



**PROJECT DEVELOPMENT AND PREPARATION
REQUEST FOR PROJECT PREPARATION GRANT (PPG)
UNDER THE GEF Trust Fund**

GEFSEC PROJECT ID:
IA/ExA PROJECT ID: P107078
PROJECT TYPE: Full-sized Project
COUNTRY: Pacific Regional
PROJECT TITLE: GEF Pacific Alliance for Sustainability
GEF IA/ExA: World Bank
OTHER PROJECT EXECUTING AGENCY(IES):
 UNDP, UNEP, ADB, FAO
DURATION (PROJECT PREPARATION): 12 months
GEF FOCAL AREA:
GEF FOCAL AREA STRATEGIC OBJECTIVES: Multi
GEF OPERATIONAL PROGRAM: Multi
PIF APPROVAL DATE:
EXPECTED STARTING DATE (PPG): July, 2007
EXPECTED PPG COMPLETION DATE: AUGUST 2008
EXPECTED WP APPROVAL DATE: APRIL, 2008
EXPECTED DATE FOR CEO ENDORSEMENT: AUGUST 2008
ESTIMATED STARTING DATE (PROJECT):
 September 2008

FINANCING PLAN (\$)			
	PPG	Project*	Total
GEF	375,000	100,000,000	100,00,000
Co-financing:	(details provided in Section C : Table d) co-financing)		
GEF IA/ExA	290,000	TBD	TBD
Government	150,000		
Others			
Co-financing Subtotal	440,000	TBD	TBD
Total	815,000	TBD	TBD


* For multi-focal area projects, indicate agreed split between focal area allocations: TBD

RECORD OF ENDORSEMENT ON BEHALF OF THE GOVERNMENT:

(Enter Name, Position, Ministry)

Date: (Month, day, year)

This request has been prepared in accordance with GEF policies and procedures and meets the GEF criteria for Project Preparation Grant.

Steve Gorman 
 IA/ExA Coordinator
 Date: August 14, 2007

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PART I - PROJECT INFORMATION

A - PROJECT SUMMARY

Pacific countries believe that they have not had equitable access to GEF resources and, hence, their use has been below levels commensurate with the needs of the island states to conserve global biological diversity, prevent land degradation, protect international waters, manage chemicals in a sound manner, and mitigate and adapt to the effects of climate change. Since 1991 only \$86 million in grants have been allocated to projects in 14 Pacific Island Countries (PICs). Moreover, 90% of these resources have been provided for Enabling Activities and resource assessments and, to a limited extent, for capacity building. Progress in completing many of these activities has been slow, with a few countries still to complete their projects. As a result, GEF interventions have had a limited impact even though the global and linked national environment problems in these countries remain unresolved.

To assist the PICs in addressing their national and linked regional environmental concerns, the GEF would support a comprehensive, regionally-coordinated and nationally-executed strategic investment program¹ (SIP) that reflects country priorities for achieving national sustainable development goals while also providing significant global environment benefits; and a program framework under a regional partnership with strong and involved national level activities that are anchored in and led by the PICs. The PIC institutions would catalyze and reinforce country level engagement and investments to generate greater impact on the ground across all the GEF Focal Areas, improve potential for sustainability and improve cost-effectiveness in a region where the average costs of investments are perceived to be high.

Resources would be programmed in accordance with: (i) country priorities emerging from national sustainable development programs and global environmental commitments; (ii) strategic directions as outlined in the GEF-4 focal area strategies; and (iii) the comparative advantage of the GEF agencies.

The GEF, by supporting a long-term programmatic approach for the implementation of a strategic and integrated set of investments and related initiatives, would address the constraints facing the PICs and enable greater efficiency in the use of its resources. The program would be based on a strong partnership, involving not only the PICs, but also the GEF Agencies, regional organizations, bilateral aid agencies, the private sector and civil society. The World Bank would provide overall coordination of the program.

The Program would be embedded in regional strategies such as the Pacific Plan, and the Micronesia Challenge. It would include coverage of each GEF Focal Area as well as additional cross-cutting initiatives, namely capacity enhancement, enabling activities and support for relevant initiatives undertaken by both civil society and the private sector. The emphasis on a cross-cutting design reflects the need for an integrated approach to address the pervasive nature of many of the issues facing PICs, the synergies that can be gained from a highly integrated approach, and the limited absorptive capacity in the region.

¹ Strategic Investment Program is used in a generic sense to include the various types of projects GEF supports, including investment projects, capacity building, technical assistance, research assessments, etc.

Consistent with the new project cycle requirements for umbrella projects, and as the entire resource envelope is known upfront, the GEF Council would be asked to approve the amount for the entire project while delegating responsibility to the GEF CEO for approval of individual investment projects. The project document to be presented to the Council at work program entry would contain PIFs for sub-projects that have already been identified, while for those yet to be identified, the document would establish a timeline within which PIFs would be presented for review by the Secretariat and approval by the GEF CEO. As such, under the partnership framework the specific types of operations to be financed would be defined, such as country investment projects, innovative regional or multi-country programs and cross-cutting capacity building activities.

As an umbrella operation, the proposed program is expected to commence preparation in all countries at the same time. However, due to timing and capacity constraints, including preparation start-up speed, not all projects would be ready for implementation at the same time.

The program would be coordinated by the World Bank as lead agency, but would be accessible to all GEF Agencies based on : (i) comparative advantage; (ii) convening power; (iii) presence in the region; (iv) country presence; (v) potential to foster leadership of programs; and (vi) efficiency in use of resources.

The Program Brief will describe the inter-agency partnership and programmatic approach, which will be modeled on existing GEF programs such as the Strategic Investment Program for SLM in Sub-saharan Africa, the Black Sea Danube Partnership, ADB's SLM China Program and the various Investment Funds supported by the GEF. It will set out the roles of GEF Agencies and other partners, the organizational and operational framework for the program as a whole, the criteria for selection of country and regional investment projects and a list of potential investment projects identified through a participatory country level process. An overall results framework would be prepared that includes the expected results and indicators for the program as well as guidelines for preparing results frameworks for individual investment projects that would be linked to the overall M&E framework.

Project Objective

The long term goal of the proposed GEF-Pacific Alliance for Sustainability (GEF-PAS) is to increase the efficiency and effectiveness of GEF support to Pacific Island Countries, thereby enhancing achievement of both global environmental and national sustainable development goals. GEF-PAS would be a comprehensive, regionally-coordinated and nationally-executed strategic investment program that reflects country priorities for achieving national sustainable development goals. It would deliver significant global and local environmental benefits, reflecting the importance of the Pacific in terms of conservation of biological diversity, prevention of land degradation, protection of international waters, sound management of chemicals and mitigating and adapting to the effects of climate change. GEF-PAS would bring together the GEF Secretariat, the GEF Agencies and the regional organizations (both governmental and non-governmental), to define and deliver an investment program to achieve the above benefits.

The program would be designed around three main pillars or components:

1. Partnership Framework: This would encompass the overall operational framework for the program, covering building consensus and consolidating the partnership among all members and coordinating and harmonizing strategies, policies and dialogue at the regional level. It would also facilitate engagement with donors and other partners in the region. Furthermore, it would promote the harmonization of monitoring and evaluation. The operational framework is illustrated in the attached Figure 1, and would include the following key elements:

equal access to the GEF resources for all PICs, GEF agencies and EAs;

each agency operates within the scope of the comparative advantages it brings to the GEF partnership;

GEF agencies play a strategic role in partnership with the GEF Secretariat due to the depth of experience of the GEF and its activities;

GEF Agencies assume a lead role to coordinate work on emerging themes or programs across the entire GEF partnership in areas where the agency has particular expertise or a leadership advantage; and;

the lead agency will work with all the other GEF agencies to ensure that the GEF-financed activities are consistent with a programmatic approach and contribute to common corporate objectives.

Establishment of effective knowledge management and communications architecture would also be important, given the number of participating countries and the scope for innovation under the program on the one hand, and the need to promote learning and harmonization on the other.

2. Strategic Investment Program: An investment portfolio (including various types of activities to be funded, training, works, goods and technical assistance) would be designed to address the national sustainable development and regional priorities, as well as secure global environment benefits. Investments would be identified both at country level and selectively at the sub-regional and/or regional levels, and would include cross-cutting capacity building activities. The portfolio would include investments committed under GEF 3 and new investments to be financed with GEF 4 funds.

3. Results Based Monitoring and Evaluation: The strategic approach, including the organizational and management arrangements, would be designed to foster results-based management (RBM). To be successful, the RBM requires a sound monitoring and evaluation system to provide continuous feedback on the achievement of results at different levels and time periods. As part of this system, a comprehensive set of indicators would be developed to measure results at individual project and program levels, as well as their contribution to achieving GEF's strategic goals in each focal area.

B.- COUNTRY OWNERSHIP

1. COUNTRY ELIGIBILITY Fifteen countries in the Pacific are eligible for GEF funding as a

result of being Parties to at least one, if not all, of the following five GEF supported Conventions and their related Protocols:

- Convention on Biological Diversity;
- Framework Convention on Climate Change;
- Convention on Persistent Organic Pollutant
- Convention to Combat Desertification; and
- Montreal Protocol.

2. COUNTRY DRIVENNESS Identification of the proposed program was initiated by leaders of the Pacific Island Countries who recognized the need for more intensive and effective GEF support. This demand has been expressed in several fora and the program concept was recently endorsed by a meeting of Heads of Government of the 15 countries. The Program of Action for the Sustainable Development of Small Island Developing States is the blueprint for SIDS and the international community to address national and regional sustainable development in SIDS. The needs identified take into account the economic, social and environmental considerations that are the pillars of a holistic and integrated approach to sustainable development. The Mauritius Strategy, which describes activities for the further implementation of the Program of Action, has several focal areas in common with GEF priorities, namely:

- Climate change adaptation and sea-level rise;
- Clean energy projects to address the energy vulnerability of SIDS by promoting access to energy efficient technologies, renewable energy and advanced clean energy technologies;
- Island biodiversity conservation and sustainable use and facilitating fair and equitable sharing of benefits arising out of their utilization;
- Freshwater supply protection, pollution reduction, and marine resources management;
- Combating land degradation; and
- Capacity development by incorporating development human and institutional capacity in all the above projects.

The specific priorities of PICs for improving environmental management and quality include those **that** are GEF eligible (i.e. result in improvements globally in the GEF focal areas) and those **that** are not GEF eligible (i.e. deliver only more local benefits or are outside the GEF focal areas). A number of relevant national reports and regional syntheses, provide an indication of national as well as regional priorities to which the PICs are committed and would be eligible for GEF support. Specific frameworks such as the Pacific Plan and the Mirconesia Challenge were formulated by the PICs and they have expressed a desire for GEF support to implement relevant aspects of these plans.

For the tables below, discussions are underway to secure co-financing.

C - FINANCING

a) **ESTIMATED PROJECT COST** (for all tables, expand or narrow table line items as necessary)

Project Components/Outcomes	Co-financing (\$)	GEF (\$)	Total (\$)
1. Partnership Framework			
2. Strategic Investment Program			
3. Results based M&E			
4. Project management budget/cost*			
Total project costs		100,000,000	

* This item is the aggregate cost of project management

b) CO-FINANCING (provide details of all the co-financing sources for the entire project)

Name of Co-financier (source)	Classification	Type	Amount	
			Confirmed (\$)	Unconfirmed (\$)
	(select)	(select)		
	(select)	(select)		
	(select)	(select)		
	(select)	(select)		
	(select)	(select)		
	(select)	(select)		
	(select)	(select)		
Total co-financing				

D - TIMETABLE FOR THE PROJECT AND PREPARATION ACTIVITIES

	Starting Date	Completion Date
Project Preparation Activities	July 2007	April 2008
Project Implementation	September 2008	December 2013

E - INSTITUTIONAL COORDINATION AND SUPPORT

1) CORE COMMITMENTS AND LINKAGES

The program would be designed to fit the priorities of each participating country and to address additional priorities identified at regional level. This linkages would be achieved through a consultation and consensus building process which has already begun and shows strong willingness for participation among countries, GEF Agencies and regional organizations. A concerted effort would be made to ensure that country investments are linked to other on-going initiatives in each countries and in the region. For example, interventions to be supported under the program would build on the strategies and frameworks established through Enabling Activities and support the Pacific Plan and Micronesia Challenge mentioned above.

At the regional level, there is a willingness for improving coordination of GEF support and as part of the partnership framework, a high level Advisory Body would be created, comprising representatives of the countries, key regional organizations, universities and research institutes as well as the GEF Secretariat. A working level coordinating body would also be created to ensure effective project management and delivery. The program is consistent with the World Bank's Regional Strategy for the Pacific, which was prepared in 2006 through a consultative process with stakeholders, and with individual country strategies for PNG and Timor Leste.

2) CONSULTATION, COORDINATION AND COLLABORATION BETWEEN AND AMONG IMPLEMENTING AGENCIES, EXECUTING AGENCIES, AND THE GEF SECRETARIAT, IF APPROPRIATE.

The partnership program, by its nature, provides a framework for consultation, coordination and collaboration among the GEF Secretariat, GEF Agencies, as well as country and regional government and non government organizations. This would begin during preparation through the creation of an inter-agency working group that, under the leadership of the World Bank, would coordinate the development of the program. The Working Group would meet periodically and take decisions at critical points during project preparation. For program implementation, a key feature of the partnership framework would be the coordination structure which would be the mechanism for ensuring full collaboration and cooperation among the partners.

3) IMPLEMENTATION/EXECUTION ARRANGEMENTS

Capacity constraints, nationally, regionally attest to the need for adopting a staggered/phased approach to program implementation to optimize outcomes. This is especially so, given that startup of a project depends on both the national capacity and readiness of a country to implement the project. Improved outcomes will also be achieved by fostering synergies between projects through the phased approach. Participation of the GEF Agencies in the program would be guided by the operational framework discussed above in the description of the program. Other institutional changes of relevance to implementing GEF-PAS are:

- significantly strengthen collaboration and coordination by merging all of the Pacific region's technical agencies other than the Pacific Island Forum into one secretariat under the governance of the existing Pacific Community; and
- locating a GEF Sec representative at the South Pacific Regional Environment Program (SPREP)

As indicated, GEF-PAS brings together the GEF Secretariat, the GEF Agencies, relevant EAs and the regional organizations (both governmental and non-governmental), to define and deliver an investment program that assists PICs to promote sustainable development, while also delivering global environmental benefits. This would be achieved through projects that are implemented nationally and regionally, as appropriate. The only addition to existing and planned institutional arrangements is establishment of a high level advisory board that would provide strategic and tactical guidance to both the GEF representative in the Pacific and, collectively, to the member organizations of the Partnership. Importantly, the advisory board would add value to GEF operations in the Pacific without adding an additional administrative layer between the GEF and the countries.

PART II - PROJECT PREPARATION GRANT (PPG)

A - JUSTIFICATION

The PPG would be an important first step in engaging the partners - countries and Agencies - in the development of this program. The activities to be financed are essential for the design of the proposed program and for translating the vision in to actions on the ground. Moreover, PPG would leverage co-financing needed to cover fully the cost of the preparation activities.

B – DESCRIPTION OF PROPOSED PREPARATION ACTIVITIES

The PPG would be used to finance in-country consultations and preparatory work. It would be executed by the Bank in coordination with the other GEF Agencies.

Activity 1.1: In country consultations, assessment of priorities and gaps at regional, sub-regional and national levels (linked to Focal Area strategic priorities and cross cutting issues). The purpose of this activity would be to prepare a list of country and regional priorities as a basis for determining the strategic investment program to be financed at county and regional levels. Teams would undertake consultations with the main stakeholders in each country to build consensus for the program and agree on the priorities that could be financed under the program. In some instances, detailed information is already available from recent priority setting exercises, including national and regional plans, etc. This activity, therefore, would reconfirm, update and/or revise as necessary these proposals to ensure that they represent the country priorities and are aligned with GEF's priorities, reduce duplication, and increase potential impact on the ground. Similar consultations would be undertaken at regional and sub-regional levels to finalize relevant priorities, with consultations focusing on the role of regional organizations.

Activity 1.2: Operational framework and management arrangements for the program. This would include developing detailed operational guidelines, design of a project cycle for future financing of investment projects under the program, management responsibilities and locus of decision making between regional and country level management units, and links to existing regional structures. It would also include identification of opportunities for cross cutting capacity building and institutional strengthening, including strengthened early warning systems and mapping.

On completion of Activity 1.1 above individual GEF agencies would take the lead in developing funding proposals. These would be developed on a thematic or geographic basis.

Activity 2.1: Environmental and social safeguards analyses. These would be carried out at the country level. For environmental concerns, the grant would focus on preparing a guidance framework for country specific Strategic Environmental Analysis for all participating PICs. In addition, where the activities are fully identified, a guidance framework for environmental impact assessment (EIA) would be prepared.

Social assessments would use participatory techniques to determine the interests and concerns of prospective stakeholders and to understand the possible social and cultural impact of the project. The PPG would support the preparation of plans to address the concerns of the stakeholders during project implementation. As it is unlikely that the sites of all projects to be implemented would have been identified at the time the program is launched, the PPG would also support the development of guidelines for preparing social assessments and stakeholder consultation plans to be implemented under the program.

It is important that the environmental and social safeguards are given priority during preparation, particularly in view of the the fragility of some of the islands and the potential of incompatible solutions causing more harm than good.

Activity 3.1: Development of the communications architecture for the program, including a public awareness program. This is needed to ensure continued involvement of key stakeholders in the program and enable the participating countries and entities to learn from the lessons as they emerge. Moreover, sharing of information would inform policy and decision making as well as advance mainstreaming. During preparation, this activity would also contribute to consolidating the partnership.

Activity 4.1: Preparation of the M&E Framework and Knowledge Management Plan. An M&E framework would be designed and developed to cover the program as well as specific regional and country level initiatives. A knowledge management plan would also be designed and developed in close linkage with the partnership framework.

Activity 4.2: Preparation of M&E guidelines and an operational manual for the project activities proposed to be carried out at the country level that would enable the collection of data required not only to monitor and evaluate the in-country results of the activities on the ground but also the overall program. Most important in this regard will be the development of the baseline indicators against which progress would be measured. The indicators to be developed would be appropriate for use in measuring results based achievements.

Activity 4.3: Several workshops at the country level and one each at the sub-regional and regional levels to discuss the project proposals, encourage face to face discussion of the project between the countries, GEF Agencies and any donors who are participating in the program.

C – OUTPUTS FROM PREPARATION ACTIVITIES

Output 1.1: An investment matrix (activities to be financed under the program) by country in which the priority activities, by focal areas is presented. The matrix should also contain information on the broad expected benefits and impacts of these activities - if implemented; barriers and bottlenecks to be addressed (including institutional, policy, social, etc.); linkages to existing national and regional frameworks; relevant good practices that could be replicated; state whether the proposed can be linked to global and,

national benefits and how - and if they don't, a justification for their importance. These outputs would be consolidated and presented at the Regional Workshop to be held in September 2007. A similar investment matrix would also be prepared for sub-regional and regional activities.

Deliverable: Investment matrix for each country, by theme to be addressed; as well as actions to be taken at the sub-regional/regional level to enhance sustainability.

Based on the matrix, and following discussions of the countries at the September workshop and the inter-agency working group, the matrix would be updated to include the agencies that would be working with the countries on the various topics. GEF Agencies would be selected based on the agreed criteria for participation in the program, as previously outlined.

Output 1.2: A second output from this phase would be a framework that sets criteria and guidelines for the qualification of investment projects to be proposed for financing under the program - and hence the rules of the game for accessing funding under the Strategic Investment Program.

On the basis of Outputs 1.1 and 1.2, GEF Agencies selected by countries will prepare individual PIFs to be included in the work program submission, and PPG requests, for each country and sub-regional/regional thematic activity, including cross cutting capacity building or institutional strengthening measures, and overview description of how these projects contribute to overall program objectives. To ensure country-drivenness, these proposals would be prepared based on the country level consultation outputs and in close consultation with the countries.

Output 1.3. Management and Operational framework which would describe the operational arrangements for the program at regional and country levels, institutional relationships and management responsibilities at different levels, project cycle for future investments, etc.

Deliverable: Operations manual for the program that includes management guidelines.

Output 2.1. Safeguards documents outlining the issues and mitigation measures. Social assessments outlining who the stakeholders are.

Deliverables: Safeguards documents for disclosure in the countries and Info Shop; Social assessment frameworks for the most part, and detailed assessments where adequate data exists; Strategic Environmental Framework to guide the process and an EIA per country where there is sufficient detail of the activities to be implemented.

Output 3.1 A knowledge management and communications plan to ensure efficient and effective dissemination of relevant messages, experiences and lessons on an on-going basis to relevant stakeholders in the region.

Deliverable: Working paper describing plan for Knowledge management and communications arrangement.

Output 4: An M&E framework for the overall program and guidelines for preparing M&E systems for individual investment projects.

Deliverable: Detailed M&E Plan

The project document presented to the Council at work program would contain the PIFs for sub-projects that have already been identified, while for those not yet identified, the work program document would establish a timeline within which the PIFs would be presented for review by the Secretariat and approved by the CEO.

The budget estimates below on co-financing are only indicative as detailed discussions with other potential donors have not yet started.

D – IMPLEMENTATION PLAN FOR PREPARATION ACTIVITIES (expand tables as necessary)

Activities	Duration of PPG (in months)				
	PPG-Months				
	2	4	6	8	10
Project preparation 12 months	x	X	X	x	x

E – BUDGET

a) **Total Project Preparation Budget** (no IA/ExA staff cost to be funded out of PPGs)

Activities	Co-financing (\$)	GEF (\$)	Total (\$)
1. Country and regional priorities	50,000	150,000	240,000
3. Preparation of safeguards framework documents (cofinancing); preparation of social assessments or guidelines (depending on level of info available)	180,000		180,000
4. Preparing organizational and management framework at regional and country levels	50,000	75,000	125,000
5. Prepare communications plan and dissemination of information on the project	25,000	30,000	55,000
6. M&E Plan for the program (overall and country requirements)	35,000	45,000	80,000
7. Advisory Boards		25,000	25,000
8. Regional Meeting (December 07)		50,000	50,000
9. Maps and early warning system	100,000		100,000
Total PDF budget/cost	440,000	375,000	815,000

* This item is the aggregate cost of project management; breakdown of the aggregate amount should be presented in the table in b) below:

b) **PREPARATION MANAGEMENT BUDGET/COST**²

Component	Estimated Staff weeks	GEF(\$)	Other Sources (\$)	Project Total (\$)
Personnel*				
Local consultants*				
International consultants*				
Training				
Office equipment				
Travel				
Miscellaneous				
Total				

* Local and international consultants in this table are those who are hired for functions related to the management of project. For those consultants who are hired to do a special task, they would be referred to as consultants providing technical assistance. For these consultants, please provide details of their services in c) below:

The PPG would be managed by the Bank and not incur any additional costs.

c) **CONSULTANTS WORKING ON TECHNICAL ASSISTANCE COMPONENTS:**

Component	Estimated Staff Weeks	GEF(\$)	Other Sources (\$)	Project Total (\$)
Personnel				
Local consultants	180	150,000	150,000	300,000
International consultants	100	195,000	140,000	335,000
Total	460	345,000	290,000	635,000

d) **DETAILED PPG CO-FINANCING** (as part of total budget)

Co-financing Sources for Project Preparation Grant (PPG)				
Name of Co-financier (source)	Classification	Type	Amount	
			Confirmed (\$)	Unconfirmed (\$)
IBRD managed TFs	Impl. Agency	in cash		290,000
PIC Governments	National Government	in kind		150,000
	(select)	(select)		
	(select)	(select)		
	(select)	(select)		
	(select)	(select)		
	(select)	(select)		
Subtotal co-financing				440,000

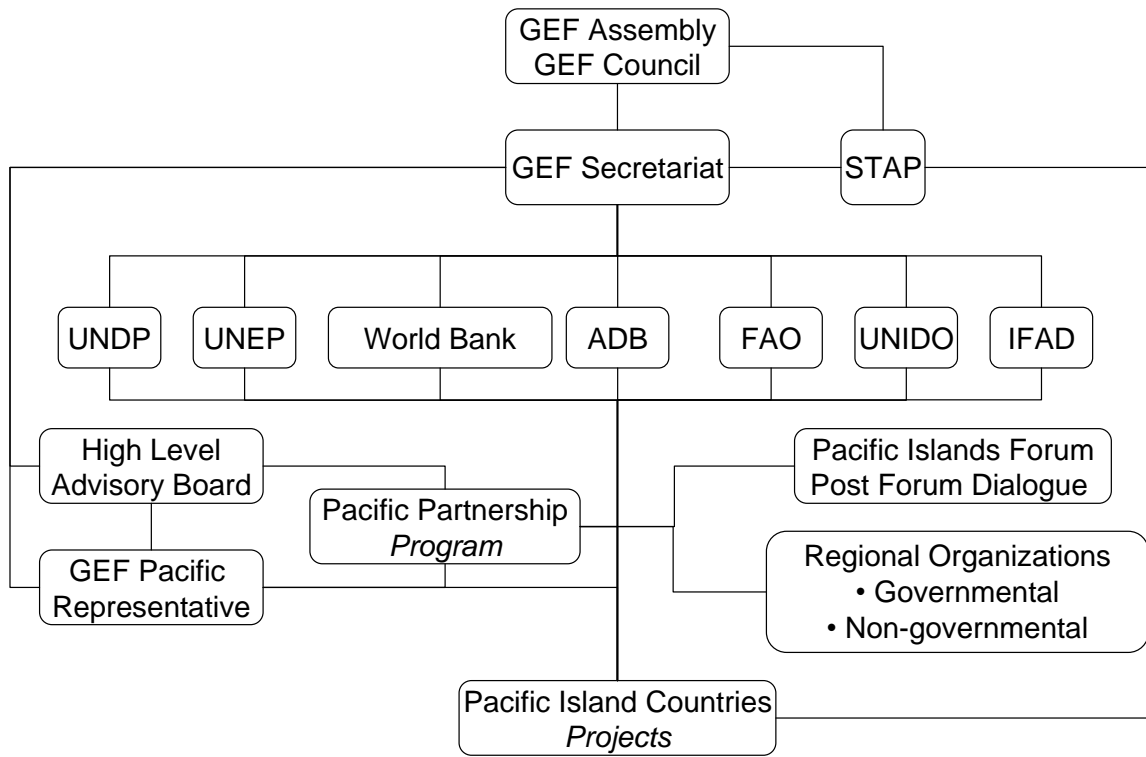
F – RESPONSE TO REVIEWS

1) Convention Secretariat

2) Other Implementing Agencies/Executing Agencies

² For all consultants hired to manage project or provide technical assistance, please attach a description in terms of their staff weeks, roles and functions in the project, and their position titles in the organization, such as project officer, supervisor, assistants or secretaries.

Figure 1: Operational Framework for GEF-PAS



REGIONAL STRATEGY	INVESTMENT RISKS	RISK MANAGEMENT STRATEGIES	POTENTIAL FOR LONG-TERM SUCCESS
CLIMATE CHANGE			
Renewable Energy	Small & immature market, with major uptake constraints; maintenance and other challenges to long-term sustainability	Apply lessons learned and success factors from enabling and pilot projects; maximize local participation and ownership	Moderate
Energy Efficiency	Lack of experience; low awareness of successful investment opportunities; small size of projects limit co-financing opportunities	Develop strong businesses case for each investment; draw on relevant experience from inside and outside the region; maximize local participation & ownership	Moderate
Adaptation - PACC	Difficult to climate proof components due to interactions within and between systems and sectors; technical requirements to ensure investment success not well understood, due to uncertainties and other factors	Adopt a sector and systems approach to adaptation as well as a rigorous risk-based approach	Moderate - High
Adaptation – NAPA plus RMI	As above	As above	As above
Enabling Activities	Few significant risks due to robust assessments of capacities and needs; need to adopt long-term and comprehensive approach to capacity building; challenge to retain experienced and skilled personnel	Apply lessons learned and success factors from other enabling activity projects; ensure that trained and aware personnel are recognized for their efforts and encouraged to follow appropriate career paths	High
BIODIVERSITY			
Invasive Species	Challenge to make significant impacts as problem large relative to resources available – in terms of both prevention and remediation	Smart investments required – high relative returns; apply the many lessons learned and success factors from relevant national and regional projects; maximize local participation and ownership	Moderate - High
Protected Areas	Communities dependent on natural resources need to see tangible benefits from conservation efforts	Adopt a comprehensive approach that increases the sustainability of both the natural ecosystems and the communities which are dependent on them; maximize local participation and ownership; apply the many lessons learned and success factors from relevant national and regional projects	Moderate - High
Integrated	As for both invasive species and protected areas	As for both invasive species and protected areas	Moderate - High
Biosafety	Weaknesses in national policies and regulations regarding biotechnology and biosafety, and limited experience in the transfer, handling and use of LMOs; low status of biotechnology development; little existing technical capacity on biosafety issues including risk assessment and risk management; barriers to continuation of activities after the end of the GEF support	Exploit opportunities for cost-effective sharing of limited resources, and for coordination between biosafety frameworks.	Moderate
Enabling Activities	Few robust assessments of capacities and needs; need to adopt long-term and comprehensive approach to capacity building; challenge to retain experienced and skilled personnel	Apply lessons learned and success factors from other enabling activity projects; ensure that trained and aware personnel are recognized for their efforts and encouraged to follow appropriate career paths	Moderate
INTERNATIONAL WATERS			
Fisheries Management	Weak monitoring and enforcement of regulations and lack of trained staff for surveillance; previous projects have generally failed to build on past achievements and learn from past experiences, or to identify problem situations	Maximize local participation and ownership; apply the many lessons learned and success factors from relevant national and regional projects; adopt a comprehensive approach that ensures a strong enabling environment for	Moderate

REGIONAL STRATEGY	INVESTMENT RISKS	RISK MANAGEMENT STRATEGIES	POTENTIAL FOR LONG-TERM SUCCESS
	adequately, including their root causes; multiplicity of hierarchical institutional layers makes it essential to clearly define roles and responsibilities were defined clearly; previous investments suffered from low level of stakeholder involvement and the almost total absence of participation by the public, NGOs and the private sector; need to ensure projects involve civil society in a manner which will reflect local mores, culture and sensitivities	successful commercial investment in the offshore fishery	
Water and Waste Management	Challenge to make the substantial investments required to follow integrated sector- and system-wide approaches as called for in robust assessments of capacities and needs	Smart investments required – high relative returns; apply the many lessons learned and success factors from relevant national and regional projects; maximize local participation and ownership	Moderate - High
Enabling Activities	Few significant risks due to robust assessments of capacities and needs; challenge to retain experienced and skilled personnel	Adopt long-term and comprehensive approach to capacity building; ensure that trained and aware personnel are recognized for their efforts and encouraged to follow appropriate career paths	High
LAND MANAGEMENT			
Implement National Strategy	Weaknesses in prioritizing the need for investment in specific aspects of sustainable land management; technical requirements to ensure investment success not well understood, due to uncertainties and other factors; weaknesses in national policies and regulations regarding sustainable agriculture and other low impact land uses; lack of trained staff for surveillance, monitoring and enforcement;	Apply the many lessons learned and success factors from relevant national and regional projects; adopt a comprehensive approach that ensures a strong enabling environment for sustainable uses of land, including agriculture and forestry; maximize local participation and ownership	Moderate - High
Enabling Activities	Few significant risks due to robust assessments of capacities and needs; challenge to retain experienced and skilled personnel	Adopt long-term and comprehensive approach to capacity building; ensure that trained and aware personnel are recognized for their efforts and encouraged to follow appropriate career paths	High
PERSISTENT ORGANIC POLLUTANTS			
Chemicals Management	Challenge to address both immediate issues relating to compliance with the Stockholm Convention and the longer-term chemical management issues resulting from the requirements of the Basel and Rotterdam Conventions, the Strategic Approach to International Chemicals Management (SAICM), and any future inclusion of new chemicals under the Stockholm Convention; limited inventories and assessments of chemical importation, transport, storage, use and disposal;	Ensure that the lessons learned and the benefits obtained during the preparation and initial implementation of individual country National Implementation Plans (NIPs) on POPs are recognized and disseminated among all countries	Moderate - High
Enabling Activities	Lack of robust assessments of capacities and needs; challenge to retain experienced and skilled personnel; weaknesses in national policies and regulations regarding safe use, storage and disposal of chemicals	Adopt long-term and comprehensive approach to capacity building; ensure that trained and aware personnel are recognized for their efforts and encouraged to follow appropriate career paths	High

REGIONAL STRATEGY	INVESTMENT RISKS	RISK MANAGEMENT STRATEGIES	POTENTIAL FOR LONG-TERM SUCCESS
SMALL GRANTS PROGRAM			
Civil Society Engagement	Not all PICs participate in the SGP; overhead costs large and administrative procedures complex relative to the size of the grants; many investments have a large governmental component but grants are limited to NGOs and CBOs; adequacy of administrating organization; confusion over government or non-government control of the grant program; selection criteria not giving sufficient importance to links with existing national environmental action plans;	Apply the many lessons learned and success factors from other relevant countries implementing SGPs; increase awareness of program operational requirements, procedures and criteria; strengthen the administrating organization; simplify and streamline administrative procedures without reducing the quality of selection procedures and oversight of the grant program.	High
CAPACITY BUILDING			
Capacity Enhancement	Few significant risks due to robust assessments of capacities and needs; challenge to retain experienced and skilled personnel	Adopt long-term and comprehensive approach to capacity building; ensure that trained and aware personnel are recognized for their efforts and encouraged to follow appropriate career paths	High