



GLOBAL ENVIRONMENT FACILITY

PAKISTAN

GEF Cell
Ministry of Environment
Islamabad - Pakistan



**Honourable Federal Minister for Environment
Mr. Hameed Ullah Jan Afridi**

Global Environment Facility (GEF) has made valuable contributions in developing projects based on local needs and requirements. This effort has certainly contributed to the capacity building of the private sector organizations. It gives me pleasure to acknowledge, that during 2009 National Year of Environment under GEF programme, several grassroots level projects have also been initiated and implemented. I appreciate the efforts of GEF Focal Point, GEF Cell, UNDP and GEF Secretariat in publishing this informative booklet.



**Secretary, Ministry of Environment
Mr. Kamran Lashari**

Global Environment Facility (GEF) has enormously contributed in developing various small, medium and full sized projects all over the world, including Pakistan. In Pakistan alone the portfolio under this Programme has been substantial since 1993. The publication of this booklet provides handy information regarding the concept, organizational structure, operational mechanism and specific contribution in Pakistan a step in the right direction. I commend the efforts of all those involved in this publication and wish the entire GEF team and Programme good luck.



**GEF Focal Point (Operational & Political)/Additional Secretary,
Ministry of Environment
Mr. Kamran Ali Qureshi**

Publication of this booklet is a matter of personal satisfaction, as it at the same time fulfills a long awaited requirement and also adds another feather to the cap of GEF Cell - Pakistan. The GEF Programme in Pakistan has opened new vistas of development with more opportunities and challenges while adding to our capacity building. All stakeholders must endeavor to make the best of this opportunity and make GEF Programme Pakistan second to none. In this respect, efforts of GEF Cell, GEF Secretariat and UNDP are commended.

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Global Environment Facility (GEF)

The Global Environment Facility is a global partnership among 178 countries. Its mission, governance, management and internal procedures constitute innovative responses to the spirit and mandate of the 1992 Earth Summit in Rio de Janeiro, Brazil. The GEF's mission is the protection of the global environment.

GEF works with international institutions, government and non-governmental organizations (NGOs), and the private sector to address global environmental issues, while supporting national sustainable development initiatives. The GEF is the designated financial mechanism for a number of multilateral environmental agreements (MEAs) or conventions. As such the GEF assists countries in meeting their obligations under the conventions that they have signed and ratified. These conventions and MEAs provide guidance to the two governing bodies of the GEF: the GEF Council and the GEF Assembly. The guiding conventions for GEF are:

- Convention on Biological Diversity (CBD)
- United Nations Framework Convention on Climate Change (UNFCCC)
- Stockholm Convention on Persistent Organic Pollutants (POPs)
- UN Convention to Combat Desertification (UNCCD)

The Global Environment Facility (GEF) helps developing countries by funding projects and programs that protect the global environment. Established in 1991, GEF is the designated financial mechanism for international agreements on Biodiversity, Climate Change, Combat Desertification and Persistent Organic Pollutants (POPs).

The GEF is also associated with many global and regional MEAs that deal with international waters or trans-boundary water systems. The GEF is not a financial mechanism for the Montreal Protocol on Ozone-Depleting Substances; however, its activities complement and enhance the work of the Montreal Protocol. Today the GEF is the largest funder of projects to improve the global environment. Since 1991, GEF has achieved a strong track record with developing countries and countries with economies in transition, providing \$8.26 billion in grants and leveraging \$33.7 billion in co-financing for over 2,200 projects in over 165 countries.

GEF History

The Global Environment Facility was established in October 1991 as a \$1 billion pilot program in the World Bank to assist in the protection of the global environment and to promote environmental sustainable development. The GEF would provide new and additional grants and concessional funding to cover the "incremental" or additional costs associated with transforming a project with national benefits into one with global environmental benefits.

In 1994 at the Rio Earth Summit, the GEF was restructured and moved out of the World Bank system to become a permanent, separate institution. The decision to make the GEF an independent organization enhanced the involvement of developing countries in the decision-making process and in the implementation of the projects. Since 1994, however, the World Bank has served as the Trustee of the GEF trust fund and provided administrative services.

As part of the restructuring, the GEF was entrusted to become the financial mechanism for both the UN Convention on Biological Diversity (CBD) and the UN Framework Convention on Climate Change (UNFCCC). In partnership with the Montreal Protocol of the Vienna Convention on Ozone Layer Depleting Substances, the GEF started funding projects that enable the Russian Federation and nations in Eastern Europe and Central Asia to phase out their use of ozone destroying chemicals. The GEF subsequently was also selected to serve as financial mechanism for two more international conventions: The Stockholm Convention on Persistent Organic Pollutants (2001) and the United Nations Convention to Combat Desertification (2003).

The United Nations Development Program (UNDP), the United Nations Environment Program (UNEP) and the World Bank were the three initial partners implementing GEF projects. Seven more agencies joined the GEF family over the years: The Food and Agriculture Organization (FAO), the Inter-American Development Bank (IADB), the United Nations Industrial Development Organization (UNIDO), the Asian Development Bank (ADB), the African Development Bank (AFDB), the European Bank for Reconstruction and Development (EBRD), and the International Fund for Agricultural Development (IFAD).





ORGANIZATIONAL STRUCTURE

The GEF is governed by the Global Environment Facility Assembly, Council, and Secretariat.

GEF Assembly

The GEF Assembly is comprised of all the countries that are members of the GEF. It meets once every four years to review the policies and operations of the GEF. Only the Assembly can make amendments to the GEF Instrument, the document that established the GEF. The GEF Secretariat serves and reports to the Assembly and the Council. The GEF CEO and Chairperson heads the Secretariat, which coordinates the implementation of GEF projects and programs, as well as the formulation of policies and operational strategies. GEF Agencies are responsible for creating project proposals and for managing GEF projects.

GEF Council

The Council, comprised of 32 members representing constituency countries with 16 from developing countries, 14 from developed countries, and 2 from countries with transitional economies in the donor and developing world, is responsible for developing, adopting, and evaluating the operational policies and programs for GEF-financed activities, and meets twice a year. The Council reviews and approves the work program prepared by the Implementing Agencies. Pakistan's Constituency consists of Afghanistan, Jordan, Lebanon, Pakistan, Syria, and Yemen. Executive Director (World Bank, Washington DC) is currently the Council Member for Pakistan's Constituency.

GEF Secretariat

The GEF Secretariat headed by the GEF CEO, reports to the Council, and is charged with implementing the decisions and policies of the Assembly and Council, and coordinating and ensuring the execution of the work program in conjunction with the Implementing Agencies.

GEF Operational Focal Point (OFP)

GEF Operational Focal Point act as the principle contact point for all Implementing Agency activity in the country, provide feedback on GEF activities, review project ideas and concepts, facilitate broad-based as well as project related consultation, and facilitate national interagency discussion on issues of substantive interest to the GEF.

GEF Political Focal Point (NPF)

The political views of the country are coordinated by the National Political Focal Point (NPF), who serves as the point of contact with the Council Member of the constituencies.

Additional Secretary, Ministry of Environment is the designated GEF Focal Point (Operational and Political) in Pakistan.

GEF Agencies

GEF Agencies play key roles in managing GEF projects on the

ground. GEF Agencies assist eligible governments and NGOs in the development, implementation, and management of GEF projects. They are the channel between countries and the GEF for the project approval process and participate in the GEF governance as well as in the development of GEF policies and programs.

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

GEF implements its projects and programs through the following agencies:

- United Nations Development Programme (UNDP)
- United Nations Environment Programme (UNEP)
- World Bank
- African Development Bank (AFDB)
- Asian Development Bank (ADB)
- European Bank for Reconstruction and Development (EBRD)
- Inter-American Development Bank (IDB)
- International Fund for Agricultural Development (IFAD)
- UN Food and Agriculture Organization (FAO)
- UN Industrial Development Organization (UNIDO)

Conventions

The GEF provides funding to assist developing countries in meeting the objectives of international environmental conventions. The GEF Council converts the broad guidance provided by the conventions into operational criteria (guidelines) for GEF projects. The GEF serves as "financial mechanism" for four conventions:

- The Convention on Biological Diversity
- The United Nations Framework Convention on Climate Change
- The United Nations Convention to Combat Desertification
- The Stockholm Convention on Persistent Organic Pollutants

The GEF also collaborates closely with other environmental conventions and agreements like Montreal Protocol of the Vienna Convention and different Regional and international waters agreements.

Other Partners

Non-governmental Organizations (NGOs) participate in the GEF activities and assist in the design, execution, and monitoring of projects. The Scientific and Technical Advisory Panel (STAP) provides objective scientific and technical advice to the GEF. The independent Evaluation Office is an independent entity that directly reports to GEF Council on monitoring and evaluation matters. It conducts reviews of GEF's work and publishes lessons learned so that the GEF's effectiveness can be enhanced.



GEF Focal Areas

GEF provides grants for projects related to the following six focal areas:

1. Biodiversity
2. Climate Change
3. International Waters
4. Ozone Depletion (for economies in transition)
5. Land Degradation
6. Persistent Organic Pollutants



GEF Structure and Governance

Strategic Guidance

Assembly: Comprised of 178 member countries and meets every four years. Reviews and evaluates GEF policies, operations, and membership. Also approves proposed amendments to the GEF Instruments,

STAP: Provides scientific and technical advice to the GEF on its operational strategies priorities, programs and projects.

Scientific & Technical Advisory Panel (Stap)

GEF Council
Countries:
Council Members
Constituencies

Evaluation Office (EO)

EO: is an independent body, and is responsible for the evaluation of the GEF, to promote accountability, learning, and to improve project and program effectiveness and results.

GEF Assembly
Countries
POLITICAL FPs

Conventions
Countries:
Convention FPs

Operations

Council: is the main governing body of the GEF, with primary responsibility for developing, guiding, and evaluating GEF programs 32 Council members meet twice a year and approve projects

GEF Secretariat

GEF Secretariat
(**GEF Sec**): headed by CEO and Chairperson Monique Barbut, reports directly to the GEF Council and Assembly and carries out their decisions. it oversees the formulation and implementation of the work programs (compound of projects to be assessed and eventually approved) and ensures that the GEF operational strategy and policies are followed.

Action

Agencies: assist eligible governments in the development, implementation, and management of GEF projects

GEF Agencies
UNDP
UNEP
World Bank
ADB
AFDB
EBRD
FAO
IADB
IFAD
UNIDO

Projects
Countries:
Operational FPs,
Convention FPs,
other govt, agencies, civil society

GEF Member Countries: The 178 member countries are organized in 32 constituencies which are represented in the GEF council, GEF member countries may be divided into the two broad categories of donor countries and recipient countries.

GEF Instrument: Is the document which established the GEF, It contains provisions for the governance, participation, replenishment, and fiduciary and administrative operations of the GEF, It also lays out the roles and responsibilities of different actors in the GEF.

GEF Replenishment: Is the process by which donor countries contribute money to the GEF Trust Fund at four-yearly intervals. In August 2006, the fourth GEF replenishment of \$3.13 billion was confirmed.

GEF - NGO Network: Non-governmental organizations (NGOs) interested in the work of the GEF have established a GEF - NGO network to facilitate communication among themselves and with the GEF - NGOs actively participate in GEF activities and projects.

1



Biological DIVERSITY

As the financial mechanism of the Convention on Biological Diversity (CBD), the Global Environment Facility (GEF) helps developing countries and countries with economies in transition to achieve the objectives of the CBD and generate global environmental benefits in the area of biodiversity. Biodiversity projects constitute the largest percentage of GEF's portfolio, making up 36 percent of total GEF grants. Between 1991 and 2006, the GEF provided approximately \$2.2 billion in grants, and leveraged about \$5.17 billion in cofinancing in support of more than 750 biodiversity projects in 155 countries.

The goal of GEF's biodiversity program is the conservation and sustainable use of biodiversity, the maintenance of the ecosystem goods and services that biodiversity provides to society, and the fair and equitable sharing of the benefits arising out of the utilization of genetic resources. To achieve this goal, the strategy encompasses four complementary and mutually reinforcing objectives:

- Catalyzing the sustainability of protected area systems;
- Main streaming biodiversity conservation and sustainable use into production landscapes/seascapes and sectors;
- Safeguarding biodiversity through:
 - i) building country capacity to implement the Cartagena Protocol on Biosafety (CPB), and
 - ii) prevention, control, and management of invasive alien species; and
- Capacity building to support the implementation of the Bonn Guidelines on Access to Genetic Resources and Benefit-sharing.

Underpinning these responses, GEF supports institutional capacity building and the development of the appropriate policy frameworks to ensure sustainable biodiversity conservation. The strategy is consistent with the integrated approaches to biodiversity conservation and sustainable use promoted by the ecosystem approach, the primary framework for action under the Convention on Biological Diversity (CBD).



2



Climate CHANGE

GEF projects in climate change help developing countries and economies in transition to contribute to the overall objective of the United Nations Framework Convention on Climate Change (UNFCCC) "to achieve stabilization of greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system. Such a level should be achieved within a time frame sufficient to allow ecosystems to adapt naturally to climate change, to ensure that food production is not threatened and to enable economic development to proceed in a sustainable manner" (from the text of the UNFCCC, Art.2).

As the financial mechanism of the UNFCCC, GEF allocates and disburses about \$250 million dollars per year in projects in energy efficiency, renewable energies, and sustainable transportation. Moreover, it manages two special funds under the UNFCCC the Least Developed Countries Fund and the Special Climate Change Fund.

Types of GEF Projects in Climate Change

The GEF supports projects in:

- **Climate Change Mitigation:** Reducing or avoiding greenhouse gas emissions in the areas of renewable energy, energy efficiency, and sustainable transport
- **Climate Change Adaptation:** Aiming at increasing resilience to the adverse impacts of climate change of vulnerable countries, sectors, and communities

Renewable Energies

Renewable energy is one of the most promising substitutes for fossil fuels, which are responsible for the largest share of greenhouse gas emissions. The GEF helps countries remove barriers to developing markets for renewable energies wherever cost-effective. Such opportunities can be found in on-grid and off-grid situations, as well as in the area of renewably generated heat for industrial and other applications. In these cases, GEF support helps create enabling policy frameworks, build the capacity for

understanding and using the technologies, and establish financial mechanisms to make renewables more affordable.

Energy Efficiency

Using less energy saves money, and reduces greenhouse gas emissions. Many of these win-win situations are already exploited, but there is much more to be done. The GEF promotes energy efficiency by removing barriers to the large-scale application, implementation, and dissemination of cost-effective, energy-efficient technologies and practices. Such barriers lie in the lack of conducive policies, inadequate information and awareness, and insufficient access to financing. GEF supports market transformation of energy-efficiency appliances and widespread adoption of energy-efficient technologies in industry and building sectors.

Sustainable Transportation

Throughout the world, the transportation sector is the fastest growing source of greenhouse gas emissions. GEF supports projects that promote a long-term shift towards low emission and sustainable forms of transportation. Eligible activities include the following: public rapid transit, which encompasses bus rapid transit, light rail transit, and trolley electric buses; transport- and traffic-demand management; non-motorized transport, and land-use planning.

Adaptation

The Climate Convention guidance to the GEF on adaptation has evolved through a series of staged approaches. Originally, the GEF supported initial studies, vulnerability and adaptation assessments, and capacity building. More recently, the United Nations Framework Convention on Climate Change asked the GEF to support pilot and demonstration projects in the field of adaptation. Under its strategic priority Piloting an Operational Approach to Adaptation, the GEF supports projects that provide real benefits and may be integrated into national policies and sustainable development planning. In addition, the GEF supports adaptation activities through the Least Developed Country Fund and the Special Climate Change Fund.





New Low-GHG Energy Technologies

In addition to renewable energies and energy efficiency, new technologies are critical to help prevent dangerous levels of greenhouse gas emissions, while allowing for economic development. GEF provides support for such new technologies that are not yet cost effective. The current portfolio ranges from large-scale solar power plants, to distributed power generation in fuel cells, to building-integrated solar photovoltaics. Future interventions should focus on global and regional market integration and aggregation efforts, and foster national innovation.



Enabling Activities, National Communications and other obligations under the UNFCCC

The GEF helps developing countries to submit national communications to the UNFCCC, including a report on national inventories of greenhouse gases. The largest part of GEF support for the national communications is delivered through an umbrella and support program administered by the United Nations Development Programme and United Nations Environment Programme. Through this umbrella program, countries can also receive support for vulnerability and adaptation assessments, capacity building, and technology needs assessments.



3



Land DEGRADATION

In 2002, the GEF Assembly expanded GEF's mandate by adding land degradation to the GEF portfolio. In 2003, the GEF was designated a financial mechanism of the United Nations Convention to Combat Desertification (UNCCD). Over the next three years, GEF expects to invest more than \$250 million in projects that integrate sustainable land management into national development priorities, strengthen human, technical, and institutional capacities, bring about needed policy and regulatory reforms, and implement innovative sustainable land management practices. What makes the new land degradation focal area unique is its holistic view. The focus is not on individual benefits, but rather on synergies among various GEF focal areas. Sustainable land management requires an integrated approach to natural resources management, taking into account the various factors influencing decisions about land use at the local, national, and regional level.

GEF's Strategic Roadmap to Sustainable Land Management

The GEF emphasizes fostering the appropriate enabling environment and institutional capacity to support sustainable land management, particularly in small island developing states and least developed countries, which may lack such infrastructure. Related activities include harmonizing relevant planning and policy frameworks, integrating land use planning, and establishing institutional mechanisms for the management of trans-boundary resource. An essential part of the GEF's work on sustainable land management is supporting on-the-ground investments to address land degradation. These investments comprise packages to improve the livelihood of local people and to preserve or restore the ecosystem health, and thus the flow of goods and services they provide. The packages relate to sustainable agriculture, rangeland, and forest management.

Partnerships for Sustainable Land Management

Partnerships are the basis for sustainable land management. In addition to working with its implementing and executing agencies, the GEF partners with the scientific community, non-governmental organizations (NGOs), bilateral agencies, and others to tackle the complexity of land



degradation issues. Moreover, GEF projects promote collaboration within countries, helping government agencies work together and harmonize their policies and programs in order to provide an enabling environment for sustainable land management. In general, the GEF's work on land degradation complements the efforts of the Global Mechanism for the UN Convention on Combating Desertification, which locates co-financing for project elements outside the GEF's mandate.

Project Themes in Land Degradation

The GEF focuses on three production systems:

Agriculture. Sustainable agricultural practices such as crop diversification, crop rotation, water harvesting, and small-scale irrigation schemes can help the productivity of both rain-fed and irrigated agriculture.

Rangeland. GEF promotes sustainable rangeland management through the strengthening of viable traditional rangeland management systems and other measures that improve soil and water conservation, while supporting GEF's goal of conservation and sustainable use of biodiversity.

Forest. GEF financing may include pilot or demonstration activities aimed at preserving viable indigenous forest and woodland management systems. These activities may involve innovative schemes to secure financial, socio-economic, and ecological sustainability.



4



Persistent Organic Pollutants (POPs)

For decades, concerned scientists and activist NGOs have been warning the international community about the severe threats posed by persistent organic pollutants (POPs). These chemicals, sometimes referred to as the "dirty dozen," are widely used as pesticides and in industrial applications. Rachel Carson's book "Silent Spring" published in 1962 raised awareness about the harm caused to the environment from indiscriminate use of pesticides, singularly DDT.

Polychlorinated biphenyls (PCBs), widely used industrial chemicals particularly in transformers and condensers, were discovered in natural samples in the environment for the first time in 1966. Since then, evidence has mounted that POPs travel long distances and are found in remote areas far from their original source of application. Once introduced into the environment, POPs are persistent as their name suggests, retain their toxicity and degrade after decades. Of particular concern is the subtle long-term toxicity of such compounds, especially their effects on the endocrine systems of wildlife and human beings.

The Stockholm Convention

Recognizing the dangers of POPs, countries began limiting their production, use and release, first individually, then on a regional basis, and finally through global agreements. These efforts culminated in the Stockholm Convention of 22 May 2001, a global, legally binding agreement to reduce and eliminate releases of a number of POPs numbering *12 initially, including pesticides (e.g. DDT and mirex) and industrial chemicals (e.g. PCBs) as well as unintentionally produced POPs (e.g. dioxins and furans). The GEF is the interim financial mechanism of the Convention. The Convention was signed originally by 150 countries, entered into force in May 2004, and now counts 120 parties as signatories to the Convention (as of March 2006).

*The POPs Convention took a decision in May 2009 to extend its focus to 21 POP's. This is expected to come into force by May 2010.





GEF's Role

GEF's involvement in tackling the threats posed by POPs dates back to 1995, with the introduction of the International Waters Operational Strategy and its contaminant-based component. In this framework, in the late 1990s, GEF began to develop a portfolio of strategically-designed projects including regional assessments and pilot demonstrations that addressed a number of pressing POPs-related issues. These initial activities allowed the GEF to respond promptly to requests for support from the negotiators of the Stockholm Convention for implementing the Convention. This in turn led to the adoption of the Guidelines by the GEF Council for POPs-enabling activities in May 2001.



5



International WATERS

The GEF international waters focal area targets transboundary water systems, such as river basins with water flowing from one country to another, groundwater resources shared by several countries, or marine ecosystems bounded by more than one nation. Some of the issues addressed are:

- Trans-boundary water pollution
- Over-extraction of groundwater resources
- Unsustainable exploitation of fisheries
- Protection of fisheries habitats
- Invasive species
- Balancing competing uses of water resources

Because water does not respect national boundaries, multi-country actions are necessary to foster sustainable development of these large systems which cover most of the earth. The GEF helps countries to collaborate with their neighbors to modify human activities that place stress on these trans-boundary water systems and interfere with downstream uses of those resources. In this way, water use conflicts can be prevented, security improved, and sustainable resource use fostered in support of global goals. GEF international waters projects help countries to deal with concerns in all types of trans-boundary water systems, ranging from river basins, lake basins, and groundwater systems, to coasts and large marine ecosystems where most fisheries are harvested, to the open ocean. The GEF plays a catalytic role in helping nations making full use of policy, legal, and institutional reforms and investments necessary to address these complex concerns about trans-boundary water resources.

The focal area supports projects that help countries:

- Learn to work together on their key trans-boundary concerns
- Set priorities for joint action
- Implement those actions if a political commitment to sustainability is shown

International Waters and International Conventions

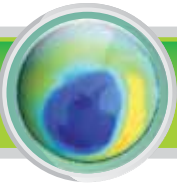
Although GEF's international waters focal area does not serve as a financial mechanism for a specific convention, it is associated with many global and regional conventions that are involved with trans-boundary water systems, mostly at a regional level. GEF interventions are often



associated with adopting regional conventions as a show of the government's commitment to sustainability after the GEF project ends.



6



Ozone DEPLETION

Safeguarding earth's protective ozone layer became a global priority after discovery that certain compounds were found to deplete this layer, posing substantial risks to human health and the environment. The Vienna Convention for the Protection of the Ozone Layer in 1985 and the Montreal Protocol on substances that deplete the ozone layer in 1987 have eventually led to the reduction by more than 90 percent of these damaging compounds entering the atmosphere. After more than a decade of international cooperation, the concentration of some of these chemicals in the atmosphere has already started to decline.

Curbing the rising production and use of hydrochlorofluorocarbons (HCFCs) is one of the last remaining challenges to protect the ozone layer. The parties to the Montreal Protocol have recently adopted an ambitious schedule for accelerated phase out of HCFCs, taking into account linkages and synergies with the climate change mitigation agenda.



GEF Response

The GEF, in partnership with the Montreal Protocol of the Vienna Convention for the Protection of the Ozone Layer, has previously funded projects that enable the Russian Federation and nations in Eastern Europe and central Asia to phase out their use of chlorofluorocarbons (CFCs), halons, and carbon tetrachloride (CTC). The GEF has also supported these countries in phasing out the use of methyl bromide. Under the latest round of funding, GEF work is focused on phasing out HCFCs. These countries have achieved over 99 percent reduction in their consumption of ozone-depleting substances, phasing out some 296,000 tons, including 20,000 tons directly targeted by GEF projects. GEF-supported interventions to phase out ozone depleting substances have also contributed to other agreements related to chemicals, such as the Stockholm Convention on Persistent Organic Pollutants (POPs), as well as to the general sound management of chemicals. Programs and policies to manage ODS, such as trade and licensing, for example, can be harnessed to manage POPs, and vice versa. Specific technologies suitable for the destruction of CFCs, moreover, are also suitable for the destruction of polychlorinated biphenyls (PCBs).





GEF is one of the major donor for environmental projects in Pakistan. Several projects with GEF Funding are ongoing in various sectors to achieve national as well as global environmental objectives. Pakistan is currently implementing projects under biodiversity, land degradation, climate change and multi focal areas of GEF. GEF ongoing projects in Pakistan ranges from small grants projects to full scale projects and from local community based projects to regional and global projects. Pakistan is a donor as well as recipient of GEF funds.

In Pakistan, coordination on GEF issues is managed by the Ministry of Environment, Islamabad. The Additional Secretary, Ministry of Environment is the designated GEF Focal Point to look after the GEF related matters, not only at national level but also at global level.

The GEF Cell in Ministry of Environment headed by GEF Focal Point is the main concerned office for GEF related operations. The GEF Cell assists GEF Focal Point to: Oversee the GEF matters; maintain coordination with GEF agencies, provincial governments, NGOs and private sector; Facilitate in the processing of new project concepts; Organize GEF events, Review GEF ongoing project's performance and Disseminate GEF related awareness information. The GEF Small Grants Programme is being implemented by UNDP in Pakistan and its main office is based in Hyderabad, Pakistan.



Project Preparation and Approval at Country Level

Medium size and Full size Projects

Project Proposals are prepared by wings/attached departments/international organizations/ Government departments. Then, project proponents are requested to present their proposals in the GEF TRC meeting for inputs of all participants/experts. If approved by TRC then Additional Secretary, MoE endorsed the project in capacity of chairman TRC and GEF Focal Point. After endorsement, endorsement letter is handed over to project proponents for onward submission to GEF Implementing Agency. GEF Implementing Agency review/revise the project proposal and submit to Regional Head Office, where again project proposal is reviewed as per implementing agency criteria/strategic objectives. Later on, project proposal is submitted to GEF Secretariat (Washington DC) for final approval.

Small Grants Projects

NGOs apply for the SGP by coordinating with the National Coordinator-SGP based in Hyderabad, Pakistan. The proposal submitted by the NGOs are appraised initially by the SGP Office and finally evaluated / presented in the National Steering Committee of SGP, that convenes as needed, keeping in view availability of funds.



GEF Coordination Levels

1. Internal Coordination

- Within Ministry of Environment

2. National Level Coordination

- Sectoral Coordination (provincial ministries and other departments)
- Outreach to other national Stakeholders (NGOs, academic/scientific institutions).
- Liaison with GEF Agencies and project proponents.

3. Regional Coordination

- Participation in GEF constituency meetings / regional workshops.
- Involvement in regional projects and initiatives.

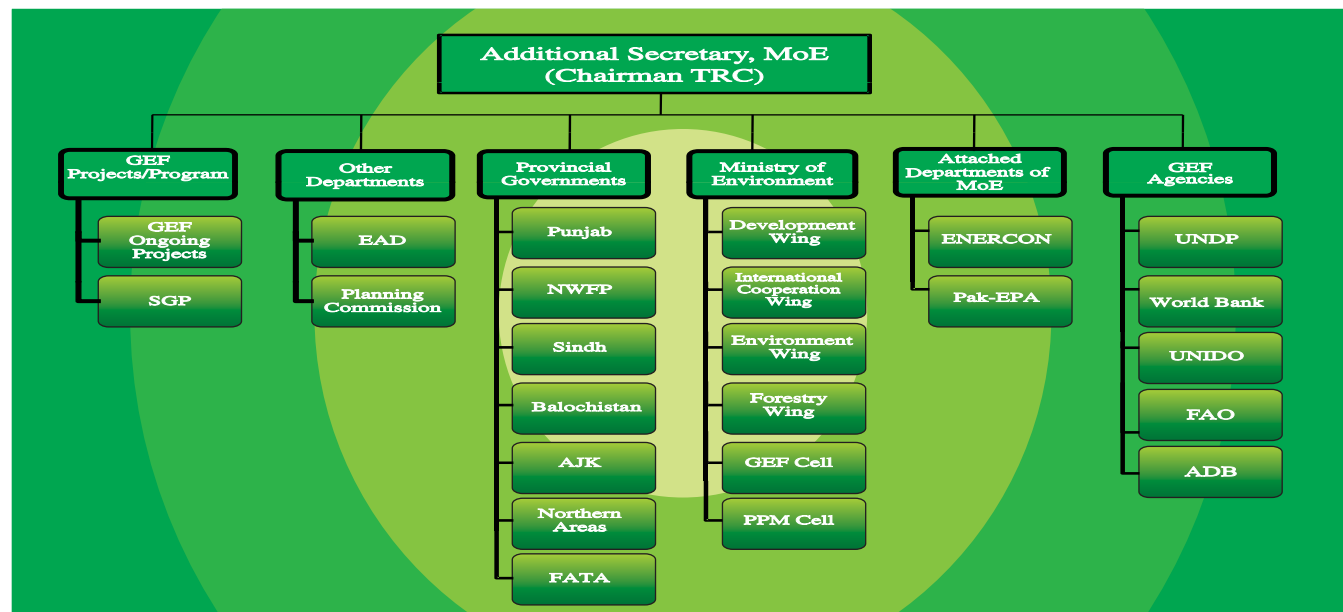
4. Global Coordination

- Liaison with GEF Secretariat



GEF Technical Review Committee

GEF Technical Review Committee is constituted to review the performance of ongoing GEF projects and to appraise and approve the new project concepts. TRC is headed by GEF Focal Point/Additional Secretary, Ministry of Environment and its members include representatives from Provincial Governments, GEF Implementing Agencies, Wings and attached departments of Ministry of Environment, GEF ongoing projects and Small Grants Programme, Planning Commission and Economic Affairs Division, Government of Pakistan.



Ongoing Projects

Name of the project	Implementing Partners	Objectives	Contact
Development and Application of Decision-support Tools to Conserve and Sustainably use Genetic Diversity in Indigenous Livestock and Wild Relatives (Regional)	PARC & UNEP	To develop and test tools which can be used in decision-making to support the conservation of indigenous farm animal genetic diversity in developing countries.	Pakistan Agricultural Research Council Plot No. 20 , G-5/1, Islamabad. Ph: +92-51-9203966
Promotion of Energy Efficient Cooking, Heating and Housing Technologies (PEECH) (National)	UNDP and AKF	The project intends to curb the degradation of the NAs and Chitral forest ecosystem, and reduce the CO2 emissions resulting from excessive use of timber and fuel wood for house construction and household energy use. This aim will be achieved through assistance of the local communities to install and adopt energy efficient housing and technological products in improving their built environmental and socio-economic conditions.	Agha Khan Planning and Building Services Pakistan Shrah-e-Quaid-e-Azam, Opp. FCNA Helicopter Chowk Jutial, Gilgit Ph: +92-5811-54266, 52819
Productive Uses of Renewable Energy in Chitral District, Pakistan (PURE-Chitral) (National)	AEDB UNDP	This project aims at removing barriers to the adoption of renewable energy technologies (RETs) by promoting productive uses of energy in one of Pakistan remotest areas: the District of Chitral. The project will create new local jobs and sources of income while directly mitigating some 109,000 tons, and indirectly mitigating 390,000 tons, of CO2-equivalent over 25 years.	Director General Power, Alternate Energy Development Board, H No.3 , Street No. 8, F-8/3, Islamabad. Ph: +92-51-9262947-50
Barrier Removal to the Cost-Effective Development and Implementation of Energy Standards and Labeling Project (BRESL) (Regional)	ENERCON UNDP	<ul style="list-style-type: none"> - Increased capacity of Asian countries to develop and implement ES&L programs; - Enhanced awareness on ES&L programs and in the use of EE products in the countries in the region; - Facilitation of the development and implementation of ES&L programs, with the participation of the relevant government agencies, manufacturers/suppliers, retailers, and consumers; - Increased financing and access to financing for ES&L initiatives; - Establishment of a regional network of standards and labeling activities that will facilitate harmonization of standards; and, - Successful demonstration of the design, development, financing, institutionalization, implementation of ES&L programs, and the resulting benefits from such programs. 	Managing Director (ENERCON) 2nd Floor, ENERCON Building G-5/2, Islamabad. Ph: +92-51-9206001

Name of the project	Implementing Partners	Objectives	Contact
Protected Areas Management Project	MoEnv World Bank	The project will improve the participatory planning and management of three priority protected areas -- Hingol, Machiara and Chitra Gol National Parks -- across a range of ecosystem types. It will strengthen park management through elaborating detailed management plans, improving park infrastructure and protection, restoring key ecosystem components and degraded sites, and conducting targeted biodiversity research and monitoring.	Office of Inspector General (Forest) 5th floor, Ministry of Environment, LG & RD complex, G-5/2, Islamabad. Ph: +92-51-9245589
Conservation of habitats and species of global significance in Arid and Semi-arid Ecosystems in Balochistan	UNDP SUSG-C Asia Forest & Wildlife Department Government of Balochistan	Conservation of critically endangered habitats and species of global significance in selected arid and semi-arid ecosystems of Balochistan	SUSG - C Asia, 5A, BRSP house Saryab Road, Quetta Baluchistan Ph: +92-81-2451551
Protection and Management of Pakistan Wetlands	Ministry of Environment WWF	The project aims to promote the sustainable conservation of fresh water and marine wetlands and their associated globally important biodiversity in Pakistan, while alleviating poverty. The project includes specific measures to secure financial sustainability and enhanced replication and proliferation of viable wetlands management interventions in a nationwide, ongoing wetlands conservation initiative.	House No. 3, Street No. 4 F-7/3, Islamabad. Ph: +92-51-2610880-5 www.pakistanwetlands.org
Mainstreaming Biodiversity Conservation into Production Systems in the Juniper Forest Ecosystem	IUCN Baluchistan Forest and Wildlife Department UNDP	Objective of the project is to modify production systems in the Juniper forest landscape and make it more biodiversity friendly.	Juniper Forest Ecosystem Conservation Project, Opposite Judicial Magistrate Office, Loralai, Road, Ziarat Ph: +92-81-2840450-2
Sustainable Development of Utility-Scale Wind Power Production (Phase 1)	UNDP AEDB	The overall project objective is to facilitate a low CO2 path for development through establishing and demonstrating commercial viability of a package for widespread harnessing wind energy in remote areas.	House No. 2, Main Nazim-ud-Din road, F-10/4, Islamabad. Ph: +92-51-2215690-2 www.wep.org.pk
Sustainable Land Management for Combating Desertification (Phase I)	UNDP MoEnv	The overall objective of the proposed full-scale Global Environment Facility (GEF) project is to combat desertification and deforestation in Pakistan by strengthening institutional capacity and creating an enabling environment for sustainable land use management as well as through implementation of integrated and sustainable land use management interventions on the ground, seeking restoration of degraded ecosystems.	House No. 7, Street No. 62, G-6/4, Islamabad. Ph: +92-51-2602467-68 www.slmp.org.pk





Funding Pathways

The GEF finances projects in three different ways. The pathways for these projects are as follows:

Funding Path way	Funding level	Time required
Full Size Project	1 Million and up	6-24 months
Medium Project	50, 000 to 1 Million	6-12 months
Small Grants	Up to 50,000	3-6 months

Full-Sized (FSPs) and Medium-Sized Projects (MSPs)

FSPs - Over \$1 million - Project concepts may be developed by governments, non-governmental organizations, communities, the private sector, or other civil society entities, and must respond to both national priorities and GEF focal area strategies and operational programs, and must satisfy eligibility requirements under the conventions. Project proponents work closely with national GEF Operational Focal Points (who formally endorse project concepts) and the GEF Agency, to develop concepts and move through the project cycle. FSPs are subject to project review criteria and are approved by the GEF Council.

MSPs - Up to US \$1 million - MSPs offer opportunities for a broad range of programming that is typically smaller in scale than full-sized projects and follow expedited procedures for their approval. Funding such projects increases GEF flexibility in allocating its resources and encourages a wide range of stakeholders to propose and develop project concepts. MSPs are limited to a maximum of \$1 million in GEF funds. Their approval is delegated by the Council to the CEO, and it is subject to project review criteria, similar to FSPs. Prior to the CEO approval, MSPs are circulated to Council for their information.

FSPs and MSPs Templates and Guidelines

[FSP-MSP Review Template - April](http://www.thegef.org/uploadedFiles/Projects/Templates_and_Guidelines/GEFSEC%20Review%20Template%20for%20MSP-FSP-June3-09.doc)

09http://www.thegef.org/uploadedFiles/Projects/Templates_and_Guidelines/GEFSEC%20Review%20Template%20for%20MSP-FSP-June3-09.doc



GEF Trust Fund PIF Template - Dec.08

http://www.thegef.org/uploadedFiles/Projects/Templates_and_Guidelines/GEFTF%20PIF%20Template%20December-08.doc

Project Review Criteria

http://www.thegef.org/uploadedFiles/Projects/Templates_and_Guidelines/2008/GEF%20Project%20Review%20Criteria%202008.pdf

Step by step information regarding the project cycle

(http://www.gefcountrysupport.org/re-port_detail.cfm?projectId=172).

Climate Change Adaptation Projects

Projects that fall under the area of adaptation of the Climate Change focal area can apply for funds available under the GEF Trust Fund as well as under the following trust funds:

1. Special Climate Change Fund (SCCF)
2. Least Developed Countries Fund (LDCF)
3. Adaptation Fund

As of December 2008, financial resources for climate change projects are available only under the LDCF Fund. Additional resources for the other trust funds (the pilot for Adaptation under GEF TF (SPA) and SCCF) are expected in 2009.

SCCF Templates for Proposals

SCCF CEO Endorsement Template Guidelines - Dec.08

http://www.thegef.org/uploadedFiles/Projects/Templates_and_Guidelines/2008/SCCF.CEO%20Endorsement%20Template-Guidelines.December%202008Coded.doc

SCCF PIF Template Guidelines - Dec.08

http://www.thegef.org/uploadedFiles/Projects/Templates_and_Guidelines/2008/SCCF.PIF%20Template-GuidelinesDecember-2008Coded.doc

SCCF PPG Template Guidelines- Dec.08

http://www.thegef.org/uploadedFiles/Projects/Templates_and_Guidelines/2008/SCCF.PPG%20Template-Guidelines%20Dec-ember%202008Coded.doc



Small Grants Programme (SGP)

Up to \$ 50,000 - Funded by GEF as a corporate programme, SGP is implemented by the United Nations Development Programme (UNDP) on behalf of the GEF partnership, and is executed by the United Nations Office for Project Services (UNOPS). The SGP supports non-governmental and community organizations, providing small grants for community-based projects in the GEF focal areas. At present, 101 countries participate in SGP having ratified the conventions on biological diversity and climate change. There are 84 country offices, two regional offices, and two sub-regional offices with day-to-day management by SGP National Coordinators.

Implementation of the GEF/SGP is decentralized and country driven. The SGP complements the regular and medium-sized GEF project funding by providing a window for the direct participation of NGOs, local communities, and other grassroots organizations. The GEF/SGP is rooted in the belief that global environmental problems can only be addressed adequately if local people are involved, and that with small amounts of funding (maximum US\$50,000 per project) local communities can undertake activities which will make a significant difference in their lives and their environment.



Since its inception in 1992, the GEF/SGP has occupied a strategic niche within the GEF system by supporting community-based initiatives that respond to the GEF criteria and objectives. The GEF/SGP has promoted outreach and awareness regarding global environmental concerns; built capacities of communities and NGOs to address these concerns; and provided a mechanism for demonstrating and disseminating community-level and community-led solutions to global environmental problems. In this sense, the GEF/SGP offers the GEF system and the environment and development sector as a whole, field-tested approaches that may be replicated and expanded to benefit the global environment.



The GEF/SGP aims to protect the global environment by funding community conservation and sustainable natural resource use projects. Since different local and national conditions require different kinds of interventions, project components may include one or more of the following: demonstration, capacity-building, targeted research, policy dialogue and information dissemination, and raising awareness among critical constituencies.


The approach of the programme continues to be premised on the belief that local solutions to global environmental problems are feasible and have been successfully implemented by the SGP, while at the same time recognizing that there is significant potential to enhance the global benefits of the programme. This will be achieved through more rigorous focussing of projects consistent with GEF criteria, increased capacity-building and technical assistance, better monitoring and evaluation, and more effective communications and outreach. Projects encouraging environmentally sound practices but which are not directly related to the GEF focal areas will not be eligible for GEF/SGP funding.

SGP in Pakistan

The program was launched in Pakistan in August 1993 subsequent to a process of consultations and preparatory activities which were commenced in February 1993 between the government of Pakistan, NGOs and UNDP. Funded by the Global Environment Facility (GEF) as a corporate programme, SGP is implemented by the United Nations Development Programme (UNDP) on behalf of the GEF partnership, and is executed by the United Nations Office for Project Services (UNOPS). SGP supports activities of non-governmental and community-based organizations in developing countries towards climate change abatement, conservation of biodiversity, protection of international waters, reduction of the impact of persistent organic pollutants and prevention of land degradation while generating sustainable livelihoods. GEF SGP Pakistan From its pilot phase to date has successfully implemented 203 projects covering all GEF focal areas. Some of the projects attracted international attention by receiving international awards including Ashden, Alcan Prize and UN Habitat Award. At present, 101 countries participate in SGP having ratified the conventions on biological diversity and climate change.

National Steering Committee (NSC) of SGP Pakistan is comprised of the representatives of Government, NGOs and academic institutions, and is chiefly responsible for the strategic decision of the program. It approves





the projects to NGOs, provides guidance to the GEF SGP team and helps in monitoring and evaluation of the projects. Pakistan NSC's vision to have a geographic focus in the Indus Delta area and carving out a niche for the program by helping it establishing partnerships with the private sector and local governments has brought the Pakistan country program into the international lime light.

www.sgppakistan.org
H# 25 / 26 Bagh -e- Irum Near Mohammadi Town,
Qasimabad Hyderabad Pakistan.
Tel: +92 -22-3830026. Fax: +92 -22-3830017.





GEF PROJECT CYCLE

From July 1st 2007, all Medium (up to 1\$ million) and Full-Sized Projects have been implemented according to a revised project cycle approved by the Council in June 2007. By reducing the number of processing steps and harmonizing the documentation requirements with the standard procedures of the GEF Agencies, the new project cycle reduces the time needed for project preparation. Full-Sized projects have to be endorsed by the CEO within 22 months from the date of

Council approval of the work program; Medium-Sized projects have to receive the approval of the CEO of the final project document within 12 months from the PIF approval. The new project cycle also facilitate a more strategic programming of GEF resources and increases transparency in the decision making process by posting on the GEF website all the documents and the decisions related to each PIF submitted to the GEF Secretariat.



First step: CEO Review of the Project Identification Form (PIF)

In the new project cycles, GEF Agencies have the possibility to submit to GEF Secretariat on a rolling basis PIFs, endorsed by the country operational focal point. GEF Secretariat review of a PIF focuses on the following elements:

- Country eligibility
- Consistency with GEF strategic objectives/programs
- Comparative advantage of GEF Agency submitting PIF
- Estimated cost of the project, including expected co-financing
- Availability of resources for the GEF grant request within the focal area and under the Resource Allocation Framework
- Milestones for further project processing.

Once the GEF Secretariat has completed its review and has circulated the PIF among all GEF Agencies and relevant Convention Secretariats, the CEO will consider the PIF for inclusion in a work program. PIFs cleared for work program inclusion will be sent for Scientific and Technical Advisory Panel (STAP) screening whereby comments of STAP will be posted on the web together with the PIF.

All PIFs cleared for work program inclusion will be eligible for a GEF project preparation grant that may be approved by the GEF CEO for an amount based on financing the estimated incremental costs of project preparation. Agencies have now the option to request a fee advance on the amount of the preparation grant. If the agreed milestones and agreements in the PIF and project preparation grant approval letters are not achieved, the CEO will consult with the recipient country and relevant GEF Agency, and may agree to revised milestones and understandings or decide to cancel the project concept.





Second step: Council Approval of the Work Program

The second step in the GEF new project cycle is approval of the work programs (comprising of PIFs for full-sized projects, Program Framework Documents, non-expedited enabling activities and Agency fees) by the GEF Council. The Council reviews the work programs during the two Council meetings held annually and through several intersessional work programs with decision by mail on a no-objection basis, between Council meetings. The work program document to be reviewed by the Council focuses on policy and strategic issues for Council consideration and describe the overall programmatic coherence of the concepts presented in the following terms:

- Their collective contributions to the GEF strategic objectives and programs;
- Their focal area and geographic balance, including a cumulative assessment of previous work programs;
- Their innovative elements, as well as replication potential;
- The key assumptions and risks in the further development of the portfolio; and
- The resource programming implications.

In approving the work program, the Council will provide guidance to the Secretariat and the Agencies on the strategic directions and programming framework for the GEF. Beginning in FY-08, programmatic approaches for GEF funding will only be submitted to Council at its meetings, not inter-sessionally.

The Program Framework Document (PFD) that includes documentation for securing approval and guiding implementation of a specific Program is presented to the Council in a work program. The Council reviews the PFD and endorses the overall objective and scope of the Program. PFDs will also identify, to the extent possible, all projects to be financed under the Program.

The PFD contains the following key information:

- Background and Program rationale;
- Value-added of the Program (including cost-effectiveness);
- Program objective and results;
- Consistency of the Program with national/regional priorities/plans/policies;
- Alignment with GEF focal area strategy/-ies;
- Expected global environmental benefits;
- Type of operations and potential scope of projects under the Program;
- Risks and mitigation measures;
- Program coordination, monitoring and evaluation; and
- Other relevant information, including Program implementation, indicative total GEF amount, potential co-financing and sources, the Program results-framework, a list of potential projects and the Program implementation timeline.



Third Step: CEO Endorsement

The third step in the GEF project cycle is the GEF CEO's endorsement of the projects before such projects are



approved by the GEF Agencies. The final GEF funding amount is confirmed by the CEO at this point. The Agencies will transmit for CEO endorsement the same documentation that they submit for approval by their respective internal approving authorities, plus a Request for CEO Endorsement which summarizes key information of the project. The project proposals will be reviewed by the Secretariat for compliance with the following conditions for endorsement:

1. High likelihood that the project, as designed, will deliver its outcomes and will generate appropriate global environmental benefits that are consistent with focal area strategies, with an adequate explanation for any changes in expected global benefits since PIF approval;
2. GEF funds are used cost-effectively, focusing on among others, the review of project budget, which includes project cost tables for project components, project management, and consultants;
3. Compliance with GEF's M&E policy; and
4. Project preparation grant has been used in a cost effective way, as explained in the project preparation grant status report (which is included as an annex attached to the Request for CEO Endorsement).

Within ten business days of receiving a draft final project document for endorsement, the Secretariat will review the proposal and the CEO will determine whether the proposal is in compliance with the conditions for endorsement. As soon as the CEO has determined that the project proposal meets the conditions for endorsement, the Secretariat will circulate to Council Members the draft final project document. Within four weeks of receiving such a document, Council Members may transmit to the CEO any concerns related to technical, procedural or policy issues or inconsistency with the GEF Instrument that they may have regarding the proposal prior to CEO endorsement and final approval by the Agency concerned.

The CEO has discretion to endorse or not to endorse a proposal. The CEO will take into account any Council Member's concerns prior to endorsement and work to address them with concerned parties, following which the CEO will re-circulate the proposal, as needed. The CEO will post those concerns on the GEF website, will notify Council Members within two days and will update the status of the project proposal in the management information system to indicate that endorsement will be delayed pending resolution of the concern expressed by the Council Member. Endorsed final project documents will be posted on the GEF website.

The Trustee will make commitments of funding to GEF Agencies for projects and fees upon CEO endorsement. The commitments will be made based on the amounts endorsed by the CEO, as indicated in the endorsement letter from the CEO to GEF Agencies. In the case that the amount endorsed by the CEO is reduced from the amount approved by the Council for the project or fee, the Trustee will release the reduced amount of funds, which were previously set aside for the project/fee, back to the GEF Trust Fund to be made available for other projects, activities, or fees (3). In all cases, transfer of funds from the Trustee to Agencies will be made after commitment by the Trustee and subsequent Agency approvals of the projects/activities, where relevant, following the procedures agreed between the GEF Agencies and the Trustee.

For Medium-Sized projects (MSP) the project cycle is shorter. The PIF has to be submitted to the GEF Secretariat for CEO approval. Once the PIF is approved, the Agency can start preparation of the MSP until a final MSP project document is ready for CEO approval. A project preparation grant maybe approved by CEO for the project, if necessary, upon CEO approval of PIF. After CEO clears the MSP final project document, it will be posted on the GEF website for a two-week period and a notification is sent to the Council for comments. At the end of the two-week circulation period, CEO will send an approval letter to the



Agency indicating the approval of the project, the grant amount and the associated Agency fee. If comments are provided by Council, Agencies should address the comments and notify GEF Secretariat on how the comments are responded and if these have any effect on the final project document. As necessary, a revised project document may be resubmitted and CEO may approve the project based on the final submitted project document.

Enabling Activities (EA) under expedited procedures (up to \$500,000 in GEF financing, but varies across focal areas) do not need to submit a PIF (4). EA project document will be approved by the CEO and will be accessible on the GEF database through the GEF website. For EAs that are not under expedited procedures, processing will be the same as full-sized projects. The Secretariat will ask Agencies to revise proposals that it deems not to be in compliance with the specified conditions for approval and resubmit them for review, with another 10-day review period being applicable. The CEO may also determine, in consultation with the country and the Agency concerned, to stop further project preparation and cancel the project from the GEF pipeline.

Fourth Step: Implementation Supervision, Monitoring and Final Evaluation

The fourth step in the GEF project cycle consists of implementation supervision, monitoring and final evaluation. Streamlining the GEF project approval process will be accompanied by more robust result verification mechanisms. As part of its monitoring responsibilities, the Secretariat will conduct an Annual Monitoring Review, which will be based on the submission of Project Implementation Reports by the Agencies. The key issues to be monitored will include: implementation progress, focal area strategic objectives' performance indicators, projects at risk, actions to achieve sustainability and replicability, stakeholder involvement, and co-financing status.

The Agencies are required to submit the final evaluation reports to the GEF Evaluation Office. In addition, the GEF Evaluation Office also assesses the adequacy of the M&E system in the GEF, including compliance with the GEF M&E Policy. Upon financial closures of projects/activities, the GEF Agencies report to the Trustee of any unused funds.

Notes:

- (1) In response to Council members' request, GEFSEC has decided to establish more frequent inter-sessional work programs, provided cleared PIFs meet the IWP criteria, i.e. at least 10 cleared PIFs are ready for inclusion in a work program, or the amount of cleared PIFs is worth at least \$50 million. CEO has the authority to decide whether to have or not to have an IWP in the months preceding a Council meeting.
- (2) Please refer to the April 2008 Council paper, "From Projects to Programs: Clarifying the Programmatic Approach in the GEF Portfolio" (GEF/C.33/6) for additional information on processing procedures for programmatic approaches.
- (3) The Agency fee at CEO endorsement/approval will be net of any fees approved in advance for the PPG.
- (4) All EAs are not eligible for PPGs with the exception of NCSA (project amount of which is up to \$200,000). If a NCSA is requesting a PPG, then the NCSA will need to submit a PIF as well.





For further information, please visit below mentioned web-links:

GEF Secretariat Website

<http://www.gefweb.org> and www.thegef.org

GEF Focal Area Strategies and Strategic Programming for GEF-4

[http://gefweb.org/uploadedFiles/Documents/Council_Documents__\(PDF_DOC\)/GEF_31/C.31.10%20Focal%20Area%20Strategies.pdf](http://gefweb.org/uploadedFiles/Documents/Council_Documents__(PDF_DOC)/GEF_31/C.31.10%20Focal%20Area%20Strategies.pdf)

GEF Project Cycle

[http://gefweb.org/uploadedFiles/Documents/Council_Documents__\(PDF_DOC\)/GEF_31/C.31.7%20GEF%20Project%20Cycle.pdf](http://gefweb.org/uploadedFiles/Documents/Council_Documents__(PDF_DOC)/GEF_31/C.31.7%20GEF%20Project%20Cycle.pdf)

Operational Guidelines for the Application of the Incremental Cost Principle

[http://www.gefweb.org/uploadedFiles/Documents/Council_Documents__\(PDF_DOC\)/GEF_31/C.31.12%20Operational%20Guidelines%20for%20Incremental%20Costs.pdf](http://www.gefweb.org/uploadedFiles/Documents/Council_Documents__(PDF_DOC)/GEF_31/C.31.12%20Operational%20Guidelines%20for%20Incremental%20Costs.pdf)

GEF Operational Strategy

<http://www.gefweb.org/interior.aspx?id=356>

GEF Operational Programs

<http://www.gefweb.org/interior.aspx?id=74>

GEF Projects Global Database

<http://projectdatabase.thegef.org/>

Project Cycle Guidelines and Templates

http://www.thegef.org/interior_right.aspx?id=16674

http://www.thegef.org/interior_right.aspx?id=90



Investing in Our Planet

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