

# Knowledge Management

in Support of the  
Global Environment:  
**UNDP-GEF Initiatives**

info systems | products & services | dissemination | uptake



# E

## xecutive summary



The objective of UNDP-GEF's knowledge management efforts is to leverage lessons learned from projects, and to replicate successes. The primary target group is UNDP country office staff, who are the main interlocutors with in-country partners. Intended beneficiaries also include project teams, consultants and global environment practitioners. To achieve this objective, UNDP-GEF draws on the wealth of experience from its portfolio of nearly 1,000 medium to large-scale projects and close to 5,000 small-scale projects.

Knowledge management at UNDP-GEF is based on four pillars:

- development of **information systems** to monitor and evaluate the UNDP-GEF portfolio;
- analysis and codification of lessons learnt through generation of knowledge **products and services**;
- knowledge **dissemination** through existing UNDP mechanisms; and
- knowledge **uptake**, which is critical for ensuring that knowledge products and services are not only applied and used, but also further improved through such use.

There are various types of knowledge **products and services** produced by UNDP-GEF, for a diversity of users and purposes: (a) Human Development Viewpoints; (b) Programming Kits; (c) Project Learning Networks; (d) Lessons Learned Publications; (e) Practitioner Guides; (f) Resource Kits; (g) Project Publications; and (h) Publications for Outreach.

Knowledge management activities are implemented in close **collaboration** with other units in UNDP's Energy and Environment Practice, other Development Practices and 7 Regional Support Centers. UNDP-GEF also participates in GEF-wide knowledge management activities and processes.

## UNDP as a Knowledge Organization

UNDP is structured as a knowledge organization built on Practices (see Box 1 for more details on Practices and knowledge networks). In line with this, the 2003-06 Business Plan of UNDP-GEF places special emphasis on knowledge management to improve the overall impact of its portfolio of projects on global environmental challenges. The UNDP-GEF portfolio currently includes nearly 1,000 medium to large scale projects and close to 5,000 small scale projects funded through GEF and other sources. This portfolio represents a wealth of knowledge that can be leveraged to enhance the collective impact of the organization (and that of its partners) on addressing global environmental concerns. That knowledge can also further sustainable devel-

opment in programme countries.

This paper summarizes knowledge management activities that relate specifically to the experience, lessons and knowledge embodied in the UNDP-GEF portfolio. In addition, UNDP-GEF also participates in GEF-wide knowledge management activities and processes, such as periodic discussions organized by the GEF's Scientific and Technical Advisory Panel on various themes of relevance to the GEF's mandate.

## UNDP's New Practice Architecture and Knowledge Networks

In order to maximize the use of its widespread experience and knowledge, UNDP has adopted a "Practice" architecture. Practices bring people from different regions, across all Bureaux and country offices, together into voluntary, flexible communities, based on common professional interest, so that they can share and learn from each other's knowledge and experience and develop new ideas. Practices include a wide range of organizational functions such as knowledge management, advocacy, partnership building, and professional development.

UNDP's Practices are: crisis prevention and recovery, democratic governance, energy and environment, HIV/AIDS, poverty reduction, capacity building and management. Each of these Practices has a very active virtual knowledge network which is a crucial part of the Practice architecture. This knowledge network is the primary forum for peer support, information exchange, community building, and knowledge creation and sharing.

The overarching goal of the Energy and Environment Practice is to support the achievement of the MDGs, and to address the interrelated social, economic and environmental dimensions of sustainable development at global, national and community levels. The Practice has expertise in the following six service lines:

- (i) Frameworks and strategies for sustainable development
- (ii) Effective water governance
- (iii) Access to sustainable energy services
- (iv) Sustainable land management
- (v) Conservation and sustainable use of biodiversity
- (vi) National/sectoral policy and planning to control emissions of ozone depleting substances and persistent organic pollutants

The Energy and Environment Practice includes the Montreal Protocol Unit (MPU), the GEF Unit (UNDP-GEF), the Nairobi-based Drylands Development Centre (DDC), policy advisors based in New York and eight regional locations, and environment focal points in country offices. The Practice also engages in a number of cross-practice programmes and initiatives such as adaptation to climate change, environment institutions and governance, the Poverty Environment Initiative, and the Community Based Initiative, among others.

The Energy and Environment Network, an electronic forum established in 1999, is a global community of UNDP staff and external experts supporting each other's work through exchange of experiences and discussing current environment and energy-related issues. It is a valuable repository for UNDP's organizational knowledge on energy and environment, and provides an effective platform for the analysis and promotion of UNDP's development experience. The Network has now matured into a dynamic people network with over 800 members, and is active at both regional and global levels.

# B

## Objective and Target Group

UNDP-GEF knowledge management efforts aim to enable UNDP country office staff and project teams to leverage lessons learnt from past and on-going projects, and to replicate successes. UNDP/GEF's knowledge products and services enable UNDP country offices to provide appropriate technical assistance to national counterparts to: (a) identify national priorities that can be supported specifically through GEF resources and to match the needs and expectations of client countries with those of global environmental conventions (b) formulate and implement quality GEF projects in these areas, and (c) ensure appropriate follow-up and integration of project experiences and lessons into national policies.

The primary target group is UNDP country office staff who are the main interlocutors with in-country partners on identifying, developing, implementing, evaluating and mainstreaming projects that address global environmental issues. However, a number of knowledge products and services are also designed to meet the needs of consultants and project teams, as well as global environment practitioners that all play a vital role in ensuring GEF project impact. Knowledge management efforts are, therefore, designed with this in mind.

## Collaboration between UNDP's Second Global Co-operation Framework (GCF) and the GEF-supported climate change portfolio

The GCF articulates the UNDP strategic areas of support for key advocacy, policy advisory and programme development activities and for knowledge networking as a means to implementing the Administrator's Business Plans. Resources from UNDP's second Global Co-operation Framework (GCF) support knowledge-networking, cutting-edge development research, and advocacy activities (this is an incomplete sentence - what are you trying to say here?). From the second GCF, \$300,000 has been allocated for service line 3 (promote clean technologies for sustainable development). With this funding UNDP-GEF has been able to work in close collaboration with policy advisers from the Energy and Environment Group on a number of knowledge management activities that draw on lessons and experience generated by GEF-supported projects. Key knowledge management activities, largely funded through the second GCF and from other sources, are:

1. Solar Photovoltaics: This included the establishment of a Learning Network for solar PV projects managers, and publication of Solar Photovoltaics in Africa: Experiences with Financing and Delivery Models.
2. District Heating in Eastern Europe and CIS: This included a workshop, a regional non-GEF lessons learned report, a review of UNDP-GEF projects, and partial funding for a report to be published under the Lessons for The Future: M&E Report Series.
3. Handbook for UNDP Country Offices on UNDP-GEF biogas/landfill gas projects for CDM programmes (Annex to CDM work undertaken by BDP).
4. Biomass Resource Guide.
5. Energy Efficiency Standards and Labels (EESL) for appliances and equipment: A learning network and resource kit are to be supported.
6. Sustainable transportation in urban areas of developing countries (Fuel Cell Bus): This includes organization of a workshop that brings together project teams with similar initiatives underway, and the establishment of a virtual network and website.
7. Energy Specialist Course: An energy specialist course is being developed under the oversight of UNDP's Energy Team and UNDP-GEF, and with expertise from the University of Lund in Sweden. It will run during the second half of 2004 for the first time, and will then be available for all interested UNDP staff.
8. Documentation of community energy project experiences: A UNDP Energy Team and GEF Small Grants Programme (SGP) collaboration that documented 50 community energy projects in a publication titled Community Action to Address Climate Change: Cases Studies Linking Sustainable Energy use with Improved Livelihoods.

The GCF contribution also supported an on-going climate change portfolio review that resulted in a publication titled Responding to Climate Change, Generating Community Benefits. The work also involved identification of knowledge management gaps relevant to learning from community energy projects within the SGP.

## UNDP-GEF's Knowledge Management Process

The bulk of UNDP's advisory services are channeled through policy-driven projects at the country level. Following UNDP's preferred professional services knowledge management model<sup>1</sup>, innovation is a critical part of knowledge management efforts to ensure that UNDP-GEF remains at the cutting-edge in terms of its contribution to managing global environmental resources.

To achieve this objective, project experiences are captured in reports, evaluations and studies. This experience is then synthesized into knowledge products in various forms, with learning from other sources adding a valuable dimension. Knowledge products and services are primarily disseminated on-line/ via the internet, with some available as printed ver-

sions, in recognition of the fact that a number of stakeholders find it difficult to download documents from the internet. Efforts are also made to ensure that this knowledge is applied and used (also called "uptake") in order to improve practice in a continuing cycle. Figure 1 captures this cyclical knowledge process. Learning networks, at the center of the figure, animate the knowledge process by constantly contributing to the various stages of the process.

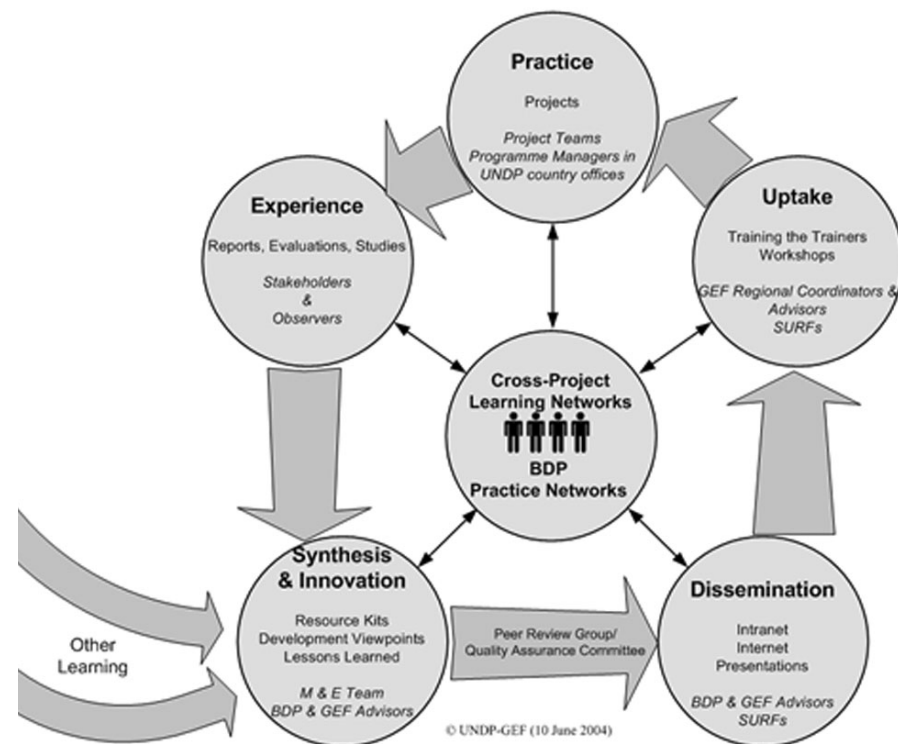
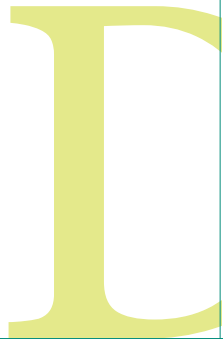


Figure 1: UNDP-GEF Learning Cycle



## Main Pillars of UNDP-GEF's knowledge management

In accordance with the cyclical knowledge process of Figure 1, knowledge management activities are organized under four main pillars, as follows: (1) information systems that enable data collection and mining, (2) generation of knowledge products and services, (3) knowledge dissemination mechanisms, and (4) knowledge uptake. Activities are being implemented by UNDP-GEF in close collaboration with other units in UNDP's Energy and Environment Practice, as well as experts from other Practices (see Box 2 for an example of collaboration with members of the Energy and Environment Group in the area of climate change/ sustainable energy).

UNDP-GEF's knowledge management activities complement those being implemented by UNDP's Regional Support Centers. This is intended to enhance national and regional capacity for environmental management. A good illustration of a knowledge product aimed at enhancing regional environmental governance capacity for global, regional and sub-regional environmental problems is the Environmental Governance Sourcebook (2003). This publication is a capacity building tool that provides important information, which can improve environmental governance in economies in transition.

### D1. Information systems

UNDP-GEF's current Project Information Management System (PIMS) is a "real-time", web-based database and tracking tool through which information on UNDP-GEF projects is available on-line 24 hours a day, 7 days a week to any staff member with an Internet connection. Key information available through the system includes basic project information such as the country or countries involved, the GEF focal area, the type of project, a project summary description, objectives, funding, cofinancing, and the like. A key part of the system is chronological tracking of the progress of proposals and projects from first receipt, through their approval and implementation cycles, to project closure. Progress reports on each project are maintained together with a project diary in which short notes, e-mails, and the like are kept. Documents associated with the project are also maintained in the system, from initial proposals through project documents, mid-term and final evaluation reports, and any incidental reports, publications or other documentation relevant to the project.



# D products & services

Essentially, PIMS is a globally accessible electronic replacement for the project file. It is maintained as a searchable and sort-able database. It is proving to be an indispensable tool in the new, decentralized configuration of UNDP-GEF. PIMS is being restructured to incorporate missing functionality urgently required to meet GEF Council reporting requirements. In addition, the GEF Small Grants Programme manages its own online database of almost 5,000 projects maintained and regularly updated by its decentralized network of National Coordinators in 73 countries. An "off-line reporting tool" and other results-based tracking features are in the process of being incorporated to guarantee a systematic information management system for the SGP.

The launch of ATLAS, which is UNDP's new Enterprise Resources Platform, has significantly broadened and deepened possibilities for data mining. In the future, ATLAS will enable access to data and information on all UNDP projects, not just GEF-supported ones. This will enable analysis of synergies among UNDP's GEF and other projects. UNDP-GEF is therefore working with UNDP's Bureau of Management, which is responsible for ATLAS, to identify ways to realize this potential, as well as to consider options for merging PIMS with ATLAS.

In addition to PIMS, UNDP-GEF staff shares an electronic workspace, which allows for the sharing of non-project related documents through an electronic-filing system.

## D2 • Knowledge products and services

Knowledge products and services relating to the global environment are primarily organized by strategic priorities defined by the GEF. These strategic priorities, in turn, are aligned with the service lines of UNDP's Energy and Environment Practice (see Box 3). These strategic priority -based products and services are complemented by a smaller number of crosscutting knowledge products and services. The table below summarizes the various types of knowledge products and services being produced by UNDP-GEF, including the primary target audience and key objectives of each.



Knowledge products/services	Target audience	Key objective
A.Human Development Viewpoints (SP-based)	UNDP country office staff	<b>Advocacy:</b> To support UNDP's advocacy efforts on important upstream, policy issues related to the global environmental conventions.
B.Programming Kits (SP-based)	UNDP country office staff and project teams, UNDP regional centers.	<b>Mainstreaming:</b> To help users understand what is eligible under the GEF strategic priority, and articulate thematic links with relevant UNDP development practice areas.
C.Project Learning Networks (SP-based)	Project teams, development practitioners, UNDP country office staff	<b>Learning:</b> To provide an electronic discussion forum and allow exchange of non-codified information centered on a particular GEF strategic priority.
D.Lessons Learned Publications (SP-based)	Members of the GEF family, development practitioners, consultants and project teams, UNDP country offices.	<b>Learning:</b> To consolidate project learning by distilling and synthesizing GEF project evaluations, so as to improve future practice.
E.Practitioner Guides (SP-based)	Development practitioners, project teams/experts engaged in developing and implementing global environment initiatives.	<b>Impact:</b> To provide detailed technical guidance on developing and implementing such projects.
F.Resource Kits	UNDP country office staff, consultants, project teams.	<b>Mainstreaming:</b> To help users understand and apply standard GEF policies and procedures (incremental cost analysis, M&E, etc.).
G.Project Publications	Development practitioners	<b>Learning:</b> To share technical and other findings emanating from active projects.
H.Publications for Outreach	Broad readership of government officials, media, private sector and civil society, Convention Secretariats, other members of the GEF family	<b>Outreach:</b> To assist UNDP in its outreach activities in the area of global environmental management



### **A. Human Development Viewpoints**

Human Development Viewpoints are designed to define UNDP's position in areas falling within its mandate. Their preparation is being spearheaded by BDP. UNDP-GEF contributes to this series specifically on important upstream, policy issues related to the global environmental conventions. For instance, in the climate change focal area under strategic priority 3 (Power Sector Policy Frameworks Supportive of Renewable Energy and Energy Efficiency), an important emerging issue with policy implications is the role of the private sector in deregulation of the power sector. A note outlining the main issues and clearly stating UNDP's position would be an invaluable tool for country offices in identifying, formulating and implementing projects under this strategic priority. Policy issues to be addressed through these notes largely derive from project experiences, in order to maintain their relevance to the primary target group of country offices. EEG core policy advisers take the lead in preparing these Human Development Viewpoints in close collaboration with UNDP-GEF advisers.

### **B. Programming Kits**

UNDP-GEF has been preparing various types of programming resource materials and guidebooks on an as-needed basis, for the past 12 years. It is now systematizing the generation of resource materials by consolidating existing material and developing new materials in the form of Programming Kits, which are designed to enhance the capacity of country offices, consultants and project teams to programme GEF resources. These are aligned with, and address most of, the GEF's strategic priorities and UNDP's service lines.

Programming Kits consist of two parts - a Practice Note and Technical Annexes. Practice Notes are designed to help users understand what is eligible under the strategic priority, and articulate thematic links with relevant UNDP practice areas and service lines, thus enabling a proper fit between country office demand and global environmental priorities. For example, the Practice Note for GEF's strategic priority 3 under the climate change focal area (Power Sector Policy Frameworks Supportive of Renewable Energy and Energy Efficiency) would highlight the importance of power sector reform for poverty reduction, democratic governance, sustainable energy development, and environment. Technical Annexes focus on issues such as the calculation of incremental costs, common pitfalls, and good practices for projects fitting under that particular strategic priority.

UNDP-GEF Technical Advisors usually take the lead on preparing Programming Kits with inputs from Regional Coordinators having the most experience in that particular strategic priority. However, UNDP-GEF Principal Technical Advisors or Regional Coordinators can



also directly lead the formulation of Programming Kits. Collaboration with other experts from the Energy and Environment Group, as well as other Practices, is essential in the development of Programming Kits, particularly for the Practice Note section that seeks to analyze GEF strategic priorities through a UNDP lens. Programming Kits are revised regularly and improved through partnerships with leading environmental organizations.

### **C. Project Learning Networks**

UNDP-GEF uses networks to manage and build knowledge. UNDP-GEF has established, or participates in, several cross-project learning networks that are listed below. These are typically organized around a GEF strategic priority and facilitate collaboration and exchange of non-codified information among UNDP country offices and project teams.

- Biodiversity Planning Support Programme/BIOPLAN (strategic priority CB 1)
- IW-LEARN (strategic priorities IW 1,2, 3)
- Learning network for solar PV projects managers (strategic priority CC 4)
- National Capacity Self Assessment network (strategic priority CB 1)
- Persistent Organic Pollutants (strategic priority POP-1)
- Sharing Reef Knowledge/SHARK (strategic priority BD 4)
- Sustainable Transportation/ Fuel Cell Bus (strategic priority CC 6)

These existing networks constitute a diverse group, and span the entire spectrum from simple mailing lists to large networks requiring substantial resources. Such diversity is being encouraged as part of a conscious strategy to promote creativity. Over time, the experience will be analyzed to determine future direction.

For networks spearheaded by UNDP-GEF, Technical Advisors and Regional Coordinators take the lead on establishing networks, in close collaboration with other experts in the Energy and Environment Group and external partners. Learning networks contribute to the development of relevant lessons learned publications and policy notes. For example, the solar photovoltaic learning network has contributed to the development of the lessons learned publication titled *Solar Photovoltaics in Africa: Experiences with Financing and Delivery Models*, which was launched at the June 2004 Bonn Renewable Energy Conference.

# D

In addition to these portfolio-level learning networks, several projects in UNDP's GEF portfolio have knowledge management components aimed at encouraging communities of practice. For example, a medium size project being developed in the International Waters focal area will provide a distance-learning tool to connect scientists working on Africa's Benguela Current Large Marine Ecosystem with coastal communities, municipal planners and other end-user constituencies to disseminate research results and create a community of practice on coastal zone management.

## D. Lessons Learned Publications

A particularly successful knowledge management tool has been the Lessons Learned publication series. Lessons learned publications that consolidate project learning are being prepared in collaboration with experts in the Energy and Environment Group as well as external experts to incorporate different viewpoints in the distillation and synthesis of GEF project evaluations. UNDP-GEF is also working with UNDP's Evaluation Office, which specializes in the provision of systematic and independent assessment of results, effectiveness and impact of UNDP programmes.

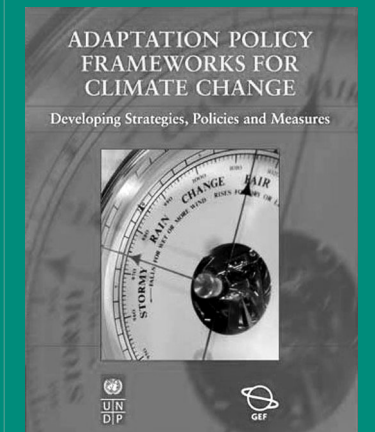
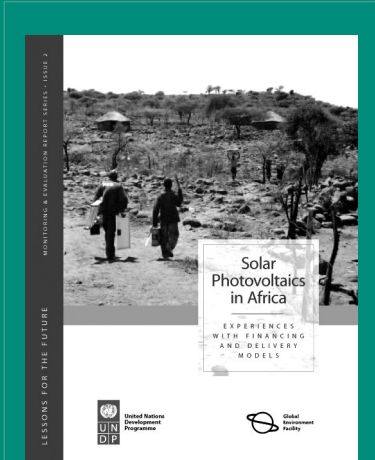
Two publications have already been issued under the Lessons for the Future: Monitoring & Evaluation Report Series. These are "Conserving Forest Biodiversity: Threats, Solutions and Experiences" and "Solar Photovoltaics in Africa: Experiences with Financing and Delivery Models". Three additional reports in this series are under preparation, and are to be completed by May 2005.

## E. Practitioner Guides

Practitioner Guides are available and are aimed at consultants and project teams. They provide highly detailed technical guidance on designing and implementing projects in a specific area, especially where UNDP-GEF is recognized as an "industry leader", and where UNDP-GEF can work in partnership with an industry association. A good example is the biomass and biomethanation/ landfill gas guides that are designed for developers of biomass energy projects, and include detailed technical guidance on topics such as "sample fuel-supply contracts" and "sample off-take agreements". Another



capacity building tool



lessons learned publications



example is the Adaptation Policy Frameworks, which provides detailed methodologies to support policy formulation for adaptation to climate change.

#### **F. Resource Kits**

In addition to the above GEF strategic priority-based products and services, UNDP-GEF continues to develop methodologies and tools in areas that cut across focal areas and strategic priorities such as incremental cost assessment, monitoring and evaluation, and project risk management.

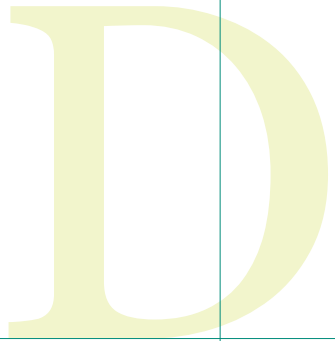
#### **G. Project Publications**

UNDP-GEF projects produce a variety of publications based on project experience. These range from technical studies, policy documents, meeting reports, newsletters, brochures, and fact sheets, to websites, constituting a substantial knowledge base. Some projects are more prolific than others in generating publications, and avenues are being explored to take a more systematic approach such as integrating this aspect into the terms of reference of Project Directors.

In the international waters focal area plans are underway, through IW-LEARN, to establish a search engine that allows users to search all international waters project websites for such information. International waters project websites can be accessed through the UNDP-GEF internet site's international waters page. (For an illustration of the breadth and depth of knowledge products being generated by projects see the Caspian Environment Programme project's website at <http://www.caspianenvironment.org/>).

#### **H. Publications for Outreach**

Outreach publications are in development. They include publications with a broad readership of government officials, current and potential partner agencies, media, private sector and NGO representatives, Convention secretariats, other members of the GEF family are being prepared. For example, the UNDP-GEF Guidebook, and the Lessons for the Future Brochures. The Lessons for the Future Brochures provide readers with an overview of UNDP's current GEF portfolio by focal area, highlighting lessons, results, impacts and outcomes. Second edition brochures were just published.



UNDP-GEF's outreach activities are nested within GEF-wide communication and outreach activities and processes. Further information can be found in the GEF and UNDP-GEF Communication and Outreach Strategies.

## D3. Knowledge dissemination

If knowledge does not reach its intended audience, it is as good as lost. UNDP-GEF uses existing dissemination mechanisms to ensure that knowledge gets to the end-user where, when, and how they need it. Thus, knowledge dissemination mechanisms of UNDP's Energy and Environment Practice are the primary vehicle for disseminating knowledge products and services related to the global environment. These include the following:

- Energy and Environment Practice workspace: An online resource where network members can share resources, experiences and lessons-learned, and also provides easy access to key information relevant to the Energy and Environment Practice.
- Energy and Environment virtual network (see Box 1 for details on the network)
- GEF section on the UNDP Intranet (<http://intra.undp.org/gef>): This provides country office staff access to information and tools to assist in programming responsibilities. This includes UNDP-GEF's Project Information Management System, the UNDP-GEF Programming Manual, and other publications.
- GEF section on the UNDP Internet (<http://www.undp.org/gef>): This is the public website that provides access to information on all aspects of UNDP-GEF's work to the widest audience.

## D4. Knowledge uptake

The application of the gathered knowledge is a key UNDP-GEF objective. For knowledge management activities to successfully realize the objective of improved impact on global environmental concerns, it is critical to ensure that knowledge products and services are not only applied and used, but also further improved through such use. This step is referred to as "knowledge uptake". To facilitate knowledge uptake, UNDP-GEF is undertaking several activities.

## **A. Validation of knowledge products and services.**

One of the most important factors influencing uptake is the ability of knowledge products to meet needs of end-users. Thus, all knowledge products and services go through a validation process with end-users such as Resident Representatives, Environment Focal Points, and project teams.

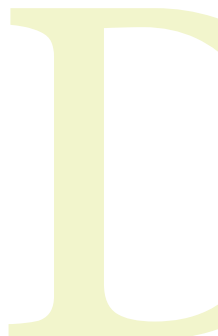
## **B. Training workshops for country office staff.**

UNDP-GEF regularly undertakes regional workshops specifically aimed at bringing together environmental focal points in country offices working on global environmental issues to develop their capacities for project identification, development and implementation under the GEF's strategic priorities. Regional workshops have already been convened in Latin America, Africa, and Asia Pacific, with workshops being organized in the near future for Europe and CIS and the Arab States regions. Annex 1 provides more details on upcoming workshops and their substantive focus.

In addition, UNDP-GEF encourages the participation of country office staff in GEF National Dialogues (formerly CDWs) conducted in neighboring countries. Such participation has proven successful in the past to raise the awareness of staff about the GEF. The national consultations have also provided unique forums to expose country office staff to similar environment/ development coordination linkages, mainstreaming issues, and implementation bottlenecks faced by other countries in their region, and enable valuable sharing of experiences and lessons learned.

**C. Specialized courses.** Specialized technical training is being launched in conjunction with UNDP's Virtual Development Academy. For example, in the second half of 2004, an Energy Specialist Course (under the oversight of the Energy Team and UNDP-GEF) and an International Waters Specialist Course are being developed.

**D. Proposed training of trainers.** One of the best ways of ensuring uptake is to require users to impart the knowledge gained through such products to others. UNDP-GEF is, therefore, exploring options for country office staff to be trained as trainers in the use and application of Programming and Resource Kits. This will be tied in to UNDP-GEF's ongoing efforts to organize regional training workshops for country office staff, under the Energy and Environment Group's overall initiative.



## UNDP Service Lines and GEF Strategic Priorities

### UNDP Service Line

SL 3.1 Frameworks and Strategies for Sustainable Development

SL 3.5 Conservation and Sustainable Use of Biodiversity

SL 3.3 Access to Sustainable Energy Services

SL 3.2 Effective Water Governance

SL 3.6 National/ sectoral Policy and Planning to Control Emissions of ODS and POPs

SL 3.4 Sustainable Land Management to Combat Desertification and Land Degradation

SL 3.2, 3.3, 3.4, 3.5

### GEF Strategic Priority

#### Capacity building

CB-1

CB-2

#### Biodiversity

BD-1

BD-2

BD-3

BD-4

#### Climate Change

CC-1

CC-2

CC-3

CC-4

CC-5

CC-6

CC-7

#### International Waters

IW-1

IW-2

IW-3

#### Ozone Depletion

OZ-1

Persistent Organic Pollutants (POPs)

POP-1

POP-2

POP-3

#### Sustainable Land Management

SLM-1

SLM-2

#### Integrated Ecosystem Management

IEM-1

Enabling Activities (climate change and biodiversity)

Cross-cutting Capacity Building

Catalyzing Sustainability of Protected Areas

Mainstreaming Biodiversity in Production Landscapes and Sectors

Capacity Building for the Implementation of the Cartagena Protocol on Biosafety

Generation and Dissemination of Best Practices for Addressing Current and

Emerging Biodiversity Issues

Transformation of Markets for High Volume Products and Processes

Increased Access to Local Sources of Financing for Renewable Energy and Energy Efficiency

Power Sector Policy Frameworks Supportive of Renewable Energy and Energy Efficiency

Productive Uses of Energy Efficiency

Global Market Aggregation and National Innovation for Emerging Technologies

Modal Shifts in Urban Transport and Clean Vehicle/Fuel Technologies

Short Term Measures

Catalyzing Financial Resources for Implementation of Agreed Actions

Expand Global Coverage with Capacity Building Foundational Work

Undertake Innovative Demonstrations for Reducing Contaminants and Addressing Water Scarcity

Methyl Bromide Reduction

Persistent Organic Pollutants (POPs)

Targeted Capacity Building

Implementation of Policy/Regulatory Reforms and Investments

Demonstration of Innovative and Cost-Effective Technologies

Sustainable Land Management

Targeted Capacity Building

Implementation of Innovative and Indigenous Sustainable Land Management Practices

Integrated Ecosystem Management

Integrated Approach to Ecosystem Management