C)	Guinea	Conservation of the Biodiversity of the Nimba Mountains through Integrated and Participatory Management	MTE	Jun-08



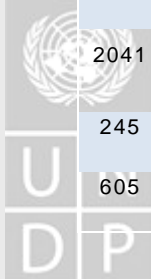
PIMS	Focal Area	Region	Country	Project Title	Type of Evaluation (MTE or FEV)	Planned Date of Evaluation (Month/Year)
1273	CC	Europe and CIS	Armenia	Improving the Energy Efficiency of Municipal Heat and Hot Water Supply in Armenia	MTE	Jun-08
1645	CC	Europe and CIS	Poland	Polish Energy Efficient Motors Programme	MTE	Jun-08
1668	BD	Latin America and Caribbean	Chile	Biodiversity Conservation in Altos de Cantillana	MTE	Jun-08
1881	BD	Arab States	Jordan	Conservation and Sustainable Use of Biodiversity in Dibeen Nature Reserve	FEV	Jul-07
1359	BD	Asia and Pacific	Philippines	Biodiversity Conservation and Management of the Bohol Islands Marine Triangle	FEV	Jul-07
1271	BD	Europe and CIS	Uzbekistan	Establishment of the Nuratau-Kyzylkum Biosphere Reserve as a Model for Biodiversity Conservation in Uzbekistan	FEV	Aug-07
1109	BD	Asia and Pacific	Mongolia	Conservation of the Great Gobi and its Umbrella Species	FEV	Sep-07
1073	BD	Asia and Pacific	Sri Lanka	Contributing to the Conservation of Unique Biodiversity in the Threatened Rainforests of Southwest Sri Lanka	FEV	Sep-07
3123	IW	Europe and CIS	Regional (Slovak Republic)	Strengthening the Implementation Capacities for Nutrient Reduction and Transboundary Cooperation in the Danube River Basin	FEV	Sep-07
55	CC	Arab States	Jordan	Reduction of Methane Emissions and Utilization of Municipal Waste for Energy in Amman	FEV	Oct-07
407	CC	Arab States	Tunisia	Experimental Validation of Building Codes and Removal of Barriers to their Adoption	FEV	Oct-07
77	IW	Arab States	Egypt	Lake Manzala Engineered Wetlands	FEV	Oct-07
1433	IW	Latin America and Caribbean	Regional (Uruguay)	Environmental Protection of the Rio de la Plata and its Maritime Front: Pollution Prevention and Control, and Habitat Restoration. FREPLATA	FEV	Oct-07
1945	CC	Europe and CIS	Slovak Republic	Reducing Greenhouse Gas Emissions through the Use of Biomass	FEV	Nov-07



PIMS	Focal Area	Region	Country	Project Title	Type of Evaluation (MTE or FEV)	Planned Date of Evaluation (Month/Year)
				Energy in Northwest Slovakia		
230	BD	Africa (S&E)	Eritrea	Conservation Management of Eritrea's Coastal, Marine and Island Biodiversity	FEV	Dec-07
766	BD	Arab States	Algeria	Biodiversity Conservation and Sustainable Natural Resource Management in Algeria	FEV	Dec-07
752	CC	Asia and Pacific	Malaysia	Industrial Energy Efficiency and Improvement Project	FEV	Dec-07
1971	CC	Europe and CIS	Turkmenistan	Improving the Energy Efficiency of the Heat and Hot Water Supply	FEV	Dec-07
1687	BD	Latin America and Caribbean	Argentina	Management and Conservation of Wetland Biodiversity in the Esteros del Iberá	FEV	Dec-07
1319	BD	Latin America and Caribbean	Chile	Biodiversity Conservation and Sustainable Use of the Salar Del Huasco	FEV	Dec-07
2209	BD	Latin America and Caribbean	Ecuador	Galapagos Oil Spill - Environmental Rehabilitation and Conservation	FEV	Dec-07
1524	BD	Africa (S&E)	Tanzania	Development of Mnazi Bay Marine Park	FEV	Jan-08
995	CC	Asia and Pacific	Fiji	Promoting Sustainability of Renewable Energy Technologies and Rural Renewable Energy Service Companies in Fiji	FEV	Jan-08
2198	IW	Global	Global	Removal of Barriers to the Introduction of Cleaner Artisanal Gold Mining and Extraction Technologies	FEV	Jan-08
2220	CC	Latin America and Caribbean	Regional	Capacity Building for Stage II Adaptation to Climate Change in Central America, Mexico and Cuba	FEV	Jan-08
526	CC	Africa (S&E)	Malawi	Barrier Removal to Renewable Energy in Malawi	FEV	Feb-08
96	IW	Africa (S&E)	Regional (Namibia)	Integrated management of the Benguela Current Large Marine Ecosystem (BCLME)	FEV	Feb-08



PIMS	Focal Area	Region	Country	Project Title	Type of Evaluation (MTE or FEV)	Planned Date of Evaluation (Month/Year)
2622	IW	Europe and CIS	Interregional (Iran)	Towards a Convention and Action Programme for the Protection of the Caspian Sea Environment	FEV	Feb-08
2888	CC	Latin America and Caribbean	Venezuela	Promotion of Environmentally Sustainable Transport in the City of Valencia	FEV	Feb-08
1290	BD	Africa (S&E)	Madagascar	Participatory Community Based Conservation of Biodiversity in the Anjozorobe Forest Corridor	FEV	Mar-08
1232	CC	Africa (S&E)	Namibia	Barrier Removal to Namibian Renewable Energy Programme	FEV	Mar-08
856	CC	Africa (S&E)	South Africa	Solar Water Heaters (SWHs) for Urban Housing in South Africa	FEV	Mar-08
1030	CC	Asia and Pacific	Malaysia	Biomass-based Power Generation and Cogeneration in the Malaysian Palm Oil Industry, Tranche 1	FEV	Mar-08
1893	CC	Europe and CIS	Belarus	Biomass Energy for Heating and Hot Water Supply in Belarus	FEV	Mar-08
644	CC	Europe and CIS	Slovenia	Removing Barriers to the Increased Use of Biomass as an Energy Source	FEV	Mar-08
3065	IW	Europe and CIS	Regional (Turkey)	Control of Eutrophication, Hazardous Substances and Related Measures for Rehabilitating the Black Sea Ecosystem, Phase 1	FEV	Mar-08
3331	LD	Europe and CIS	Latvia	Building Sustainable Capacity and Ownership to Implement UNCCD objectives in Latvia	FEV	Mar-08
3055	POPS	Global	Global	Action Plan Training/Skills Building for 25 Least Developed Countries to assist with National Implementation Plan Development under the Stockholm Convention	FEV	Mar-08
2041	BD	Latin America and Caribbean	Chile	Conserving Globally Significant Biodiversity along the Chilean Coast	FEV	Mar-08
245	BD	Africa (S&E)	Regional (Botswana)	Southern Africa Biodiversity Programme	FEV	Apr-08
605	CC	Latin America and	Bolivia	Rural Electrification with Renewable Energy through the Popular	FEV	Apr-08



PIMS	Focal Area	Region	Country	Project Title	Type of Evaluation (MTE or FEV)	Planned Date of Evaluation (Month/Year)
		Caribbean		Participation Law		
3189	LD	Europe and CIS	Bulgaria	Capacity Building for Sustainable Land Management (SLM) in Bulgaria	FEV	May-08
1423	CC	Latin America and Caribbean	Peru	Photovoltaic-based Rural Electrification in Peru	FEV	May-08
179	CC	Africa (S&E)	Eritrea	Wind Energy Applications in Eritrea	FEV	Jun-08
1366	BD	Asia and Pacific	Bhutan	Linking and Enhancing Protected Areas in the Temperate Broadleaf Forest Ecoregion of Bhutan (LINKPA)	FEV	Jun-08
1027	BD	Asia and Pacific	Iran	Conservation of the Asiatic Cheetah, Its Natural Habitat and Associated Biota	FEV	Jun-08
2196	IW	Global	Global	Strengthening Capacity Building for Global Knowledge Sharing in International Waters – TRAIN SEA COAST Programme	FEV	Jun-08
1653	BD	Latin America and Caribbean	Argentina	In-situ Conservation of Andean Crops and Their Wild Relatives in the Humahuaca Valley, the Southernmost Extension of the Central Andes (An Ancient Center of Crop Origin and Domestication)	FEV	Jun-08
1349	BD	Latin America and Caribbean	Ecuador	Integrated Programme for the Control of Introduced Species in Galapagos Archipelago	FEV	Jun-08



**Appendix 4. Co-financing Table for Projects with FEVs (where data was available)**

PIMS	Focal Area	Region	Country	Project Title	Project Size (MSP or FP)	Total GEF Funding (\$m)	Co-financing (\$m)	Total Project Cost (\$m)	Comments (Pending, MTE, FEV, Operationally Completed)	Proposed Co-financing (only if FEV)	Actual Co-financing (only if FEV)
1109	BD	Asia and Pacific	Mongolia	Conservation of the Great Gobi and its Umbrella Species	MSP	0.98	0.58	1.56	FEV	0.58	n/a
877	BD	Asia and Pacific	Philippines	Samar Islands Biodiversity Project Conservation and Sustainable Use of the Biodiversity of a Forested Protected Area	FP	6.11	7.12	13.23	FEV	7.12	4.82
1359	BD	Asia and Pacific	Philippines	Biodiversity Conservation and Management of the Bohol Islands Marine Triangle	MSP	0.97	0.64	1.61	FEV	0.64	0.60
1271	BD	Europe and CIS	Uzbekistan	Establishment of the Nuratau-Kyzylkum Biosphere Reserve as a Model for Biodiversity Conservation in Uzbekistan	MSP	0.75	0.65	1.40	FEV	0.65	0.42
1343	BD	Latin America and Caribbean	Suriname	Conservation of Globally Significant Forest Ecosystems in Suriname's Guyana Shield Bio-region	FP	9.50	8.82	18.32	FEV	8.82	18.47
466	CC	Asia and Pacific	China	Energy Conservation and GHG Emissions Reduction in Township and Village Enterprise Industries in China Phase II	FP	7.99	10.55	18.54	FEV	10.55	10.55
558	CC	Asia and Pacific	China	Barrier Removal for the Widespread Commercialization of Energy-Efficient CFC-free Refrigerators in China	FP	9.86	31.29	41.15	FEV	31.29	31.27
77	IW	Arab States	Egypt	Lake Manzala Engineered Wetlands	FP	5.09	0.35	5.44	FEV	0.35	0.35
3123	IW	Europe and CIS	Regional (Slovak Republic)	Strengthening the Implementation Capacities for Nutrient Reduction and Transboundary Cooperation in the Danube River Basin	FP	12.24	12.88	25.12	FEV	12.88	12.88





# Focal Area



## Appendix 5. Biodiversity Total

BD Total																											
Region	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Africa (S&E)	15	51.11	169.04	220.15	23.66	46.3%	2	11	2	0	0	0	100.0%	0.0%	3	11	1	0	0	0	100.0%	0.0%	2	0	3	10	13.3%
Africa (W&C)	5	23.92	30.70	54.61	10.97	45.9%	0	3	1	1	0	0	80.0%	20.0%	0	4	1	0	0	0	100.0%	0.0%	1	1	2	1	20.0%
Arab States	6	17.61	18.32	35.93	7.67	43.6%	1	3	2	0	0	0	100.0%	0.0%	1	3	2	0	0	0	100.0%	0.0%	0	1	2	3	0.0%
Asia and Pacific	29	93.26	173.61	266.87	56.38	60.5%	4	18	4	0	1	0	96.3%	3.7%	3	18	5	0	1	0	96.3%	3.7%	5	4	5	15	17.2%
Europe and CIS	21	55.21	157.92	213.13	16.92	30.6%	0	19	2	0	0	0	100.0%	0.0%	3	16	2	0	0	0	100.0%	0.0%	0	2	9	10	0.0%
Global	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Latin America and Caribbean	26	98.25	154.00	252.25	73.96	75.3%	3	19	4	0	0	0	100.0%	0.0%	0	19	6	0	1	0	96.2%	3.8%	2	6	9	9	7.7%
<b>Total</b>	<b>102</b>	<b>339.36</b>	<b>703.58</b>	<b>1042.94</b>	<b>189.57</b>	<b>55.9%</b>	<b>10</b>	<b>73</b>	<b>15</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>98.0%</b>	<b>2.0%</b>	<b>10</b>	<b>71</b>	<b>17</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>98.0%</b>	<b>2.0%</b>	<b>10</b>	<b>14</b>	<b>30</b>	<b>48</b>	<b>9.8%</b>

## Appendix 6. Climate Change Total

CC Total																											
Region	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Africa (S&E)	7	15.91	24.25	40.16	9.99	62.8%	1	3	2	0	1	0	85.7%	14.3%	1	5	0	1	0	0	85.7%	14.3%	0	2	3	2	0.0%
Africa (W&C)	1	2.99	0.61	3.60	0.00	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	0	0	1	0.0%
Arab States	6	22.28	55.34	77.62	17.87	80.2%	0	4	2	0	0	0	100.0%	0.0%	0	3	3	0	0	0	100.0%	0.0%	0	2	1	3	0.0%
Asia and Pacific	22	105.46	354.63	460.09	66.10	62.7%	1	18	2	1	0	0	95.5%	4.5%	1	18	2	1	0	0	95.5%	4.5%	4	6	5	7	18.2%
Europe and CIS	14	42.59	100.88	143.47	18.84	44.2%	1	7	4	2	0	0	85.7%	14.3%	2	6	5	1	0	0	92.9%	7.1%	3	2	5	4	21.4%
Global	1	1.55	1.01	2.56	0.00	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	0	0	1	0.0%
Latin America and Caribbean	13	52.10	99.51	151.61	24.88	47.8%	1	9	1	2	0	0	84.6%	15.4%	1	9	1	1	1	0	84.6%	15.4%	2	4	2	5	15.4%
<b>Total</b>	<b>64</b>	<b>242.87</b>	<b>636.23</b>	<b>879.10</b>	<b>137.68</b>	<b>56.7%</b>	<b>4</b>	<b>43</b>	<b>11</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>90.6%</b>	<b>9.4%</b>	<b>5</b>	<b>43</b>	<b>11</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>92.2%</b>	<b>7.8%</b>	<b>9</b>	<b>16</b>	<b>16</b>	<b>23</b>	<b>14.1%</b>

## Appendix 7. International Waters Total

IW Total																											
Region	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Africa (S&E)	3	22.00	26.43	48.43	16.00	72.7%	0	2	0	0	1	0	66.7%	33.3%	1	1	0	0	1	0	66.7%	33.3%	1	0	0	2	33.3%
Africa (W&C)	4	32.38	79.96	112.35	16.20	50.0%	0	4	0	0	0	0	100.0%	0.0%	0	4	0	0	0	0	100.0%	0.0%	0	0	2	2	0.0%
Arab States	3	15.07	95.05	110.12	13.34	88.5%	0	3	0	0	0	0	100.0%	0.0%	0	3	0	0	0	0	100.0%	0.0%	0	0	0	3	0.0%
Asia and Pacific	4	43.61	101.94	145.55	17.73	40.6%	1	3	0	0	0	0	100.0%	0.0%	1	3	0	0	0	0	100.0%	0.0%	0	0	0	4	0.0%
Europe and CIS	3	24.69	43.81	68.50	18.94	76.7%	2	1	0	0	0	0	100.0%	0.0%	2	1	0	0	0	0	100.0%	0.0%	0	1	0	2	0.0%
Global	3	15.57	20.65	36.22	13.30	85.4%	1	2	0	0	0	0	100.0%	0.0%	1	1	1	0	0	0	100.0%	0.0%	0	0	0	3	0.0%
Latin America and Caribbean	2	10.05	20.76	30.81	9.07	90.3%	0	1	1	0	0	0	100.0%	0.0%	0	1	1	0	0	0	100.0%	0.0%	1	0	0	1	50.0%
<b>Total</b>	<b>22</b>	<b>163.37</b>	<b>388.60</b>	<b>551.98</b>	<b>104.58</b>	<b>64.0%</b>	<b>4</b>	<b>16</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>95.5%</b>	<b>4.5%</b>	<b>5</b>	<b>14</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>95.5%</b>	<b>4.5%</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>17</b>	<b>9.1%</b>

## Appendix 8. Land Degradation Total

LD Total																											
Region	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Africa (S&E)	1	0.60	0.76	1.36	0.09	14.4%	0	1	0	0	0	0	100.0%	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	0	0	1	0.0%
Africa (W&C)	1	0.95	0.81	1.76	0.49	51.7%	0	1	0	0	0	0	100.0%	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	0	0	1	0.0%
Arab States	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Asia and Pacific	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Europe and CIS	2	1.70	29.79	31.49	1.07	62.9%	0	2	0	0	0	0	100.0%	0.0%	0	2	0	0	0	0	100.0%	0.0%	0	0	1	1	0.0%
Global	2	30.00	32.83	62.83	5.76	19.2%	0	1	0	1	0	0	50.0%	50.0%	0	1	0	1	0	0	50.0%	50.0%	0	1	0	1	0.0%
Latin America and Caribbean	2	7.94	42.96	50.89	1.47	18.5%	0	2	0	0	0	0	100.0%	0.0%	0	1	1	0	0	0	100.0%	0.0%	0	0	0	2	0.0%
<b>Total</b>	<b>8</b>	<b>41.18</b>	<b>107.15</b>	<b>148.33</b>	<b>8.87</b>	<b>21.5%</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>87.5%</b>	<b>12.5%</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>87.5%</b>	<b>12.5%</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>0.0%</b>

## Appendix 9. Persistent Organic Pollutants Total

POPS Total																											
Region	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Africa (S&E)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Africa (W&C)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Arab States	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Asia and Pacific	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Europe and CIS	2	11.70	11.99	23.70	0.33	2.8%	0	1	1	0	0	0	100.0%	0.0%	1	1	0	0	0	0	100.0%	0.0%	0	1	0	1	0.0%
Global	2	1.70	1.78	3.48	0.00	0.0%	2	0	0	0	0	0	100.0%	0.0%	2	0	0	0	0	0	100.0%	0.0%	0	0	0	2	0.0%
Latin America and Caribbean	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
<b>Total</b>	<b>4</b>	<b>13.40</b>	<b>13.77</b>	<b>27.17</b>	<b>0.33</b>	<b>2.5%</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>	<b>0.0%</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>0.0%</b>

## Appendix 10. Integrated Ecosystem Management Total

IEM Total																											
Region	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Africa (S&E)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Africa (W&C)	1	4.35	3.92	8.27	4.00	91.9%	0	1	0	0	0	0	100.0%	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	0	0	1	0.0%
Arab States	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Asia and Pacific	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Europe and CIS	3	2.99	14.78	17.76	0.93	31.1%	0	3	0	0	0	0	100.0%	0.0%	0	2	1	0	0	0	100.0%	0.0%	0	1	0	2	0.0%
Global	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Latin America and Caribbean	4	20.49	111.52	132.01	11.26	55.0%	0	4	0	0	0	0	100.0%	0.0%	0	4	0	0	0	0	100.0%	0.0%	2	0	0	2	50.0%
<b>Total</b>	<b>8</b>	<b>27.83</b>	<b>130.21</b>	<b>158.04</b>	<b>16.19</b>	<b>58.2%</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0</b>	<b>7</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>	<b>0.0%</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>25.0%</b>

# Region



## Appendix 11. Africa (S&E) Total

Africa (S&E) Total																											
Focal Area / Operational or Corporate Program	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Biodiversity (BD)	15	51.11	169.04	220.15	23.66	46.3%	2	11	2	0	0	0	100.0%	0.0%	3	11	1	0	0	0	100.0%	0.0%	2	0	3	10	13.3%
Climate Change (CC)	7	15.91	24.25	40.16	9.99	62.8%	1	3	2	0	1	0	85.7%	14.3%	1	5	0	1	0	0	85.7%	14.3%	0	2	3	2	0.0%
International Waters (IW)	3	22.00	26.43	48.43	16.00	72.7%	0	2	0	0	1	0	66.7%	33.3%	1	1	0	0	1	0	66.7%	33.3%	1	0	0	2	33.3%
Land Degradation (LD)	1	0.60	0.76	1.36	0.09	14.4%	0	1	0	0	0	0	100.0%	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	0	0	1	0.0%
Persistent Organic Pollutants (POPS)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Capacity Development & Adaptation (CDAC)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Integrated Ecosystem Management (IEM)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Multiple Focal Area (MFA)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
National Dialogue Initiative (NDI)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
<b>Total</b>	<b>26</b>	<b>89.61</b>	<b>220.49</b>	<b>310.10</b>	<b>49.74</b>	<b>55.5%</b>	<b>3</b>	<b>17</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>92.3%</b>	<b>7.7%</b>	<b>5</b>	<b>18</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>92.3%</b>	<b>7.7%</b>	<b>3</b>	<b>2</b>	<b>6</b>	<b>15</b>	<b>11.5%</b>

## Appendix 12. Africa (W&C) Total

Africa (W&C) Total																											
Focal Area / Operational or Corporate Program	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Biodiversity (BD)	5	23.92	30.70	54.61	10.97	45.9%	0	3	1	1	0	0	80.0%	20.0%	0	4	1	0	0	0	100.0%	0.0%	1	1	2	1	20.0%
Climate Change (CC)	1	2.99	0.61	3.60	0.00	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	0	0	1	0.0%
International Waters (IW)	4	32.38	79.96	112.35	16.20	50.0%	0	4	0	0	0	0	100.0%	0.0%	0	4	0	0	0	0	100.0%	0.0%	0	0	2	2	0.0%
Land Degradation (LD)	1	0.95	0.81	1.76	0.49	51.7%	0	1	0	0	0	0	100.0%	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	0	0	1	0.0%
Persistent Organic Pollutants (POPS)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Capacity Development & Adaptation (CDAC)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Integrated Ecosystem Management (IEM)	1	4.35	3.92	8.27	4.00	91.9%	0	1	0	0	0	0	100.0%	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	0	0	1	0.0%
Multiple Focal Area (MFA)	n/a	n/a	n/a	n/a	n/a	n/a	0	1	0	0	0	0	100.0%	0.0%	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
National Dialogue Initiative (NDI)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
<b>Total</b>	<b>12</b>	<b>64.59</b>	<b>116.00</b>	<b>180.58</b>	<b>31.65</b>	<b>49.0%</b>	<b>0</b>	<b>11</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>92.3%</b>	<b>7.7%</b>	<b>0</b>	<b>11</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>	<b>0.0%</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>6</b>	<b>8.3%</b>

### Appendix 13. Arab States Total

Arab States Total																											
Focal Area / Operational or Corporate Program	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Biodiversity (BD)	6	17.61	18.32	35.93	7.67	43.6%	1	3	2	0	0	0	100.0%	0.0%	1	3	2	0	0	0	100.0%	0.0%	0	1	2	3	0.0%
Climate Change (CC)	6	22.28	55.34	77.62	17.87	80.2%	0	4	2	0	0	0	100.0%	0.0%	0	3	3	0	0	0	100.0%	0.0%	0	2	1	3	0.0%
International Waters (IW)	3	15.07	95.05	110.12	13.34	88.5%	0	3	0	0	0	0	100.0%	0.0%	0	3	0	0	0	0	100.0%	0.0%	0	0	0	3	0.0%
Land Degradation (LD)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Persistent Organic Pollutants (POPS)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Capacity Development & Adaptation (CDAC)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Integrated Ecosystem Management (IEM)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Multiple Focal Area (MFA)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
National Dialogue Initiative (NDI)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
<b>Total</b>	<b>15</b>	<b>54.96</b>	<b>168.71</b>	<b>223.67</b>	<b>38.88</b>	<b>70.8%</b>	<b>1</b>	<b>10</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>	<b>0.0%</b>	<b>1</b>	<b>9</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>9</b>	<b>0.0%</b>

### Appendix 14. Asia and Pacific Total

Asia and Pacific Total																											
Focal Area / Operational or Corporate Program	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Biodiversity (BD)	29	93.26	173.61	266.87	56.38	60.5%	4	18	4	0	1	0	96.3%	3.7%	3	18	5	0	1	0	96.3%	3.7%	5	4	5	15	17.2%
Climate Change (CC)	22	105.46	354.63	460.09	66.10	62.7%	1	18	2	1	0	0	95.5%	4.5%	1	18	2	1	0	0	95.5%	4.5%	4	6	5	7	18.2%
International Waters (IW)	4	43.61	101.94	145.55	17.73	40.6%	1	3	0	0	0	0	100.0%	0.0%	1	3	0	0	0	0	100.0%	0.0%	0	0	0	4	0.0%
Land Degradation (LD)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Persistent Organic Pollutants (POPS)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Capacity Development & Adaptation (CDAC)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Integrated Ecosystem Management (IEM)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Multiple Focal Area (MFA)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
National Dialogue Initiative (NDI)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
<b>Total</b>	<b>55</b>	<b>242.33</b>	<b>630.18</b>	<b>872.51</b>	<b>140.21</b>	<b>57.9%</b>	<b>6</b>	<b>39</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>96.2%</b>	<b>3.8%</b>	<b>5</b>	<b>39</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>96.2%</b>	<b>3.8%</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>26</b>	<b>16.4%</b>



## Appendix 15. Europe and CIS Total

Europe and CIS Total																											
Focal Area / Operational or Corporate Program	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Biodiversity (BD)	21	55.21	157.92	213.13	16.92	30.6%	0	19	2	0	0	0	100.0%	0.0%	3	16	2	0	0	0	100.0%	0.0%	0	2	9	10	0.0%
Climate Change (CC)	14	42.59	100.88	143.47	18.84	44.2%	1	7	4	2	0	0	85.7%	14.3%	2	6	5	1	0	0	92.9%	7.1%	3	2	5	4	21.4%
International Waters (IW)	3	24.69	43.81	68.50	18.94	76.7%	2	1	0	0	0	0	100.0%	0.0%	2	1	0	0	0	0	100.0%	0.0%	0	1	0	2	0.0%
Land Degradation (LD)	2	1.70	29.79	31.49	1.07	62.9%	0	2	0	0	0	0	100.0%	0.0%	0	2	0	0	0	0	100.0%	0.0%	0	0	1	1	0.0%
Persistent Organic Pollutants (POPS)	2	11.70	11.99	23.70	0.33	2.8%	0	1	1	0	0	0	100.0%	0.0%	1	1	0	0	0	0	100.0%	0.0%	0	1	0	1	0.0%
Capacity Development & Adaptation (CDAC)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Integrated Ecosystem Management (IEM)	3	2.99	14.78	17.76	0.93	31.1%	0	3	0	0	0	0	100.0%	0.0%	0	2	1	0	0	0	100.0%	0.0%	0	1	0	2	0.0%
Multiple Focal Area (MFA)	2	1.53	4.12	5.65	0.62	40.8%	0	2	0	0	0	0	100.0%	0.0%	0	2	0	0	0	0	100.0%	0.0%	0	0	1	1	0.0%
National Dialogue Initiative (NDI)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
<b>Total</b>	<b>47</b>	<b>140.41</b>	<b>363.29</b>	<b>503.70</b>	<b>57.65</b>	<b>41.1%</b>	<b>3</b>	<b>35</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>95.7%</b>	<b>4.3%</b>	<b>8</b>	<b>30</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>97.9%</b>	<b>2.1%</b>	<b>3</b>	<b>7</b>	<b>16</b>	<b>21</b>	<b>6.4%</b>

## Appendix 16. Global Total

Global Total																											
Focal Area / Operational or Corporate Program	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Biodiversity (BD)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Climate Change (CC)	1	1.55	1.01	2.56	0.00	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	0	0	1	0.0%
International Waters (IW)	3	15.57	20.65	36.22	13.30	85.4%	1	2	0	0	0	0	100.0%	0.0%	1	1	1	0	0	0	100.0%	0.0%	0	0	0	3	0.0%
Land Degradation (LD)	2	30.00	32.83	62.83	5.76	19.2%	0	1	0	1	0	0	50.0%	50.0%	0	1	0	1	0	0	50.0%	50.0%	0	1	0	1	0.0%
Persistent Organic Pollutants (POPS)	2	1.70	1.78	3.48	0.00	0.0%	2	0	0	0	0	0	100.0%	0.0%	2	0	0	0	0	0	100.0%	0.0%	0	0	0	2	0.0%
Capacity Development & Adaptation (CDAC)	1	1.35	0.98	2.32	0.95	70.3%	0	0	1	0	0	0	100.0%	0.0%	0	0	1	0	0	0	100.0%	0.0%	0	0	0	1	0.0%
Integrated Ecosystem Management (IEM)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Multiple Focal Area (MFA)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
National Dialogue Initiative (NDI)	1	4.50	1.52	6.02	2.90	64.4%	0	1	0	0	0	0	100.0%	0.0%	0	1	0	0	0	0	100.0%	0.0%	0	0	0	1	0.0%
<b>Total</b>	<b>10</b>	<b>54.67</b>	<b>58.76</b>	<b>113.43</b>	<b>22.91</b>	<b>41.9%</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>90.0%</b>	<b>10.0%</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>90.0%</b>	<b>10.0%</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>9</b>	<b>0.0%</b>



## Appendix 18. Latin America and Caribbean Total

Latin America and Caribbean Total																											
Focal Area / Operational or Corporate Program	Number of Projects	GEF Funding (\$m)	Co-financing (\$m)	Project Cost (\$m)	GEF Disbursement (\$m)	GEF Disbursement % of GEF Funding	Overall Objective Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Implementation Rating						% of Projects of MS or Above	% of Projects of MU or Below	Overall Risk Rating				% of H Risk Projects
							HS	S	MS	MU	U	HU			HS	S	MS	MU	U	HU			H	S	M	L	
Biodiversity (BD)	26	98.25	154.00	252.25	73.96	75.3%	3	19	4	0	0	0	100.0%	0.0%	0	19	6	0	1	0	96.2%	3.8%	2	6	9	9	7.7%
Climate Change (CC)	13	52.10	99.51	151.61	24.88	47.8%	1	9	1	2	0	0	84.6%	15.4%	1	9	1	1	1	0	84.6%	15.4%	2	4	2	5	15.4%
International Waters (IW)	2	10.05	20.76	30.81	9.07	90.3%	0	1	1	0	0	0	100.0%	0.0%	0	1	1	0	0	0	100.0%	0.0%	1	0	0	1	50.0%
Land Degradation (LD)	2	7.94	42.96	50.89	1.47	18.5%	0	2	0	0	0	0	100.0%	0.0%	0	1	1	0	0	0	100.0%	0.0%	0	0	0	2	0.0%
Persistent Organic Pollutants (POPS)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Capacity Development & Adaptation (CDAC)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
Integrated Ecosystem Management (IEM)	4	20.49	111.52	132.01	11.26	55.0%	0	4	0	0	0	0	100.0%	0.0%	0	4	0	0	0	0	100.0%	0.0%	2	0	0	2	50.0%
Multiple Focal Area (MFA)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
National Dialogue Initiative (NDI)	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	0	0	n/a	n/a	0	0	0	0	n/a
<b>Total</b>	<b>47</b>	<b>188.83</b>	<b>428.74</b>	<b>617.56</b>	<b>120.64</b>	<b>63.9%</b>	<b>4</b>	<b>35</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>95.7%</b>	<b>4.3%</b>	<b>1</b>	<b>34</b>	<b>9</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>93.6%</b>	<b>6.4%</b>	<b>7</b>	<b>10</b>	<b>11</b>	<b>19</b>	<b>14.9%</b>

