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**GLOBAL ENVIRONMENTAL FACILITY (GEF)
EMENA ACTION PLAN**

Final Report

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ACRONYMS

AFTEN	Africa Region, Technical Department Environment Division
ASTEN	Asia Region, Technical Department Environment Division
CODGE	Central Operations Department, Global Environment Facility Coordination
EMENA	Europe, Middle East, and North Africa Region
EMTEN	EMENA Region, Technical Assistance Program
GETF	Global Environment Trust Fund
NGO	Non-government Organization
OLTF	Ozone Layer Trust Fund
PRE/ENV	Policy, Research and External Affairs/Environment
SDR	Special Drawing Rights
UNDP	United Nations Development Program
UNEP	United Nations Environment Program

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EXECUTIVE SUMMARY

1. The Global Environmental Facility (GEF) is an innovative, high-profile program which, as stated in the last G-7 communique, could become "the comprehensive funding mechanism to help the developing countries to meet their obligations under new environmental conventions". Initiated in July 1991 as a three-year pilot program, it has been established to fund projects offering global environmental benefits that would not otherwise be financed by the developing countries or the bilateral donors. Four types of environmental interventions may be funded: limiting emissions of greenhouse gases, protecting biodiversity, protecting international waterways and protecting the stratospheric ozone layer. Of the \$1.4 billion which has been pledged for the three-year pilot program, the World Bank expects to develop about \$800 million worth of investment projects that could serve as components of the Bank's conventional lending programs. The balance of \$600 million comprises the \$160 million allocated for the Ozone Layer Trust Fund, the GEF parallel financing of the U.S. (\$150 million) and Japanese (\$50 million) governments as well as the GEF allocation for UNEP and UNDP.

2. The GEF is taking on an increasingly high profile among its Participants and the global environmental community; its success has therefore become very important to the Bank leadership. Since its inception, the World Bank has aggressively pursued the development of the Facility through the establishment of a successful GEF administration, a professional and close collaboration with its partners, UNEP and UNDP, and the development of the first tranche of investment projects estimated at \$214 million with an estimated project pipeline of a further \$200 million. In less than a year, the World Bank has committed almost half of the planned contribution of \$ 800 million. This in itself is an accomplishment, and reflects the Bank's commitment to integrate global environment issues into its lending program.

3. There are many mutually reinforcing dimensions of GEF objectives and EMENA regional strategies. By obtaining GEF grant funding, our borrowers could justify their own investment which may not be economically viable while guaranteeing global environmental benefits. GEF concessional funding could also be used to facilitate project implementation in areas where innovative technologies and systems could be demonstrated to achieve global environmental benefits. Our environmental dialogue with the borrowers is enhanced by blending GEF resources with our conventional lending programs. GEF funds can serve as a catalyst for future Bank conventional lending, as in the GEF biodiversity project in Poland which led to a \$256 million Bank forestry project. In addition, the importance attached to energy efficiency in our regional portfolio matches the GEF objective of reducing greenhouse gases. International waters dominate the agenda in EMENA and GEF could provide the necessary resources to foster coordinated regional programs in the international waterways beyond the Mediterranean.

4. **EMENA has already identified and initiated several GEF projects, primarily in the areas of biodiversity and international waters. In the first tranche of the proposed GEF projects, EMENA presented three projects all in the biodiversity area totaling \$25 million. These projects represented 20% of the total GEF projects and 12% of total expenditures. The EMENA projects scheduled for presentation in the next Participants' meeting in November 1991, show a better balance among the four GEF components; namely the design of port disposal project in the Maghreb region which falls under the international water component and the coal-to-gas conversion project in Poland which falls under the limitation of greenhouse gas emissions. Although EMENA's past efforts have been successful in generating potential projects, they have relied heavily on work already performed for other programs such as the Mediterranean Environmental Technical Assistance Program (METAP). This store of readily identifiable projects has now been utilized, and future GEF projects will require greater innovation and effort.**

5. **The distinctive diversity of EMENA gives it an advantage over the other three regions of the Bank. EMENA can achieve a balanced GEF portfolio for limiting greenhouses gases and CFC emissions in Eastern Europe, Turkey and Pakistan, protecting the international sea and river waters in Europe and the Middle East and conserving the biodiversity in many countries of its region. The GEF should be the most important financing mechanism that will permit EMENA to make a difference in improving the global environment among its member countries. Global environmental issues in these countries are numerous and the real challenge will be to pursue a systematic approach to introduce innovative concepts, technologies and systems that could place global environment concerns at the center of our environmental agenda in the EMENA member countries. A failure on the part of EMENA to play its appropriate role in this high profile program may deny our borrowers, particularly those like Turkey, Pakistan and Egypt which have contributed funds to the GEF, a fair share of the program.**

6. **Numerous opportunities remain in EMENA for GEF project development. However, timely project identification requires a focused search for potential projects and the immediate mobilization of project development resources. To help establish the level of resources required, a preliminary analysis was conducted to estimate the potential for GEF project development opportunities in EMENA. The analysis considered the status of the Bank's dialogue with EMENA countries and the scope for interventions in each GEF component. The objective of this analysis is to establish priorities and develop an action plan both short and long term, that will commit the EMENA divisions in maximizing the use of the Facility in its conventional lending operations.**

7. **To help establish level resources required, project identification targets have been established that are consistent with EMENA's project potential. To maintain a GEF role consistent with its current role in overall Bank lending, the analysis showed that EMENA should aim to identify approximately 13 new GEF projects, with a total value of approximately \$175-200 million, by early 1992. These projects should focus on ways to: (a)**

limit greenhouse gases (e.g., energy conservation); (b) protect selected international waterways (e.g. the Red Sea, the Black Sea, the Danube, the Nile); and (c) on a limited scale, protect marine and arid lands ecology. This is consistent with the Participants' desire for the overall balance of GEF projects (40-50% in greenhouse gases), and with the opportunities presented in EMENA (especially in Eastern Europe, Turkey and Pakistan).

8. To quickly develop an EMENA portfolio of GEF projects, the following actions are recommended in the next three months:

- (a) Provide significant additional resources from the Global Environment Trust Fund to EMTEN, the CDs and TDs to identify GEF projects. Approximately 194 staff weeks of EMENA staff time and another 97 weeks of consultant time are needed in FY 92 to identify and begin developing the current and new GEF projects. EMTEN should receive one full-time staff member in addition to its current half-time staff to coordinate efforts and support the task managers. Promising areas for these teams to focus their initial investigations are suggested in the report.
- (b) Organize Project Identification Teams (PIT)¹ to lead identification efforts. Each of the four GEF component areas will have a team led by a technically competent staff member from the EMENA TDs. The team will assist Task Managers by conducting "brainstorming" sessions, assisting in project development, and performing regional and country analyses. A greenhouse gas abatement team should be established first because of its prominent role in EMENA.
- (c) Set up a GEF Coordination Group in EMENA. This will be chaired by EMTEN and include members from each of the Departments. It will provide administrative assistance to the task managers by serving as a forum for discussion of GEF practices and procedures, providing feedback to CODGE on EMENA concerns and suggestions, providing task managers with summaries of procedures, keeping lists of contacts and consultants, and maintaining periodic summaries of EMENA's GEF activities.
- (d) Conduct the first regional GEF reconnaissance mission to identify greenhouse gases and CFC emissions projects in the following priority

¹ These PITs would be merged with thematic networks which may be established under current proposals to strengthen overall coordination of environmental issues in EMENA.

countries; Pakistan, Turkey, Egypt, Poland and Czechoslovakia.

*** These PITs would be merged with any thematic network which may be established, subject to the proposal currently under review to strengthen the overall coordination of environmental issues in EMENA.**

EMENA ACTION PLAN FOR THE GLOBAL ENVIRONMENT FACILITY

I. BACKGROUND

A. Overview of the Global Environment Facility

1.01 The Global Environment Facility (GEF) was established in November 1990. This pilot program is intended to assist countries with a GDP per capita of less than \$4,000 with the implementation of programs and projects addressing environmental problems with a global or regional impact. The duration of the pilot program will be three years, starting July 1, 1991, and ending June 30, 1994. GEF resources will be concentrated on four specific environmental problem areas: (1) limiting the emissions of greenhouse gases, (2) protecting biological diversity, (3) protecting international waterways from pollution, and (4) protecting the earth's stratospheric ozone layer (as covered under the Montreal Protocol). As a pilot program, the GEF will demonstrate new technologies, techniques or approaches; promote scientific learning; identify and test potentially sustainable environmental activities; train local personnel and build local capabilities and institutions; and promote regional and global cooperation.

1.02 The Bank administers the GEF and develops investment projects with its borrowers, while the UNDP is responsible for training and technical assistance, and the UNEP has a scientific and advisory role. A 14-member Scientific and Technical Advisory Panel (STAP) has been convened by UNEP to give advice on a broad range of technical issues including the quality of technical and scientific review of individual projects, and the establishment of criteria for project selection.

1.03 The initial funding of the GEF is one billion SDR (approximately US \$1.38 billion). While no specific portion of these funds is allocated to the Bank, it is expected that approximately \$800 million in GEF projects will be developed by the Bank. The remainder of the funds comprise \$160 million for the Ozone Layer Protection Trust Fund, the \$150 million U.S. contribution that USAID will handle separately, \$50 million in Japanese loan funds, funds for cofinancing GEF projects, and funds for various administrative expenses. At present, the GEF has two separate trust funds, the Ozone Layer Protection Trust Fund and the Global Environmental Trust Fund (GETF). Other funds could be established under the GEF as additional international environmental agreements are consummated.

1.04 The GEF is intended to provide incremental funding for projects with a global or regional environmental benefit that would not be funded in the absence of the Facility. It is thus the "funder of last resort." Funds may be in the form of grants or concessional loans. It is expected that many of the GEF projects funded will be attached to conventional Bank

projects where the GEF increment will be used to make the project economically viable. GEF guidelines allow stand-alone projects to a limit of US \$10 million, and attached projects to a limit of US \$30 million. In addition, the Japanese have provided funds for concessional loans for project needs over \$30 million.

1.05 The GEF project portfolio has developed rapidly over the past year. Table I-1 summarizes the current geographical and component mix of GEF projects, as well as the status of these projects. Projects in the "first tranche" are those that have been reviewed by the Participants, i.e. the countries which have contributed to the GEF. "Pipeline" projects are those that have yet to be reviewed by the Participants, but that have been requested by a government, cleared for eligibility by the GEF Implementation Committee (which comprises the Bank, UNDP and UNEP), and passed the technical review panel. "Project concepts" are detailed proposals that have not yet passed these three milestones.

Table I-1: The Current GEF Project Portfolio

Regional Distribution	First Tranche		Project Pipeline				Total	
	No. of Projects	Cost (\$ million)	No. of Projects	Cost (\$ million)	No. of Projects	Cost (\$ million)	No. of Projects	Cost (\$ million)
First Tranche								
- LAC	2	60	0	0	0	0	2	60
- Asia	3	35.50	2	40	1	30	6	105.50
- EMENA	3	25	0	0	0	0	3	25
- Africa	3	20.20	1	3.50	0	0	4	23.70
Project Pipeline								
- LAC	1	8	1	10	0	0	2	18
- Asia	3	50	0	0	0	0	3	50
- EMENA	1	10	1	30	3	70	5	110
- Africa	2	22	0	0	0	0	2	22
Project Concepts								
- LAC	2	12	0	30	1	50	3	92
- Asia	1	10	4	143	1	3	6	156
- EMENA	0	0	0	0	0	0	0	0
- Africa	3	39	1	30	0	0	4	69

B. Status of EMENA GEF Projects

1.06 The first tranche of proposed GEF projects was presented to the Participants for review in May 1991, and totaled \$214 million. The EMENA region presented three projects totaling \$25 million in investment. These projects represented 20% of the total GEF projects and 12% of the total expenditures. The three EMENA projects were all in the biodiversity area, as were three quarters of all the GEF projects presented in May. This reflects, in part, the longer lead time required for projects in the other areas as well as the extensive pre-investment work conducted under the Mediterranean Environmental Technical Assistance Program (METAP) project, which EMENA subsequently built upon.

1.07 The project pipeline shows a better balance among the GEF components. The EMENA projects scheduled for presentation in the next tranche (November 1991) include a multi-country port waste disposal project (Algeria, Morocco, and Tunisia) that has been proposed under the Mediterranean Regional Seas Program, and a greenhouse gas project (a Polish coal-to-gas conversion project). In addition, the Lake Ichkeul biodiversity project may be presented in November, although this project is likely to be funded by German bilateral aid. Table I-2 summarizes the status of EMENA projects as of June, 1991.

Table I-2. EMENA GEF Projects

PROJECT	CD	TYPE ^{1/}	EMENA TASK-MANAGER	COMPONENT	GEF FUNDING (\$ Million)
First Tranche:					
1. Algeria: El Kala National Park	EM2	SA	Krafft/Arif	Biodiversity	12.0
2. Northern Africa: New World Screw Worm Eradication	EM2	SA	Lewis/Arif	Biodiversity	9.0
3. Poland: Forest Biodiversity	EM4	SA	Schumaker/Arif	Biodiversity	4.0
Pipeline:					
4. Tunisia: Lake Ichkeul ^{2/}	EM2	SA	Lewis/Arif	Biodiversity	10.0
5. Poland: Coal-to-Gas	EM4	A	Craig/Arif	Greenhouse	30.0
6. Multicountry: Port Waste Disposal (Algeria, Morocco, Tunisia)	EM2	SA	Maquet/Arif	Gas Int. Waters	70.0 ^{3/}
Concept:					
None ^{4/}					

^{1/} SA = Stand-Alone Project; A = Attached to Conventional Bank Project.

^{2/} This project may be dropped as a GEF project and instead funded by Germany.

^{3/} This amount is likely to be reduced to \$50 million.

^{4/} A Concept for a Turkish Solar Thermal GEF Project is unlikely to go forward.

C. The Challenge of GEF for EMENA

1.08 The GEF was initiated to assist developing countries with the implementation of projects which yield global environmental benefits. Such projects may be necessary for countries to comply with international environmental conventions. Therefore, the GEF not only helps to improve the global environment, but is an important service for member countries offered under the auspices of the Bank. EMENA therefore has an obligation to help countries in the region develop GEF proposals.

1.09 The GEF is taking on an increasingly high profile among member countries and the global environmental community. Although presently a pilot program, the GEF is likely to become an umbrella mechanism for a wide range of environmental financing options to be housed at the Bank. At its recent meeting the G-7 stated: "The GEF could become the comprehensive funding mechanism to help developing countries meet their obligations under new environmental conventions". The GEF represents a new challenge for EMENA, not only to identify projects for funds presently available, but to do so in a manner which lays a firm foundation for the continued development of projects and the expansion into new environmental areas.

1.10 The GEF represents an innovative approach to tackling environmental problems which relies on international cooperation. A wide range of countries have contributed to the program, including the EMENA countries of Pakistan, Turkey and Egypt. The success of this program and others in the future which may also rely on this type of cooperation, will depend in part on whether contributing countries see the benefits of participation. It is up to EMENA to ensure that the benefits of participation are realized by the countries in that region, particularly those which have contributed.

1.11 The effort to identify and implement GEF projects must be balanced with the other obligations of EMENA. However, the GEF can complement and strengthen the Bank's conventional lending program. Although the GEF targets global environmental problems, it can serve as a catalyst for conventional Bank lending. For instance, the \$4 million Poland Forest Biodiversity project has led directly to a \$256 million conventional Bank loan. In India, the GEF funding has been an important addition to a conventional Bank loan for alternative energy technologies, allowing the Bank to move in new areas of lending and respond to long-standing requests by the Government of India for alternative energy development.

1.12 In spite of GEF's importance, EMENA is falling seriously behind the other Bank regions in its ability to generate GEF proposals. Although EMENA's pipeline is comparable to the other regions, EMENA has no projects in the concept stage, versus six for Asia, four for Africa and three for the LAC. More importantly, EMENA is not sufficiently mobilized to generate new projects. EMENA has only half a position devoted to the GEF compared to three for ASTEN and two and a half for AFTEN for FY 92. The EMENA region represents

20% of the total GNP of Bank-assisted countries and 21.3% of Bank lending commitments (with the rapid acceleration of the Bank's lending program in Eastern Europe, this percentage is likely to increase). Consequently, EMENA can be expected to utilize at least a fifth to a fourth of the available GEF funds, or \$160-200 million. An analysis of GEF project potential in EMENA presented in Annex 1 suggests that this is a reasonable target given the project opportunities throughout the region. However, without immediate action, it does not appear as though EMENA will achieve this goal.

1.13 EMENA has very little time left in which to identify projects for GEF funding. EMENA is scheduled to meet with the UNDP in August to review its biodiversity projects, and it is expected that nearly all such projects will be identified by the Participants' meeting in December. Virtually all other projects must be identified in time for the Participants' meeting in May, 1992. Thus, EMENA has no more than ten months in which to complete its project identification. In addition, some countries which have contributed funds to the GEF, most notably Turkey, Egypt and Pakistan, have no projects identified yet.

1.14 The challenge for EMENA now is to immediately mobilize to identify projects. This means increasing manpower resources quickly, organizing internally, developing a clear plan of action, and, most importantly, conveying the importance of GEF from top management. Other issues must also be addressed during the process of project identification including achieving a geographic balance among recipients, maintaining a balance among components, increasing the level of local participation, and improving the level of awareness and operational effectiveness of GEF within EMENA. These and other issues are addressed in the following sections.

II. MEETING THE CHALLENGES OF THE GEF IN EMENA

A. Potential and Priorities

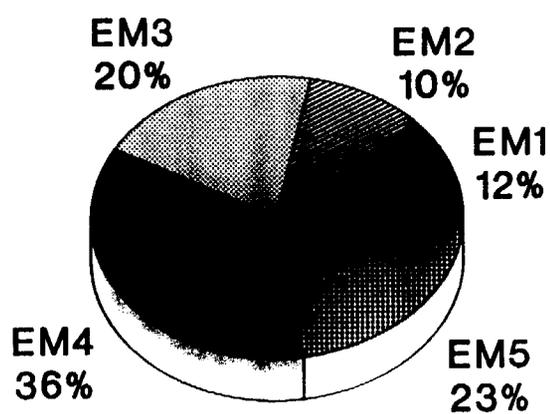
2.01 A preliminary analysis was conducted to estimate the potential for GEF project development opportunities within EMENA. The analysis considered the number of Bank projects currently being prepared, the status of the Bank's dialogue with EMENA countries, the component and subcomponent areas, and specific circumstances in each country. For each component, certain physical parameters were also examined, for example, a country's relative contribution to total regional greenhouse gases or CFCs (see Figure II-1). The results of this analysis are presented in Table II-1 and in more detail in Annex 1, Tables 2, 3, and 4. The conclusion from this preliminary analysis is that there are enough potential projects within the region that EMENA should be able to utilize about 20% of available GEF funds.

2.02 The most critical problem EMENA now faces in realizing this potential is the limited time it has in which to identify new projects. Assuming a typical project cycle for Bank projects of approximately two years, EMENA will need to have nearly all of its new projects identified by May 1992 if the projects are to receive approval before the end of the pilot program. All of the biodiversity projects must be identified by September 1991 in order to be submitted for review and approval by the Implementation Committee. As a result of these short deadlines, EMENA must mobilize immediately to identify new projects in order to fill its pipeline.

2.03 It will be important for EMENA to establish priorities if it is to fill the project pipeline quickly. Although there are no formal guidelines for apportioning GEF funds among the four components, the GEF Participants have indicated that they would like to see approximately 50% of the Bank's GEF funds allocated to limiting the emission of greenhouse gases. Given that EMENA's first tranche proposals were all in the biodiversity component and that there are proposals for a single greenhouse gas project and an international waterways project in the pipeline, there is a pressing need to develop additional greenhouse gas projects if EMENA to achieve the desired component balance. Annex 1 indicates that at least 60% of EMENA's new GEF project funding should be in the greenhouse gas area if it wishes this area to represent 50% of its GEF portfolio.

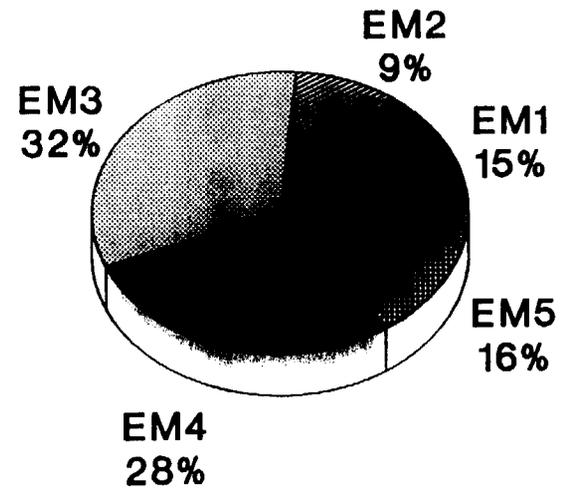
2.04 It will also be important to establish geographic priorities in order to achieve an equitable distribution of projects among countries. Until now, EMENA's GEF projects have concentrated in North Africa (EM2) and Poland (EM4) (see Table I-2). In addition,

Figure II-1 Distribution of GHG Emissions and CFC Additions in EMENA



GHG Emissions

EMENA total: 489 million t
carbon heating equivalents



CFC Additions

EMENA total: 32,100 t
net CFC additions

Source: World Resources Institute;
Percentages refer to portion of EMENA
totals estimated for 1988.

three countries that have contributed funds to the GEF -- Turkey, Pakistan and Egypt -- have no projects identified to date. These three countries in particular should receive priority.

2.05 **Recommendations:** Given current deadlines and the need for balance among projects both geographically and across components, EMENA should: (1) Immediately concentrate on identifying three to five biodiversity projects in order to meet the September deadline. Project concepts should focus on coastal zone ecosystems and arid lands, as these areas are deficient in the global portfolio. Project size should be in the \$3-5 million range. (2) The bulk of EMENA's efforts should be focused on identifying projects that limit greenhouse gases (GHG). EM4 and EM5, in particular, should make GHG projects their top priority (see Figure I-1). (3) Immediate attention should be given to Pakistan, Turkey and Egypt to assure that an innovative project is proposed for each of these countries. Table II-1 summarizes the above recommendations for priority areas for future GEF project investigation.

B. Setting Objectives

2.06 Although there are no formal guidelines on either the number or type of projects EMENA should develop, informal discussions with Task Managers, CODGE and others indicate that EMENA should plan on having approximately \$160-200 million in approved GEF projects by June 30, 1994. Based on reasonable assumptions regarding the attrition rate of projects during the review process, the average project size, and the potential for project development (see Annex 1), it is estimated that EMENA will need to identify approximately 13 projects requiring \$175-200 million in GEF funds, in addition to the five projects (\$125 million) already identified. Thus, EMENA could set a reasonable objective for a total portfolio of about 18 projects with a value of \$275-350 million in GEF funds. Table II-2 summarizes targets for EMENA for the number and type of projects yet to be identified and for its total GEF portfolio. These targets are only indicative of the level of effort required for EMENA to realize the potential offered by the GEF. The actual number, size and mix of projects developed in EMENA will depend in part on a number of factors outside the control of the Bank. In any case, the desire to generate a full project pipeline does not diminish the need to maintain the quality of projects brought forward.

	OLTF	GEF Ozone	CFC Abatement	Abatement	Biodiversity	Waters
EM1 Afghanistan Pakistan Turkey	x		Remarks: None eligible for funding under GEF ozone component. Turkey may receive assistance to shift to CFC alternatives for refrigeration under OLTF.	Remarks: No projects identified. Pakistan & Turkey are major GHG contributors, are active with the Bank, and offer potential for all GHG interventions.	Remarks: No projects identified. Natural woodlands, mangroves, & certain species under increasing pressure in area.	Remarks: No projects identified. Black Sea & Sea of Marmara could be candidates.
EM2 Algeria Libya Malta* Morocco Portugal* Tunisia		x x x	Remarks: None eligible for funding under GEF ozone component, although some are eligible for assistance under OLTF. CFC country program underway in Tunisia.	Remarks: No projects identified. Good prospects for solar energy.	Current & Prospective Projects: Algeria - El Kala Nat'l. Park Maghreb - Screw Worm Eradication Tunisia - Lake Ichkuel (may be funded by Germany)	Current & Prospective Projects: Interegional - Port Waste Disposal (includes Algeria, Tunisia, and Morocco)
EM3 Bahrain* Egypt, Iran Iraq Jordan Kuwait* Lebanon Qatar*, Oman Saudi Arabia* Syria UAE* Yemen	x x x x x x		Remarks: These countries account for 32% of EMENA's CFC additions. The major contributors, Iran and Egypt, are eligible for assistance under OLTF. Egypt is developing a CFC country program and will receive funds for reduction of CFC use in refrigeration industry. A CFC assessment is also underway in Jordan.	Remarks: No projects identified. Good prospects for solar energy. Iran eligible for all GHG interventions in EMENA. Egypt has a CFC assessment underway and will receive funds for reduction of CFC use in refrigeration industry.	Remarks: No projects identified. Good prospects for solar energy. Iran eligible for all GHG interventions in EMENA. Egypt has a CFC assessment underway and will receive funds for reduction of CFC use in refrigeration industry.	Remarks: No projects identified. Good prospects for solar energy. Iran eligible for all GHG interventions in EMENA. Egypt has a CFC assessment underway and will receive funds for reduction of CFC use in refrigeration industry.
EM4 Czechoslovakia Hungary Poland		x x x	Remarks: Poland alone accounts for 17% of EMENA's CFC additions. The three countries are eligible for assistance under GEF. CFC assessments should be carried out in all three countries.		Current & Prospective Projects: Poland - Forest Biodiversity	Remarks: No projects identified. Baltic Sea could be candidates.
EM5 Bulgaria Cyprus* Romania Yugoslavia	x		Remarks: None eligible for funding under GEF ozone component. Yugoslavia will receive OLTF assistance for developing a CFC country program.		Remarks: No projects identified. Preservation of natural forests and Danube delta may be candidates.	Remarks: No projects identified. Danube River, Black Sea & Sea of Marmara may be candidates.
Number of Potential Projects			1 - 2	4 - 6	3 - 6	2 - 6

First priority for further investigation
OLTF: Ozone Layer Trust Fund (Montreal Protocol)

Secondary priority

* denotes country with per capita GNP of greater than \$4,000

Table II-2. Illustrative EMENA GEF Project Portfolio

GEF COMMITMENT	TOTAL PROJECTS		PROJECTS TO BE IDENTIFIED		PROJECTS TO BE IDENTIFIED	
	#	Value (\$ Million)	#	Value (\$ Million)	#	Value (\$ Million)
Greenhouse Gas	7	150-180	1	30		
International Waters	3	80-120	1	50-70	6	120-150
Biodiversity*	6	30-40	3	25	2	30-50
Ozone**	2	10-20	0	0	3	5-15
					2	10-20
TOTAL	18	\$275-350	5	\$105-125	13	\$175-200

* This assumes that the Lake Ichkeul project will not be funded by the GEF.

** This includes only ozone preservation projects not funded under the Montreal Protocol Ozone Layer Protection Trust Fund.

C. Requirements for EMENA to Achieve Objectives

2.07 Increase Staff and Consultant Resources. The most immediate need for EMENA to meet the above objectives for the GEF is to apply additional staff and consultant resources to project identification. EMENA is currently spending significantly fewer resources on GEF project development than other regions, especially Asia and Africa. For FY92, EMENA requested 77 staff-weeks (sw) of EMENA staff time and 20 sw of consultants; of the 77 sw, 25 are for EMTEN. ASTEN is devoting approximately 150 sw of staff and consultant time to GEF in FY92, while AFTEN requested approximately 125 sw. In addition, AFTEN and ASTEN receive significant assistance from environmental coordinators in the country divisions who coordinate GEF efforts. EMENA has no comparable system.

2.08 EMENA Task Managers indicated that the average Task Manager was fully booked on conventional Bank projects, and simply did not have the time to provide to GEF activities. Indeed, EMENA had used only 3.5% of its administrative budget for GEF by May 30, 1991, whereas Africa had used 73.6%, Asia 20.7% and LAC 28.4%. Thus, even though EMENA allocated fewer resources for the GEF than other regions, it is not using even these.

2.09 Preliminary estimates of the total level of effort required (summarized in Annex 4) for identifying an additional 13 projects in the next ten months and continuing the development of existing projects indicate EMENA will require approximately 194 sw of EMENA staff time and 97 sw of consultant time in FY92. Of this, approximately 104 sw are needed by EMTEN staff. These estimates of the level of effort needed to identify and develop a GEF project are significantly higher than EMENA has experienced for its current GEF proposals because new projects will not benefit from the extensive analysis already performed, as was done by the METAP program.

2.10 Recommendation: EMTEN should immediately increase project development resources from the Global Environment Trust Fund (GETF) to the equivalent of no less 104 sw of EMTEN staff time and 97 sw of consultants' time. In addition, 90 sw of other EMENA staff and 111 sw of consultants should be provided for FY92.

2.11 Increase Awareness of the GEF. If EMENA is to achieve the objectives suggested above, the level of awareness among its regional staff and staff at the country level will have to be increased. At the present time, awareness of the GEF is rather limited, particularly at the country level, but also within the Bank's regional staff. More broadly, the GEF does not appear to have achieved a level of prominence within EMENA commensurate with its importance. The recent effort to build a GEF project pipeline within a few short months required an ad hoc focus on certain target countries and previously identified opportunities. This effort resulted in a portfolio that was not balanced between countries or components. A more systematic process is needed for Task Managers and others to exchange information on GEF, discuss potential projects, and broaden the awareness of GEF within EMENA.

2.12 Recommendations: (1) EMENA management must quickly and clearly express the importance of GEF to EMENA staff and lay out clear objectives and a plan of action. (2) A mechanism should be established to serve as a forum within EMENA where Task Managers and others can voice GEF-related issues and concerns, and to provide a channel for information about the GEF to Task Managers.

2.13 There is also an apparent need to explain the objectives and operational procedures of the GEF to the member countries. The project proposals they have submitted until now were often research proposals and lacked an operational focus. This is principally due to a lack of institutional and operational experience in identifying, preparing and managing GEF grant projects. All GEF projects within the first tranche were identified and prepared by Bank staff. Only one project proposed for the second tranche has been prepared with assistance from the member government, and that was principally due to the METAP program's assistance.

2.14 Recommendation: As part of their upcoming GEF reconnaissance missions, Task Managers should provide information on GEF objectives and procedures to the member countries. Presentations may be given to stimulate generation and discussion of potential

projects. Establishment of a project management unit at a member country's environmental agency could be considered for strengthening the capability of these countries to design and implement their GEF portfolio.

2.15 Improve Incentives for Task Managers. Existing incentives for task managers to participate in the GEF pilot program will also have to be improved if EMENA is to generate the suggested number of projects within the tight timeframe. The GEF offers attractive grant and concessional loan financing, which can make proposed Bank projects much more attractive and can serve as an entree to government ministries for the development of much larger efforts (as is resulting from the Poland GEF biodiversity project, where a \$4 million GEF project led to a \$256 million conventional Bank lending project). However, these advantages do not appear to be widely appreciated, and may not offset the perception of problems in dealing with the GEF program and its various constraints and procedures.

2.16 Recommendation: A formal incentive system should be created for Task Managers to participate in the GEF. It should also be made clear that additional resources are available to Task Managers for the preparation of GEF proposals, so that Task Managers can realize the advantages of GEF without undue administrative burdens. The incentive system should be reinforced with a clear signal from EMENA management of the importance of GEF.

2.17 Clarify Operational Guidelines. Interviews with Task Managers indicated that there was a lack of understanding of the GEF operational guidelines. This is particularly serious given the shortage of time to identify projects. Part of the problem is due to the fact that some of these guidelines are only now being established, e.g., the STAP criteria for project selection were only released on July 17, 1991. Another problem is that the *GEF Operations Source Book* is too lengthy for most busy Task Managers to read and has not been widely disseminated.

2.18 Recommendations: (1) A brief Project Development Summary should be prepared immediately for use by EMENA Task Managers. The document should present an annotated project cycle for GEF, relevant Bank and EMENA contacts, and other basic information regarding the implementation of GEF in EMENA. (2) The *Source Book* should be more widely disseminated.

III. EMENA GEF ACTION PLAN

3.01 This section focuses on the actions EMENA should take by October 1991 to quickly increase its pipeline of GEF projects and meet the challenges discussed in the preceding sections. Other actions EMENA should consider in the mid term (by the end of FY92) and long term (by June 30, 1994) are briefly outlined here and will be developed in more detail as the GEF and EMENA's roles evolve.

3.02 This plan is based on extensive discussions with Bank staff, both within and outside EMENA. It aims to ensure that EMENA takes full advantage of GEF project opportunities and that its role in this important pilot program is commensurate with the region's role in conventional Bank lending activities.

3.03 Implementing this plan requires clearly defined responsibilities, effective coordination, and aggressive implementation. Strengthening EMENA's current capabilities will be particularly important, as will establishing a focal point in EMENA to energize the process and help Task Managers identify and develop innovative and replicable GEF projects. The key roles and responsibilities are summarized in Annex 2.

3.04 This action plan should be completed and approved as soon as possible because delays will jeopardize EMENA's ability to participate fully in the next GEF tranches.¹ A preliminary schedule is presented in Figure III-1. EMTEN should coordinate the review of the preliminary action plan by other EMENA divisions, and take their comments into account when completing the action plan. The action plan would then be submitted to the EMENA Vice President for approval by no later than mid-August.

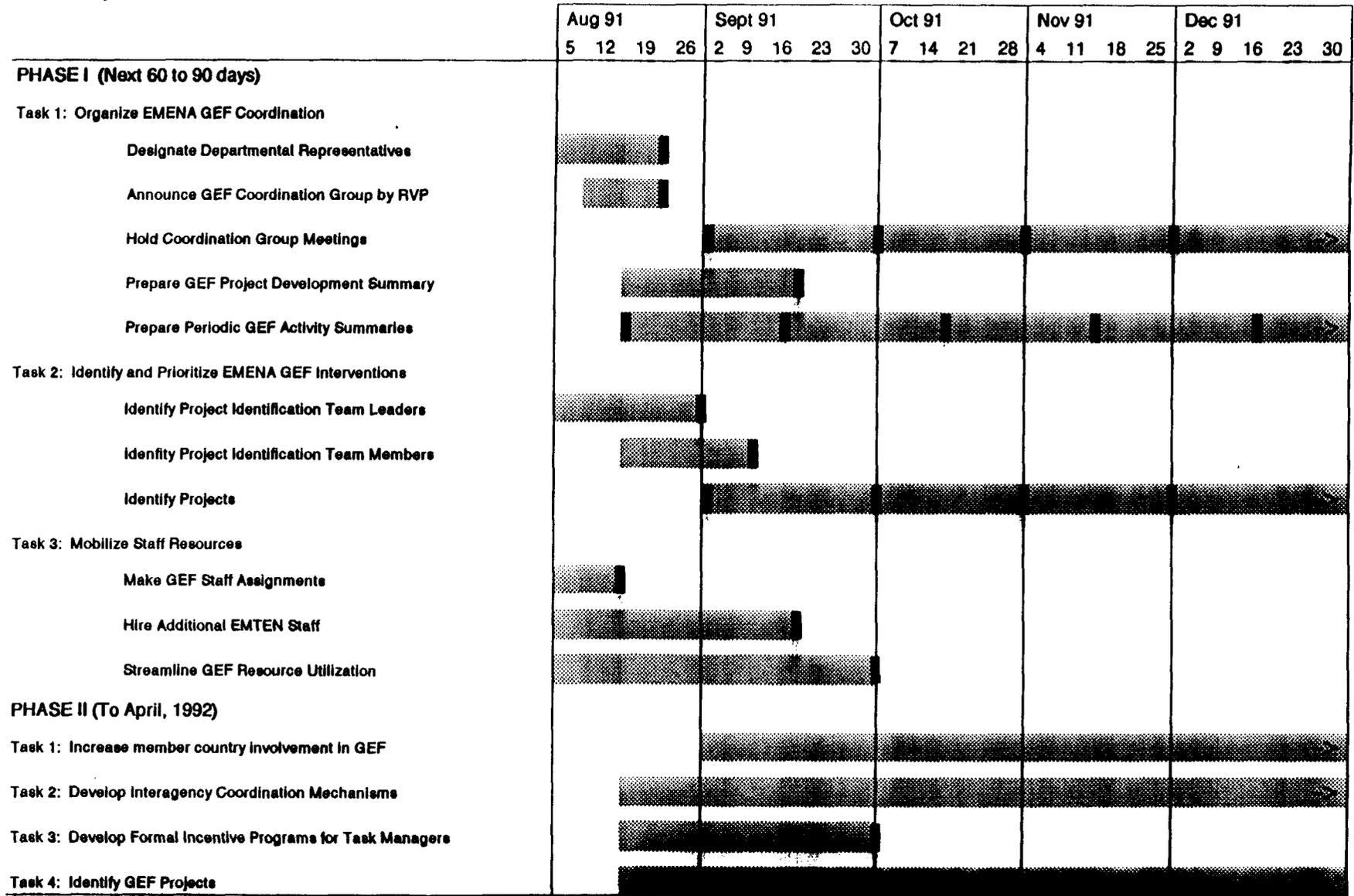
A. Phase I (Next 60 to 90 Days)

3.05 This preliminary EMENA action plan identifies three discrete tasks for immediate implementation:

3.06 **Task 1: Organize EMENA GEF Coordination Group.** A GEF Coordination Group should be established for the five EMENA divisions. It would be a quasi-formal forum within EMENA where Task Managers and others could raise GEF-related questions

¹ The next GEF Participants meetings are scheduled for November 1991 and May 1992. GEF projects must be submitted to the Chairman for review approximately five weeks prior to this meeting. As noted previously, it is anticipated that most GEF projects must be identified by the May 1992 meeting in order to be approved by the end of the GEF in June 1994.

Figure III-1
 EMENA GEF ACTION PLAN
 Preliminary Schedule



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and concerns and funnel Task Managers' concerns and suggestions to CODGE and EMTEN. It would also help Task Managers to access resources for project development. The functions of this group will be:

- (a) to inform EMENA staff about GEF procedures on a continuing basis and would assist them in resolving issues that may arise in the course of GEF project identification and preparation;
- (b) to disseminate information on the experience of other regions with GEF project implementation; and
- (c) to provide administrative assistance to Task Managers and EMENA Department Directors.

3.09 To facilitate communications and assist Task Managers, EMTEN will develop two documents: (i) a GEF Project Development Summary, and (ii) a periodic EMENA GEF Activity Summary.

3.10 The Project Development Summary will be a concise reference document tailored to the Task Managers' needs (see Annex 6 for a detailed outline). It will include:

- (a) Final EMENA GEF Action Plan (roles and responsibilities, tasks, and schedule);
- (b) Detailed Process Summary (including checklists of key steps);
- (c) GEF Contacts (EMENA, EMTEN, Network Participants, CODGE, PRE/ENV, REDs, TMs, UNDP/UNEP, multilateral assistance agencies, bilateral assistance agencies, non-government organizations, technical consultants (by specialty, including experience, references), and others; and
- (d) Sample Documents (e.g., IEPS) and suggestions for preparing projects.

3.11 The EMENA GEF Activity Summary will be a periodic report (initially, monthly) informing EMENA management of the status of GEF-related activities within each department in the region. The format would be similar to the monthly report now being prepared by CODGE, but with more details on the GEF activities of each EMENA department (see Annex 7 for a draft). Information would be collected by each department representative to the GEF Coordination Group and forwarded to EMTEN's GEF Coordinator, who would be responsible for preparing the monthly summary.

3.12 The Coordination Group could be part of a more general environmental coordination function if EMENA institutes such a function. Group representatives would

regularly attend division staff and country strategy meetings, and make presentations on the GEF. The Coordination Group would be chaired by the representative from EMTEN, which would also provide the necessary coordinating functions (e.g., call meetings, organize agenda, keep minutes). The creation of the GEF Coordination Group would be formally announced by EMENA's vice president through a memorandum issued to all EMENA staff no later than the end of August. During the early implementation phase of this action plan, the GEF Coordination Group would meet at least monthly.

3.13 Specific activities would include:

- (a) **Designate Departmental Representatives.** EMTEN will contact each EMENA department and have it designate a GEF Coordination Group representative to assist departmental Task Managers with all GEF activities. This will be done by mid-August.
- (b) **Announce GEF Coordination Group.** The RVP will send a memorandum to all EMENA staff announcing the formation of the GEF Coordination Group, its responsibilities, and its membership. This announcement will emphasize the Group's function to assist Task Managers in handling the administrative requirements of the GEF. The memorandum will be drafted by EMTEN and sent by the third week in August.
- (c) **Hold Coordination Group Meetings.** The Group will hold its initial organizational meeting by the end of August to discuss problem areas, activities, and targets. Subsequent meetings will be held as needed. These meetings will probably be held monthly until April 1992 (the time by which most GEF projects will need to be identified) and less frequently thereafter.
- (d) **Prepare GEF Project Development Summary.** EMTEN would prepare this document, which should be distributed through the GEF Coordination Group to all Task Managers by no later than September 15.² The document would draw heavily on and summarize similar materials already developed by CODGE. It should be reviewed by CODGE prior before it is distributed to ensure consistency with Bank-wide policies and procedures.
- (e) **Prepare Periodic GEF Activity Summaries.** EMTEN would prepare this document, initially on a monthly basis starting in mid-August 1991 and

² CODGE is considering preparing such a document for all regions. In this case, EMTEN's role would be limited to ensuring it reflects the needs of EMENA's Task Managers and is distributed to all Task Managers.

on a quarterly basis after April 1992. Annex 7 presents a template for this summary.

3.14 **Task 2: Identify and Prioritize EMENA GEF Interventions.** As part of this effort, EMTEN would organize GEF project identification teams (PITs)³ to link EMENA Task Managers with technical advisors in each of the four GEF areas *and* generate, as quickly as possible, innovative project concepts. Each team would have a technically knowledgeable, pro-active "leader" responsible for calling meetings and building program momentum. Annex 5 summarizes the qualifications of the leader of the greenhouse gases team. Because of the priority EMENA must give to identifying projects limiting the emissions of greenhouse gases and the short window of opportunity remaining for biodiversity projects, these two teams should be set up by the end of August. If necessary, technical leadership could come from outside EMENA.⁴

3.15 All teams should be organized by the mid-September. The first "brainstorming" sessions to identify attractive GEF projects should take place in September. A draft regional overview in each GEF component area, together with a list of potentially attractive GEF projects in each area, should be completed by the end of September, and a final overview should be available by mid-October. This work would focus on the countries/regions that will be most critical to EMENA in the coming tranches of GEF -- particularly Pakistan (EM1), Turkey (EM1), Egypt (EM3), Poland (EM4), Czechoslovakia (EM4), Hungary (EM4), Bulgaria (EM5), Romania (EM5) and Yugoslavia (EM5).⁵ The work would draw heavily from existing environmental assessments and action plans, and incorporate factors such as the interest and ability of individual countries to implement

³ These PITs may be later merged with an overall EMENA environmental group now under discussion to strengthen the coordination of all environmental activities in EMENA.

⁴ A head start on identifying potential projects can be made through intensive discussions with the U.S. Agency for International Development, NGOs (e.g. the National Resources Defense Council, the Environmental Defense Fund, and the International Institute for Energy Conservation), and other organizations that have been looking at these problems in detail over the past few years. In addition, it should be possible to review energy projects that have already been assessed by the Bank in Tunisia, Turkey, and other countries that were felt at the time to be uneconomic (i.e., characterized by an inadequate economic internal rate of return) but which may now be suitable for GEF funding.

⁵ As discussed in Section II above and Annex 1, these countries account for nearly two-thirds of the greenhouse gas emissions in the EMENA region and about three-quarters of the greenhouse gas emissions from EMENA countries eligible for the GEF. Moreover, Pakistan, Turkey, and Egypt have each contributed \$4 million to the GEF.

GEF projects, and the status of the Bank's conventional lending pipeline for each country. The GEF Coordination Group should distribute these within EMENA, and request updates as necessary.

3.16 Specific activities include:

- (a) **Identify Project Identification Team Leaders.** EMTEN will identify potential leaders for each of the four Teams, based on enthusiasm, technical capabilities, and leadership abilities. This will be done by the end of August for the greenhouse gas and biodiversity teams, and by mid September for the international waters and ozone teams.
- (b) **Identify Project Identification Team Members.** EMTEN, together with the team leaders, will identify key team members for each of the teams based on expressed interest and EMENA priority. This will be done within two weeks of identifying the team leaders.
- (c) **Identify Projects.** The teams will hold meetings with internal and outside experts, conduct "brainstorming" sessions, and perform regional analyses to identify potential projects. They will discuss and suggest solutions to project development problems. If needed, they will recommend missions to identify and develop projects. These teams will meet as needed, but at least monthly.
- (d) **Conduct Reconnaissance Missions.** Missions will be conducted to Eastern Europe and the Near East to discuss and identify potential GEF projects with member countries

3.17 **Task 3: Mobilize Staff Resources.** The implementation of this action plan requires that EMENA's GEF capabilities be strengthened at both the country and technical department levels. In FY91 EMENA used 47 sw to develop 7 projects (three biodiversity, three international waters, and 1 greenhouse gas). This level of effort was very low compared to other regions, but sufficient given much of the project identification and development built on activities initiated under METAP. Since future GEF efforts will not have such a base of project analyses to build on, EMENA should immediately request an increase in GEF resources for FY92 -- from 77 staff-weeks to 194 staff-weeks. In addition, approximately 97 staff weeks of outside consultants would be required. EMTEN would work with each department and CODGE to ensure that sufficient resources from the Global Environment Trust Fund (GETF) are available to implement the action plan during the balance of FY92 and in subsequent fiscal years. Annex 4 summarizes the manpower requirements.

3.18 Because of the importance of greenhouse gas projects, EM1, EM4, and EM5 would each immediately assign a staff to GEF activities. No less than 25% of the assigned

staff's time would be required from each department over the next 60 to 90 days to achieve the objectives of this action plan. In addition, EMT would mobilize its staff, particularly in EMTIE (as energy production and use is a major source of greenhouse gas in the region) and EMTEN to assist country departments. EMTEN should immediately hire one additional full-time staff member to assist and work with country Task Managers, in addition to its current GEF Coordinator. By October 1, EMTEN would dedicate no less than two full-time equivalent staff members to GEF activities. Until the necessary permanent staff are on board, EMTEN and the country departments would hire consultants to support GEF-related activities as needed.

3.19 EMTEN would also review the procedures for EMENA Task Managers to utilize the resources available for GEF project preparation, and would prepare clear guidelines for staff to make use of these resources. Consultants should be hired by mid-August and the procedures completed by the end of August for inclusion in the GEF Project Development Summary (see Task 4 below).

3.20 Specific activities include:

- (a) **Make GEF Staff Assignments.** All country and technical departments will identify key GEF staff by mid-August.
- (b) **Hire Additional EMTEN Staff.** One additional EMTEN staff member should be hired by mid-September.
- (c) **Streamline GEF Resource Utilization.** EMTEN will work with CODGE and Task Managers to identify the GEF resources needed (consultants, staff), make them available, and prepare clear guidelines for their use. These activities will be completed by October 1.

B. Phase II (To April 1992)

3.21 By April 1992, EMENA should address a number of other important issues for the GEF's long-term success within the region. Some of these actions are the direct responsibility of EMENA, and EMTEN would take primary responsibility for addressing them. Other activities must be addressed by CODGE, and EMTEN will work with CODGE to ensure their success. Among the key actions are:

3.22 **Task 1: Increase Member Country Involvement in GEF.** During the first 90 days of the action plan, the possibilities for GEF projects during future EMENA missions will have been explored (see Phase I). Based on the response from each country, EMENA will help establish Environmental Management Units in them to implement the GEF projects and help them prepare for other major environmental programs that may arise in

the future. These activities will commence in September 1991 and continue throughout the project.

3.23 **Task 2: Develop Interagency Coordination Mechanisms.** Although the GEF was established through the coordinated efforts of several bilateral and multilateral agencies, its effective implementation requires continuing coordination on the regional and country levels. This is important to prevent a duplication of efforts among donors and to help the Bank monitor the proposals of other agencies. Coordination with the UNDP resident representative is particularly critical given UNDP's role in the GEF project cycle. The Bank's UNDP coordinators for the region may be the key personnel for interagency coordination. In August 1991, a dialogue will begin between the Bank and the UNDP, and will continue throughout the project.

3.24 **Task 3: Develop Formal Incentive Programs for Task Managers.** The GEF's grant resources can help Task Managers by acting as a catalyst for standard Bank lending. For instance, GEF projects can be used to stimulate private power development through the use of grant resources. Already in EMENA, a \$4 million biodiversity GEF project in Poland led directly to a \$256 million loan in forestry. Nonetheless, formal incentives, perhaps reflected in individual performance plans and personal performance reviews, should be developed to emphasize the importance of the GEF to EMENA. Such mechanisms would encourage the continuing development of GEF projects and would provide formal recognition of staff efforts. This should be completed by the end of September 1991.

3.25 **Task 4: Identify GEF Projects.** The Task Managers with the assistance of EMTEN, the Coordination Group, and the Networks will identify and develop attractive GEF projects. The identification must largely be completed by the end of April, 1992. In addition, a basis can be laid for identifying projects for GEF II and other successors to the present pilot program. These new projects can be based for example on attractive GEF programs that were not funded by GEF because of the constraints on the number of projects per country or on replicating projects.

C. Phase III (To June 30, 1994)

3.26 By June 30, 1994, EMENA should take the following key actions:

- (a) Conduct an independent evaluation of EMENA's performance and experience with GEF, and develop an issue paper identifying lessons learned.
- (b) Implement a project monitoring and evaluation system.
- (c) Develop a long-term (i.e., post current GEF) strategy to identify EMENA's opportunities and roles in similar environmental activities.

ANNEX 1

EMENA GEF PROJECT IDENTIFICATION NEEDS AND PRELIMINARY INTERVENTION PRIORITIES

1. A balanced project pipeline can be developed quickly only if project identification efforts focus on the most promising countries. A country is a good candidate for further investigation of GEF project potential if there is an on-going dialogue with the Bank, and if there are widespread opportunities for technical intervention with respect to the GEF components. Table 1 uses the number of conventional Bank loans currently under preparation as an indicator of the of the Bank-country dialogue. The contribution to regional greenhouse gas emissions is used as an indicator of opportunities for technical intervention with respect to greenhouse gas emissions; countries which emit more greenhouse gases are assumed to offer more project opportunities than other countries. Specifically, countries are selected as priorities for GHG project identification if they contribute 4% or more of regional GHGs and have at least 3 conventional Bank loans under preparation.
2. Tables 2 and 3 also use the number of conventional Bank loans under preparation as indicators of the Bank-country dialogue for identifying priority countries for further investigation of biodiversity and international waters projects. The scope for technical interventions in these two GEF areas is not as easy to define as with greenhouse gases. It is difficult, if not impossible, to quantify each country's contribution to regional biodiversity or international water quality. Instead, these analyses highlight countries where there is a sound dialogue between the Bank and the country, and where there are known environmental characteristics relevant to the preservation of biodiversity and international waters.
3. The range of prospective projects for each GEF component is simply estimated on the basis of the number of highlighted countries (the upper bound) and the number of country departments in which highlighted countries are found (the lower bound). In the case of international waters projects, the upper bound is based not on the number of countries, but on the number of geophysical features. There are six, corresponding to the Black (including the Marmara), Baltic, Red and Adriatic Seas, and the Danube and Nile Rivers. These ranges are summarized in Table II-1 of the main text.
4. These results help not only to focus project identification efforts, but suggest the feasibility of targets EMENA may adopt for GEF project development as well as the level of resources necessary to achieve these targets. To determine the resources needed to develop GEF projects in EMENA, it is important to develop an estimate of the number or value of projects that will be developed in the next year, the ratio of identified projects to approved projects, and the desired spread of projects among country departments and the GEF environmental areas (or the "portfolio"). The Participants have expressed a strong desire for regional diversity in project selection, but have not established regional goals for project development. Consequently, there are no guidelines that can be used to determine the number or value of projects EMENA should

TABLE 1: Preliminary Country Priorities for Further Investigation of GHG Projects

	Contribution to Regional GHG	Number of Conventional Bank Loans under Preparation	GHG Interventions					Remarks	
			End-Use Efficiency	Production Efficiency	Forestry	Gas Substitution & Leakage	Renewables		Planning & Management
EM1									Pakistan and Turkey should both be major targets for GHG projects.
Afghanistan	0.5%	0							
Pakistan	4.0%	21	x	x		x	x	x	
Turkey	5.8%	16	x	x		x		x	
EM2									Six GEF projects have already been submitted for this country department for biodiversity and international waters. No GHG intervention is anticipated.
Algeria	3.0%	17							
Libya	1.3%	0							
Morocco	0.9%	19							
Tunisia	0.7%	13							
Not eligible:									
Malta*	0.1%	0							
Portugal*	3.2%	0							
EM3									Of EM3 countries where the Bank is active, Egypt is the dominant GHG emitter. Jordan may have some potential for a GHG project. Yemen may be more suitable for biodiversity. Bank dialogue with Iran is in early stages.
Egypt	4.1%	11	x	x		x	x	x	
Iran	7.6%	1							
Iraq	2.6%	0							
Jordan	0.3%	8							
Lebanon	0.3%	0							
Oman	0.4%	0							
Syria	1.2%	0							
Yemen	0.4%	9							
Not eligible:									
Bahrain*	0.5%	0							
Kuwait*	1.4%	0							
Qatar*	0.6%	0							
Saudi Arabia*	7.2%	0							
UAE*	2.6%	0							

TABLE 1: Preliminary Country Priorities for Further Investigation of GHG Projects (continued)

	Contribution to Regional GHG	Number of Conventional Bank Loans under Preparation	GHG Interventions					Remarks	
			End-Use Efficiency	Production Efficiency	Forestry	Gas Substitution & Leakage	Renewables		Planning & Management
EM4									
Czechoslovakia	9.0%	7	x	x	x	x		x	Poland already has a GHG project. Czechoslovakia may offer more GHG project potential than Hungary because of more GHG sources.
Hungary	3.2%	6							
Poland	19.1%	14							
EM5									
Bulgaria	5.3%	5	x	x	x	x		x	The political situation in Yugoslavia may preclude rapid GEF project identification there. Bank dialogue with Bulgaria and Romania is just beginning.
Romania	8.7%	4	x	x	x	x		x	
Yugoslavia	5.9%	7							
Not eligible: Cyprus*	0.2%	2							

* Country with per capita GNP of more than \$4,000

Priority country for further investigation

Criteria for selection: (I) Country contributes at least 4% of regional GHG; and (II) at least 3 conventional Bank projects under preparation.

Table 2: Preliminary Country Priorities for Further Investigation of Biodiversity Projects

	Bank Loans under Preparation	Biodiversity Interventions				Remarks
		Arid Lands	Marine Ecosystems	Coastal Zones	Other	
EM1						Pakistan has potential for Juniper woodland and mangrove preservation. Certain endemic animal species under pressure there.
Afghanistan	0					
Pakistan	21	x		x	x	
Turkey	16					
EM2						This Country Department has already submitted three biodiversity projects. See Table 1-2.
Algeria	17					
Libya	0					
Morocco	19					
Tunisia	13					
Not eligible:						
Malta*	0					
Portugal*	0					
EM3						Yemen has potential projects for preservation of montane woodlands and mangroves. The Red Sea may offer opportunities for marine ecosystems projects. The Nile could be studied as an integrated ecosystem with Sudan and Ethiopia.
Egypt	11		x	x	x	
Iran	1					
Iraq	0					
Jordan	8		x			
Lebanon	0					
Oman	0					
Syria	0					
Yemen	9	x	x	x		
Not eligible:						
Bahrain*	0					
Kuwait*	0					
Qatar*	0					
Saudi Arabia*	0					
UAE*	0					

Table 2: Preliminary Country Priorities for Further Investigation of Biodiversity Projects (continued)

	Bank Loans under Preparation	Biodiversity Interventions				Remarks
		Arid Lands	Marine Ecosystems	Coastal Zones	Other	
EM4						Poland has a biodiversity project in the First Tranche.
Czechoslovakia	7					
Hungary	6					
Poland	14					
EM5						Political situation in Yugoslavia may preclude rapid project identification. Natural forest preservation and protection of the Danube delta may be possible projects for Bulgaria & Romania.
Bulgaria	5				x	
Romania	4			x	x	
Yugoslavia	7					
Not eligible: Cyprus*	2					

* Country with per capita GNP over \$4,000

 Priority country for further investigation

Table 3: Preliminary Country Priorities for Investigation of International Waterway Projects

	Bank Loans under Preparation	Possible Project	Remarks
EM1			
Afghanistan	0		Protection of the Marmara or Black Sea could be a possible project for Turkey.
Pakistan	21		
Turkey	18	x	
EM2			
Algeria	17		These countries already have \$50 million worth of projects in the pipeline.
Libya	0		
Morocco	19		
Tunisia	13		
Not eligible:			
Malta*	0		
Portugal*	0		
EM3			
Egypt	11	x	Possible interregional project for the management of Nile headwaters. The Red Sea and Gulf of Aqaba also offer potential projects.
Iran	1		
Iraq	0		
Jordan	8	x	
Lebanon	0		
Oman	0		
Syria	0		
Yemen	9	x	
Not eligible:			
Bahrain*	0		
Kuwait*	0		
Qatar*	0		
Saudi Arabia*	0		
UAE*	0		
EM4			
Czechoslovakia	7	x	An EMENA inter-departmental project on the Danube may be possible with EC assistance. Other possibilities include the Baltic, Adriatic and Black Seas.
Hungary	6	x	
Poland	14	x	
EM5			
Bulgaria	5	x	Political developments in Yugoslavia may preclude rapid project identification there.
Romania	4	x	
Yugoslavia	7		
Not eligible:			
Cyprus*	2		

* Country with per capita GNP over \$4,000

Priority country for further investigation

aim to have approved. CODGE indicated that approximately \$800 million will be available to the Bank for GEF project grants. If EMENA wishes to attain the same portion of GEF funding as it has of total bank lending (about 21%), it should set a target for approved GEF projects at the end of June, 1994 of approximately \$160 - 200 million (in addition to the ozone preservation projects funded under the Montreal Protocol).

5. Since this is a new initiative for the Bank and there are a number of external organizations involved (UNDP, UNEP, Participants) no experience is available to determine the ratio of identified projects to approved projects. Projects that are identified may not be approved because they are picked up by other donors, because they are delayed beyond the June, 1994 cutoff date for the GEF, because they are rejected by the Participants, or because the conventional Bank project they are attached to is rejected or delayed. Estimates of this attrition or slippage by EMENA Task Managers, CODGE, and environmental divisions of other regions range from 20-40%. Thus this ratio of identified to approved projects is between 0.6 and 0.8. This implies that EMENA should try to identify projects worth \$275 - \$350 million over the life of the GEF, in order to have \$160 - \$200 million approved.

6. At present, there are no guidelines from the GEF Participants on the desired "portfolio" characteristics. Informal comments indicate they would like to see approximately 40-50% of the projects or project funding go toward limiting greenhouse gases. These guidelines are unlikely to be quantified in more detail in the near future. There are also no guidelines for translating desired "portfolio" characteristics to regional targets. It is probably not necessary or desirable for each region to strictly adhere to the same percentages in each area, since the environmental problems in each area and opportunities for good projects will vary. For example, the Africa region expects most of its GEF projects will be in biodiversity, since it sees little potential in global warming or ocean projects. EMENA may have significant potential for limiting greenhouse gas emissions in Eastern Europe through energy efficiency and fuel switching projects, because of that area's dependence on coal. Preliminary feedback on the First Tranche from the Participants indicate they would prefer more greenhouse gas projects, to balance the existing biodiversity and international waters projects.

7. The Montreal Protocol (which provides \$160 million in funding for developing countries, plus another \$40 million each for China and India if they sign) funding is handled separately from the other GEF funding. The procedures are essentially the same as for GEF, with an additional approval required by the Montreal Protocol Executive Committee for projects over \$500,000. (Projects under \$500,000 can be approved by Bank management). However, some Eastern European countries (Poland, Hungary, and Czechoslovakia) do not qualify as "developing countries" under Article 5 of the Protocol which specifies an eligible country must be a developing country by UN standards (77 countries qualify), must have per capita CFC consumptions of less than 0.3 kg, and must have signed the Protocol. Ozone projects in these countries cannot be funded under the Protocol, although they can be funded under the GEF if the country has signed the Protocol and has a per capita GDP less than \$4,000.

8. To estimate the number and types of projects EMENA must identify, the following assumptions were used:

- Total value of GEF projects to be identified by EMENA: \$275 - 350 million
- Final split of projects among areas (excluding Montreal Protocol):

Global Warming:	50%
International Waters:	30%
Biodiversity:	15%
Ozone (non-Protocol):	5%

- Average project size:

Global Warming:	\$20 million
International Waters:	\$25 million
Biodiversity:	\$4 million

9. Table 4 below estimates the value and type of GEF projects EMENA should aim to identify. The project identification targets are consistent with the range of potential projects identified earlier, which confirms the feasibility of the targets. Because of the need to develop greenhouse gas projects to obtain the desired component mix, the target is at the upper end of the range of potential projects. Targets for projects in the other three GEF areas are at the lower end of the potential project range to keep the total number of GEF projects in EMENA in line with the above assumptions.

Table 4. Illustrative EMENA GEF Project Portfolio

GEF COMPONENT	TOTAL PROJECTS		PROJECTS ALREADY IDENTIFIED		PROJECTS TO BE IDENTIFIED	
	#	Value (\$ Million)	#	Value (\$ Million)	#	Value (\$ Million)
Greenhouse Gas	7	150-180	1	30	6	120-150
International Waters	5	80-120	1	50-70	2	30-50
Biodiversity*	6	30-40	3	25	3	5-15
Ozone**	2	10-20	0	0	2	10-20
TOTAL	18	\$275-350	5	\$105-125	13	\$175-200

* This assumes that the Lake Ichkeul project will not be funded by the GEF.

** This includes only ozone preservation projects not funded under the Montreal Protocol Ozone Layer Protection Trust Fund.

10. This table indicates that at least 60% of the value of the remaining projects should be in greenhouse gases. To help identify suitable projects, the list below suggests interventions corresponding to each GEF environmental area. With respect to greenhouse gas projects, there are six major areas of intervention, and with biodiversity projects there are three principle areas of intervention. These areas have been mentioned by the STAP and the Participants as promising areas for investigation.

Greenhouse Gases¹

Any of these areas may include actual training, regulatory, retrofit, or manufacturing activities.

1. End-Use Efficiency Improvement

Reduction of energy intensity in basic processing industries

Efficiency improvements in:

motors and drives

process heating

lighting

appliances, especially refrigerators and air conditioners

space heating and cooling

water heating

irrigation pumpsets

vehicle fuel consumption

boilers

Energy efficient building design and materials

2. Production (and Distribution) Efficiency

Reduction of transmission and distribution losses in electrical grids

Power plant combustion efficiency improvements

District heating cogeneration and efficiency

Coal gasification

Power factor improvement

Reduction in N₂O from fluid-bed coal combustion

3. Forestry

Greenhouse gas sequestration through afforestation and forest management

Combatting deforestation through providing incentives for forest maintenance

¹ Adapted from "Report of the Ad-Hoc Group on Global Warming and Energy", New York, June, 1991.

4. Gas Substitution & Leakage

Methane emission reduction:

- Urban and rural waste treatment**
- Leaks in natural gas pipelines**
- Flaring/venting of natural gas**
- Coal mining releases**
- Agricultural emissions from rice paddies and animals**
- Retrofitting coal-fired equipment with gas-fired, particularly gas turbines for power generation**
- Advanced efficient gas turbines**
- Natural gas fired, engine driven, cooling systems**
- Compressed natural gas or hydrogen for transport**

5. Renewables

Centralized renewable energy technologies:

- windfarms**
- solar thermal electricity generation**
- hydroelectricity**
- geothermal power**

Decentralized renewable energy technologies:

- fuel cells**
- photovoltaics**
- cogeneration and stand-alone power generation from biomass**
- fossil fuel cogeneration**
- mini- and micro-hydroelectricity**
- solar water heating**

6. General Planning & Management Actions Likely to Mitigate GHG Emissions:

- Performance improvement through management, institutional and policy innovations**
- Least-cost planning**
- Conversion of energy supply companies to energy service companies**
- Independent power companies**
- Management of dispersed energy systems**
- Industries that manufacture energy efficient products**
- Technology transfer**
- Training/institution building**
- Database development**
- Infrastructure and land use planning for energy efficiency**
- Transport mode shifts:**
 - road to rail for freight**
 - personal to mass transit for passengers**

Transportation emission controls
Reduction of CFC's and tropospheric ozone precursors

Preservation of Biodiversity

There are three principle areas remaining for intervention:

- 1. Arid regions**
- 2. Coastal zones**
- 3. Marine ecosystems**

For each of these, the following interventions are possible:

Establishment and management of parks and reserves
Institutional development and training of wildlife/forestry management agencies
Incentives and policies for sustainable use of areas/species of interest
Land use planning
Breeding programs
Abatement of pollution affecting areas/species of interest
Development of gene banks
Archaeological preservation
Flora and fauna inventories
Rural resettlement
Ensuring nutrient supply to areas/species of interest
Local community management of areas/resources
Monitoring and regulation enforcement
Regional coordination mechanisms

Protection of International Waters

Areas of intervention include:

Port waste reception and disposal
Monitoring and enforcement systems
Institutional development and training
Sewage treatment
Oily waste disposal from ships and industry
Toxic waste disposal
Garbage disposal
Policy development and regional coordination mechanisms
Coastal land management
Water management

EMENA GEF ACTION PLAN

Summary of Key Roles and Responsibilities

Organizational Unit	General Operations	Project Identification	Project Implementation	Monitoring and Evaluation
EMENVP	<ul style="list-style-type: none"> - Approve EMENA/GEF strategy and action plan - Promote GEF activities within EMENA - Ensure incorporation of GEF activities into performance reviews of operations divisions 			
EMENA Operations Divisions	<ul style="list-style-type: none"> - Promote GEF within divisions - Incorporate GEF objectives into performance reviews - Designate individuals to serve on EMENA/GEF Coordination Group - Participate in development of EMENA/GEF strategy and action plan - Incorporate GEF with country and regional development plans 			
Task Managers	<ul style="list-style-type: none"> - Provide input to EMTEN on roster of outside specialists - Participate in informal GEF Project Identification Teams 	<ul style="list-style-type: none"> - Generate GEF project ideas (primarily country specific) - Prepare Initial Executive Project Summary (IEPS) for GEF project - Forward IEPS to EMTEN - Participate in project TRP 	<ul style="list-style-type: none"> - Organize project preparation and appraisal missions - Prepare project documents as required per Bank procedures (e.g., final EPS, SAR) - Submit final EPS to EMTEN - Negotiate and process final project agreements 	

EMTDR	<ul style="list-style-type: none"> - Promote EMENA/GEF program among directors of operations divisions - Develop EMTEN/GEF capabilities 			
EMTEN	<ul style="list-style-type: none"> - Lead development of EMENA/GEF strategy and action plan - Provide input to PRE/ENV on roster of outside specialists - Provide regional contact for UNEP/UNDP officers - Provide regional contact for other multilateral and bilateral institutions - Chair EMENA/GEF Coordination Group - Organize GEF Project Identification Teams - Administer EMENA/GEF resource accounts (consultants and staff) - Prepare GEF Project Development Summary - Represent EMENA/GEF within Bank 	<ul style="list-style-type: none"> - Act as clearing agent for GEF project ideas - Provide preliminary feedback on project viability (pre-IEPS) - Assemble/chair TRPs for IEPS - Forward copies of IEPS to UNEP/UNDP - Forward technical opinion on IEPS to SOD/TM - Generate multi-country and inter-regional projects - Prepare IEPS for regional projects 		<ul style="list-style-type: none"> - Coordinate technical reviews of GEF projects to ensure regional objectives are met - Maintain database on EMENA/GEF activities - Prepare Monthly GEF Activity Summary - Disseminate within EMENA project results and lessons learned
EMENA GEF COORDINATION GROUP	<ul style="list-style-type: none"> - Serve as forum to voice concerns of operations divisions - Provide information on GEF operations back to divisions - Serve as advisory board for preparation of EMENA/GEF action plan and budgets 			<ul style="list-style-type: none"> - Provide forum for presentation of project results

Annex 3
 EMENA GEF ACTION PLAN
 Preliminary Schedule

	Aug 91 5 12 19 26	Sept 91 2 9 16 23 30	Oct 91 7 14 21 28	Nov 91 4 11 18 25	Dec 91 2 9 16 23 30
PHASE I (Next 60 to 90 days)					
Task 1: Organize EMENA GEF Coordination					
Designate Departmental Representatives	[Bar from Aug 5 to Aug 19]				
Announce GEF Coordination Group by RVP	[Bar from Aug 12 to Aug 26]				
Hold Coordination Group Meetings	[Bar from Sept 2 to Dec 30]				
Prepare GEF Project Development Summary	[Bar from Aug 19 to Sept 16]				
Prepare Periodic GEF Activity Summaries	[Bar from Aug 26 to Dec 30]				
Task 2: Identify and Prioritize EMENA GEF Interventions					
Identify Project Identification Team Leaders	[Bar from Aug 5 to Aug 19]				
Identify Project Identification Team Members	[Bar from Aug 19 to Sept 9]				
Identify Projects	[Bar from Sept 2 to Dec 30]				
Task 3: Mobilize Staff Resources					
Make GEF Staff Assignments	[Bar from Aug 5 to Aug 12]				
Hire Additional EMTEN Staff	[Bar from Aug 12 to Sept 23]				
Streamline GEF Resource Utilization	[Bar from Aug 12 to Oct 7]				
PHASE II (To April, 1992)					
Task 1: Increase member country involvement in GEF	[Bar from Sept 2 to Dec 30]				
Task 2: Develop Interagency Coordination Mechanisms	[Bar from Aug 19 to Dec 30]				
Task 3: Develop Formal Incentive Programs for Task Managers	[Bar from Aug 19 to Oct 7]				
Task 4: Identify GEF Projects	[Bar from Aug 19 to Dec 30]				

EMENA GEF PROJECT DEVELOPMENT
Estimated Level of Effort (Person-weeks)

Activity	FY92 Staff	FY92 Other	FY93 Staff	FY93 Other	FY94 Staff	FY94 Other	Total Staff	Total Other
Overall GEF Management	52	26	52	26	52	26	156	78
Project Identification	22	11	0	0	0	0	22	11
Project IEPS	24	12	20	10	0	0	44	22
Project EPS	96	48	96	48	96	48	288	144
TOTAL LEVEL OF EFFORT	194	97	168	84	148	74	510	255
BY ITEM	104	26	104	26	104	26	312	78
Other EMENA Departments	90	71	64	58	44	48	198	177

Assumptions

Total Number of Projects in Portfolio

IEPS Stage (First Tranche)	3
IEPS Stage (Pipeline)	4
Not yet identified	11

Project Development Schedule (Number of Projects/Fiscal Year)

Project Development

Stage	Pre-FY92	FY92	FY93	FY94	Total
Identification	7	11	0	0	18
IEPS	7	6	5	0	18
IEPS	0	6	6	6	18

Development Level of Effort per Project (Person-weeks)

Project Development Stage	Bank Staff	Other
Identification	2	1
IEPS	4	2
IEPS	16	8

Annex 5

Job Description of Project Identification Team Leader

Limiting Emissions of Greenhouse Gases

Description:

This individual will provide leadership to a voluntary network of EMENA Task Managers interested in developing projects to limit emissions of greenhouse gases (GHG) for the Global Environment Facility (GEF).

Primary Qualifications (In order of importance):

- Enthusiasm for developing GEF projects for limiting emissions of greenhouse gases
- Sound technical background in or understanding of:
 - Energy Use and Conservation (especially in power, industry, and transportation sectors, renewable energy resources, and coal use)
 - Reforestation and forest management
 - Methane sources
 - CFCs
- Ability to lead and motivate EMENA Task Managers to identify and develop GEF projects
- Ability to work well with other internal (e.g., CODGE, ASTEN, AFTEN) and external (UNDP, UNEP, AID) organizations
- Knowledge of techniques for evaluating environmental externalities, and including them in economic analyses
- Experience with World Bank project development cycle
- Good oral and written communications skills
- Undergraduate or graduate degree in science or engineering

Primary Responsibilities:

- Provide assistance to Task Managers in all aspects of GHG project identification, evaluation, and justification
- Develop and provide leadership to informal TM network for brainstorming, discussing problems, etc.

- **Guide preparation of overview reports, technical summaries, etc. to assist TMs identify most attractive areas for GHG projects**
- **Represent EMENA TMs at meetings, conferences, workshops, etc. on GEF and GHG both internally and externally**
- **Help identify consultants to assist with GHG project identification and development**

ANNEX 6

PROJECT DEVELOPMENT SUMMARY OUTLINE

Suggested Table of Contents

- I. Final EMENA GEF Action Plan**
 - A. Roles and Responsibilities**
 - B. Schedule (Gantt Chart)**
 - C. Task Descriptions**

- II. Detailed GEF Investment Project Process Summary**

- III. GEF Contacts**
 - A. EMENA (EMTEN, Network Participants, TMs)**
 - B. Other Bank (CODGE, PRE/ENV, REDs, TMs)**
 - C. UNDP/UNEP**
 - D. Multi-lateral Assistance Agencies**
 - E. Bi-lateral Assistance Agencies**
 - F. Non-Government Organizations**
 - G. Technical Consultants (by specialty, including experience, references)**
 - H. Others**

- IV. Sample Documents**
 - A. IEPS**
 - B. EPS**

Detailed GEF Investment Project Process Summary (Preliminary)

STEP	DESCRIPTION	OTHER PARTICIPANTS	EMENA PARTICIPANTS
Identification	Potential attractive GEF projects are identified	Governments, UNDP, UNEP, NGOs, multilateral and bilateral assistance agencies, private firms, consultants, others	TMs, Network participants, REDs
Screening	Give preliminary feedback on attractiveness of project, based on STAP guidelines and other criteria	RED, Network leader	CODGE
Government Request	Must be obtained before submission to GEF Participants	TMs, CDs	
Prepare IEPS	Contains project description, justification	TMs, Network leader, RED	Governments, NGOs, UNDP/UNEP, consultants
Technical Review	Convene a formal panel to review the proposed project's technical aspects	TM, RED Chief, Technical specialist(s)	Outside Specialist(s), Technical Advisor(s), UNDP/UNEP
Implementation Committee Review	Bank committee meets every 6-8 weeks and reviews acceptability of GEF proposals	TM, RED	

GEF Participants Review	Meets biannually to review GEF project proposals. Proposal due to Chairman about 5 weeks prior to meeting. Acceptable proposals become part of Work Program. Normally GEF project would be attached to conventional Bank project and would follow same review schedule.		PRE/ENV, GEF Participants
Preparation	Actually begins after Screening step, but not substantive until after technical and IC review		
Prepare Final Executive Summary		TM	
Appraisal	Yellow Cover MORVP Review	RVP	OPNSV
Negotiation	with Government. RVP sends MORVP to OPNSV	TM	Government
Approval	typically will precede Board presentation of associated Bank project.	TM, RVP	
Supervision	Monitoring and evaluation of project, with feedback to Participants, STAP, and Bank	TM	UNDP/UNEP, governments, consultants

ANNEX 7

GLOBAL ENVIRONMENT FACILITY

EMENA MONTHLY OPERATIONS SUMMARY

July 31, 1991

- I. SUMMARY
- II. EMENA GEF MONTHLY PROJECT SUMMARY REPORT
- III. EMENA GEF RESOURCE UTILIZATION
- IV. EMENA GEF PROJECT SUMMARIES
- V. FUTURE EMENA GEF ACTIVITIES

Prepared By:

EMENA Technical Department, Environment Division (EMTEN)

I. SUMMARY

- A. **Key Events in Past Month:** Major events in EMENA GEF activities, including passing critical hurdles, approvals and rejections, changes in funding or content, relevant activities of countries, NGOs, UNDP, etc.

- B. **Key Operational Issues:** Major changes in operating assumptions such as portfolio balance, selection criteria; Major problem areas; Budget performance; Exceptional performance by individuals; etc.

**III. EMENA GEF RESOURCE UTILIZATION
WORKPROGRAM (Staff and Consultant Weeks)**

I) By Country Division:

	FY 92 Budget	FY 92 Year to Date	FY 92 YTD % of Budget	FY 92 Estimate
EM1	-	-	-	-
EM2	-	-	-	-
EM3	-	-	-	-
EM4	-	-	-	-
EM5	-	-	-	-
EMT	-	-	-	-
TOTAL OPS (weeks)	-	-	-	-

II) By Workprogram Task:

Lending Development	-	-	-	-
Project Processing	-	-	-	-
Tech. Asst. and Coord.	-	-	-	-
GEF Mgmt. (EMTEN)	-	-	-	-
Total Workprogram (weeks)	-	-	-	-

ADMINISTRATIVE BUDGET (\$ 000)

I) By Country Division:

	FY 92 Budget	FY 92 Year to Date	FY 92 YTD % of Budget	FY 92 Estimate
EM1	-	-	-	-
EM2	-	-	-	-
EM3	-	-	-	-
EM4	-	-	-	-
EM5	-	-	-	-
EMT	-	-	-	-
TOTAL OPS	-	-	-	-

II) By Category:

Salaries	-	-	-	-
Consultant Fees	-	-	-	-
Travel	-	-	-	-
Other	-	-	-	-
Total	-	-	-	-

II. EMENA GEF MONTHLY PROJECT SUMMARY REPORT (Cont'd)

<u>PROJECT CONCEPTS</u>	EM1	EM2	EM3	EM4	EM5	EMT	TOTAL EMENA
By Component: (# Projects)							
Biodiversity	-	-	-	-	-	-	-
Greenhouse Gases	-	-	-	-	-	-	-
Int. Waters	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-
By Proposed Funding: (\$ Million)							
Biodiversity	-	-	-	-	-	-	-
Greenhouse Gases	-	-	-	-	-	-	-
Int. Waters	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

**III. EMENA GEF RESOURCE UTILIZATION
WORKPROGRAM (Staff and Consultant Weeks)**

I) By Country Division:

	FY 92 Budget	FY 92 Year to Date	FY 92 YTD % of Budget	FY 92 Estimate
EM1	-	-	-	-
EM2	-	-	-	-
EM3	-	-	-	-
EM4	-	-	-	-
EM5	-	-	-	-
EMT	-	-	-	-
TOTAL OPS (weeks)	-	-	-	-

II) By Workprogram Task:

Lending Development	-	-	-	-
Project Processing	-	-	-	-
Tech. Asst. and Coord.	-	-	-	-
GEF Mgmt. (EMTEN)	-	-	-	-
Total Workprogram (weeks)	-	-	-	-

ADMINISTRATIVE BUDGET (\$ 000)

I) By Country Division:

	FY 92 Budget	FY 92 Year to Date	FY 92 YTD % of Budget	FY 92 Estimate
EM1	-	-	-	-
EM2	-	-	-	-
EM3	-	-	-	-
EM4	-	-	-	-
EM5	-	-	-	-
EMT	-	-	-	-
TOTAL OPS	-	-	-	-

II) By Category:

Salaries	-	-	-	-
Consultant Fees	-	-	-	-
Travel	-	-	-	-
Other	-	-	-	-
Total	-	-	-	-

IV. EMENA PROJECT IDEAS (FIRST TRANCHE)

Country GEF Component/Project (Associated Bank Project)	Objective/ (Keywords)	Task Manager/ RED Contact	Appr. GEF Funding Required	Appraisal Date	MORVP from RVP to OPNSV
Algeria El Kala National Park (Pilot Forestry and Watershed Management)	Biodiversity (Ramsar site, wetlands conservation, endangered species, migratory birds, deer, archeology)	Krafft/Spalding	12.00	Mar. 91	July 91
Northern Africa Algeria/Tunisia New World Screw-worm Eradication (FAO Regional Project)	Biodiversity (Major generalized threat to African Wildlife and associated Biodiversity, biological control)	Lewis/Spalding	9.00	May 91	July 91
Poland Forest Biodiversity (free-standing)	Biodiversity (unique forest species, relic stands, air pollution threat, gene banks, preservation)	Schumaker/Spalding	4.00	June 91	Aug. 91
Biodiversity Total			25.00		
Global Warming Total			0.00		
International Waters Total			0.00		
EMENA REGION TOTAL			25.00		

IV. EMENA PROJECT IDEAS (PIPELINE)

Country GEF Component/Project (Associated Bank Project)	Objective/ (Keywords)	Task Manager/ RED Contact	Appr. GEF Funding Required	Appraisal Date	MORVP from RVP to OPNSV
Tunisia Lake Ichkeul (Forestry II)	Biodiversity (World Heritage, Ramsar, migratory birds, endangered species, threatened ecosystems)	Lewis/Spalding	10.00		May 92
Poland Coal-to-Gas (Heat Supply and Restructuring)	Global Warming (energy efficiency, natural gas, small-scale industry, household energy)	Craig/Spalding	30.00		Jun. 91
Regional Seas: Component Projects					
1. Algeria Port Waste Disposal (Third Ports Project)	International Waters (port waste reception, ocean pollution, oily waste, beballasting)	Maquet/Spalding	25.00		Mar. 92
2. Morocco Port Waste Disposal (Port Sector Project)	International Waters (Port waste reception, ocean pollution, oily waste, beballasting)	Maquet/Spalding	25.00		Apr. 92
3. Tunisia Port Waste Disposal (Transport Project)	International Waters (port waste reception, ocean pollution, oily waste, beballasting)	Maquet/Spalding	20.00		Mar. 93
Biodiversity Total			10.00		
Global Warming Total			30.00		
International Waters Total			70.00		
EMENA REGION TOTAL			110.00		

IV. EMENA PROJECT IDEAS (CONCEPT)

Country GEF Component/Project (Associated Bank Project)	Objective/ (Keywords)	Task Manager/ RED Contact	Appr. GEF Funding Required	Status (Identification or IEPS)
Turkey (?) [Mexico/Argentina/Thailand prospects]	Global Warming (Innovative Renewable energy technology, global demonstration in developing countries, large GHG reduction potential, IFC)	tbd	10.00 (crude estimate)	Identification: IFC project
Biodiversity Total			0.00	
Global Warming Total			30.00	
International Waters Total			0.00	
EMENA REGION TOTAL			10.00	

V. FUTURE EMENA ACTIVITIES

CALENDAR:

<u>Date:</u>	<u>Description:</u>
July 25-26, 1991	1991 GEF Operations Retreat
August 5, 1991	EMENA Greenhouse Gas Network Meeting
August 12, 1991	EMENA Biodiversity Network Meeting
	EMENA Int. Waterways Network Meeting
August 15, 1991	EMENA GEF Coordination Group Organizational Meeting
September 26, 1991	Submission of Second Tranche Projects to GEF Chairman
November, 1991	GEF Participants Meeting
March 30, 1992	Submission of Third Tranch Projects to GEF Chairman
May, 1992	GEF Participants Meeting
June, 1992	UN Conference on Environment