



FONDS FRANÇAIS POUR
L'ENVIRONNEMENT MONDIAL

STRATEGIC
PROGRAMMING
FRAMEWORK

2015-2018



FRENCH
FACILITY FOR
GLOBAL ENVIRONMENT

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PREAMBLE

This Strategic Programming Framework (SPF) defines the direction of future activities of the French Facility for Global Environment (FFEM) from 2015 to 2018.

It is designed as a road map framing the choice of the operations that the FFEM could support during this period, notably at the sectoral and geographic levels. It is the result of collegial reflection among the six member institutions of the FFEM (Ministry for Finance and Public Accounts, Ministry of Foreign Affairs and International Development, Ministry of Ecology, Sustainable Development and Energy, Ministry of National Education, Higher Education and Research, Ministry for Agriculture, Agri-Food and Forestry as well as the Agence Française de Développement, the French development agency,) and its Scientific and Technical Committee. It was also the subject of a consultation with civil society actors.

It allows for a clear vision of the interventions that the FFEM plans to support for the period 2015-2018. It describes the mission and mandates of the FFEM as well as the guidelines for this period, which are divided into five priority topic areas:

- innovative financing of biodiversity;
- integrated management and resilience of coastal and marine areas;
- sustainable agriculture and forests;
- sustainable urban territories;
- energy transition;

and two overarching objectives:

- sustainable consumption and production;
- innovative processes.

The development of partnerships, in particular with actors in the private sector, civil society and research, also remains a strategic priority for the FFEM.

SUMMARY REVIEW OF ACHIEVEMENTS FINANCED OVER THE 2013-2014 PERIOD¹

In 2013 and 2014, the FFEM continued its mission of promoting innovation in the areas of global environment and sustainable development in developing countries. Between January 2013 and December 2014, 38 new projects were committed, for a total amount of €40.90 million. Geographically, the commitments in sub-Saharan Africa and the Mediterranean reached €30.82 million, representing respectively 75% of the total, and €10.08 million in the rest of the world (Latin America and Asia-Pacific).

The FFEM continued and intensified its partnership policy with the key actors in environment conservation and, notably the private sector. The FFEM thus launched the Innovation Facility for the private sector (FISP Climate) which supports innovations initiated in developing countries with local actors, within the field of climate change and related disturbances. The two calls for projects launched one year apart will provide financing for around ten operations with a total contribution of €4.23 million from the FFEM. The success of this facility shows the interest and involvement of the private sector in contributing to a better global environment, and the use of incentives to accelerate essential change towards sustainable development worldwide.

The FFEM contributed to the strategies and international commitments of France in the areas of global environment. Its activities made it possible to support French administrations for the development and implementation of new concepts in the area of the global environment and the definition of France's strategies and positions in international forums such as the Global Environment Facility (GEF). The significant contributions of the FFEM to the International Marine Protected Areas Congress IMPAC3 in Marseille in October 2013 is evidence of this.

The FFEM secretariat continued and bolstered its support and advisory activities for the development of French positions in environment and development terms, notably, for the Montreal Protocol relating to ozone depleting substances, for the Multilateral Fund (MLF) which is its financial mechanism, and for the GEF, with its ministerial member institutions. It also strengthened its synergies with the Agence Française de Développement, the French development agency (AFD) in evaluations and communication. Finally, the Scientific and Technical Committee (STC) played an essential role in improving the methods and projects to be supported, in capitalising on lessons learned from the implementation of projects and forward planning of the FFEM (evaluation of projects and discussion seminars).

¹ For further information, refer to the FFEM annual reports:
<http://www.ffem.fr/lang/en/accueil-FFEM/publications/publications-institutionnelles>

1 | THE FFEM, TWENTY YEARS OF EXPERIENCE SUPPORTING THE GLOBAL ENVIRONMENT

1.1 | MISSION

The FFEM's mission is to protect the global environment in support of the French development and international solidarity policy. It notably supports the innovations in these various fields in order to enable the development actors to expand and multiply the number of successes.

The FFEM's actions are in line with the major guidelines set by the French government regarding the environment and "green economy", the principles of the Environmental Charter as well as the national Strategy of ecological transition towards sustainable development (SNTEDD) and its international component. They also implement the priorities defined by the Framework legislation of the Development and International Solidarity Policy of 7 July 2014 and its attached report as well as the decisions of the Inter-ministerial committee for international cooperation and development (CICID). The FFEM's activities are consistent with the multilateral agreements on the environment to which France is a Party. Finally, the guidelines in regard to the stratospheric ozone layer are based on those of the Vienna Convention and its Montreal Protocol.

The FFEM is an instrument for French foreign assistance and comes wholly under the ODA accounting system. This aid is not tied and the FFEM seeks synergies with other public or private organisations involved in financing development or environmental projects, both in France and abroad, and particularly the Global Environment Facility.

The results of 20 years of the FFEM confirms the relevance of the positioning of its activities

The conclusions of the study "*French Facility for Global Environment: results 1994-2014 and prospects 2014-2024. Analysis of the FFEM portfolio and practices and strategic position*"², conducted by a group of independent consultants between July 2013 and January 2014, confirmed the relevance of the positioning of the Facility's activities regarding global environment issues related to sustainable development in developing countries. This study underlined the characteristics of the FFEM concerning innovation and also emphasised the reproducibility of its actions in order to strengthen their impact. Recent changes to the environmental financial architecture marked by a significant increase in climate and environment funds reinforces this distinctive character of the FFEM.

1.2 | AREAS OF INTERVENTION

In the 2015-2018 period, the FFEM is confirmed as a financing tool for France's contribution to the major conventions on the global environment. It will take into account the Sustainable Development Objectives as adopted by the United Nations General Assembly in 2015. The Facility will focus on six areas of intervention

² For more information, download the 20-year assessment from the FFEM site (in French only).
<http://www.ffem.fr/accueil-FFEM/publications/Evaluation-resultats/evaluation-du-ffem>

corresponding to the production of global public goods as defined in the major international conventions or related international forums, i.e.:

- combating climate change and its adverse effects. It will set out to integrate transversally the mitigating and adaptation issues in the projects supported;
- the preservation and sustainable management of biodiversity and natural resources;
- the protection of international continental and marine waters;
- the fight against desertification and land degradation, including deforestation;
- the fight against chemical pollutants, in particular mercury;
- the elimination of substances that deplete the stratospheric ozone layer (ODS). This topic area is specifically handled by the secretariat of the FFEM. The implementation of projects financed by the bilateral share of French contributions to the Montreal Protocol Multilateral Fund (MLF) follows the procedures set up by the MLF Executive Board.

Over the period considered, the minimum commitment goals will be as follows: 35% for biodiversity, 35% for climate change – with a goal of moving towards half for adaptation - and 20% for all other topic areas (desertification, international waters, chemical pollutants).

The FFEM will encourage, when relevant, projects which have shared benefits for several of its topic areas of intervention.

1.3 | THE ELIGIBILITY CRITERIA OF OPERATIONS

All the projects presented to the FFEM must demonstrate that they are able to meet the following eight criteria:

- contributions to the preservation of the global environment;
- contributions to local development;
- innovative nature or contributes to disseminating or up-scaling innovations;
- demonstrative nature and reproducibility;
- economic and financial sustainability after the project;
- ecological and environmental viability;
- social and cultural acceptability in defining and implementing projects;
- appropriate institutional framework.

The first two criteria - contributions to the preservation of the global environment and local development - relate to FFEM objectives while the other criteria relate to project quality.

The innovation criterion (innovative nature or participates in the dissemination or up-scaling of innovations) is the link between these two groups since innovation is both a strategic objective (promoting innovation) and a quality criterion.

The FFEM does not finance research as such. However, certain research activities may be financed by the Facility within the following limits:

- they form a minority part or component of a development project;
- they are exclusively targeted research activities.

Special attention will be paid to the overall environmental assessment of each project with regard to their design, instruction, implementation and evaluation.

1.4 | GEOGRAPHIC PRIORITIES

In accordance with the guidelines appearing in the Framework legislation of the Development and International Solidarity Policy of 7 July 2014, the priority in Africa and the Mediterranean is maintained, with a minimum commitment goal of about two thirds of the Facility's resources for these regions. The geographic areas of intervention concern the developing countries - least developed countries or emerging countries - eligible for official development assistance.

With the exception of Wallis and Futuna, French overseas authorities are not eligible for official development assistance, according to the rules established by the Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD). The FFEM will apply these criteria.

The FFEM may nevertheless contribute to financing regional global environment operations including French overseas authorities. However, in the interest of the effective use of public money, the proportion of financing set aside for French overseas authorities may not exceed 25% of the Facility's contribution to these operations.

1.5 | ORGANISATION AND OPERATION

1.5.1 | Inter-ministerial governance

The FFEM is managed by a Steering Committee consisting of the Ministries of Finance and Public Accounts (Chair), Foreign Affairs and International Development (MAEDI), of Ecology, Sustainable Development and Energy (MEDDE), National Education, Higher Education and Research (MENESR), and Agriculture, Agri-food and Forestry (MAAF), as well as the Agence Française de Développement, the French development agency (AFD).

1.5.2 | A collegiate structure

Projects and programmes are essentially prepared, presented, monitored and assessed by one or two of the Steering Committee's member institutions.

The Scientific and Technical Committee (STC) suggests the strategic guidelines for each topic area, gives its opinion on project identification notes and contributes to monitoring and assessing projects and programmes.

The Facility's secretariat supports the project processing procedure.

The Steering Committee validates projects at the identification and commitment stages.

This division of responsibilities between the member institutions (and the Steering Committee), the STC and the secretariat, as defined in the State-AFD agreement of 14 May 2012, is the keystone of the FFEM.

1.5.3 | Co-financing principles of operations

The FFEM contributes to the financing of operations in addition to the funds provided by the project initiators, direct beneficiaries and their other financial partners. The cost-sharing of operations, and the mobilisation of local or other financial resources, promotes and reflects appropriation by the project leaders and local beneficiaries, and thus contribute to ensure the sustainability of programmes once FFEM support has ended.

1.5.3.1 Co-financing conditions

The FFEM contributes to the financing of operations in addition to the funds provided by the project leaders, direct beneficiaries and their other financial partners. The cost-sharing of operations, and the mobilisation of local financial resources or other partners, promotes and reflects appropriation by the project leaders and local beneficiaries and contribute to ensure the sustainability of programmes once FFEM support has ended.

Co-financing is financing that contributes directly to the specific objectives of the operation and is necessary for its completion, the steering and/or management of which is the subject of close synergies with the financing of the FFEM: the management unit or steering or orientation unit for activities is the same unit for all co-financing.

As a general rule, the operation must mobilise resources specific to the project leaders or to other financial partners of at least 70%. These resources can be provided through various means as long as they can be considered as co-financing. Under the conditions provided for in point 4 below, the benefit of certain resources contributed in kind can be considered as co-financing.

The mobilisation of additional resources for the project that are in line with its general objectives, but which would not be considered as co-financing as defined above, may however be specified in the project notes in order to be able to assess the financing situation in its entirety.

The share requested from the FFEM may not exceed:

- 30% of the overall budget for standard cases;
- 50% of the overall budget for operations with exceptional innovations or, in the case of financial resources mobilised locally, at the level of final beneficiaries.

At each stage of the process, it must be indicated if the financial resources expected are requested, to be requested or acquired. In general, the co-financing must be confirmed before the project commitment note is passed to the Steering Committee and mobilised at the latest at the first instalment. If the conditions of the project so justify, the Steering Committee may, at its discretion, undertake a project for which the co-financing is not yet confirmed. The Steering Committee will make sure that the potential non-fulfilment of this co-financing does not jeopardise the viability and integrity of the project and does not bring the share of the FFEM beyond 50% of the overall budget. This flexibility may notably apply to projects for which FFEM financing is a precursor and of which confirmation will have a knock-on effect on the other donors.

Concerning projects submitted by NGOs, the rules for presenting expenditure of the NGO's front office of the AFD apply as well as the rules relating to administrative costs.

A benefit is "a voluntary contribution, an act by which a natural or legal person provides another with work, goods or other services for free". Benefits may appear amongst the resources to be mobilised and are, in all circumstances, limited to a maximum of 25% of the project's total budget. It may involve the provision of employees free of charge, the mobilisation of volunteers, provision of equipment or any other assistance or service provided for free by a partner. Their market value is estimated in order to value these expenses. The valuation rules are those laid down by the NGO's front office of the AFD.

The recurring costs and operating costs of institutions or bodies are not eligible for FFEM co-financing.

During the delivery and at the end of the project, the project leader must ensure compliance with the co-financing rates initially provided for in the project commitment note.

The evaluation must integrate that of the actual mobilisation of co-financing expected.

1.5.3.2 Duration of co-financed operations

The initial duration planned for operations co-financed by the FFEM may not exceed 5 years. During the performance of the operation, an extension to the duration of the operation will only be considered with good reason and must be formalised by an amendment to the financing agreement.

At the end of an initial operation, new FFEM support may be considered provided that (i) objectives for deployment, changes in the scale, the introduction of new innovations are defined, (ii) the share of the FFEM co-financing in the overall budget is reassessed, (iii) an external assessment of the previous project has been conducted.

Medium-term partnership approaches may be developed with partners in developing countries. These are intended to exceed the stage of operations usually co-financed by the Facility and ensure a transformational effect by supporting the implementation of a national policy, and by allowing partners greater power.

1.5.3.3 Amount of co-financing

In order to control the FFEM's management costs and have a diversified portfolio of operations that is representative of the various topic areas, the lower and upper limits of FFEM co-financing amounts are 500,000 and 2 million euros respectively.

1.5.4 | Human resources

In addition to the human resources of the member institutions and STC, ten people make up the secretariat of the FFEM: Secretary General, one executive Assistant, four engineers, one officer responsible for budgetary and general affairs, two administration officers also assisting the engineers and one responsible for communication. In addition, the advisory activities regarding the guidelines submitted by the Parties to the Montreal Protocol, for the Multilateral Fund and for the projects eliminating substances that deplete the stratospheric ozone layer, are carried out by a consultant, a specialist in these matters, within the framework of a service contract.

2 | OBJECTIVES AND STRATEGIC GUIDELINES

The study "Results 1994-2014 and prospects 2014-2024" confirmed the relevance of the positioning of the FFEM's activities on global environment problems related to the sustainable development of developing countries. The 2015-2018 SPF therefore continues with the same approach as the previous (2013-2014), i.e. prioritising activities according to five focus areas. This prioritisation will enable the FFEM to further its support, to have improved visibility and more effective evaluation and capitalisation with regard to these topic areas, notably through evaluations of clusters of projects focusing on the same topic area. The FFEM, also - and it is something new -, defined two overarching objectives for the operations targeted within its five strategic priorities for the 2015-2018 period.

In line with French commitments made regarding climate change-related issues - notably the organisation of the 21st Conference of the Parties (COP21 "Paris Climate 2015") -, operations targeted by the FFEM for climate will be structured in all the topic areas retained for the 2015-2018 period. This will concern initiatives to reduce greenhouse gas (GHG) emissions and to adapt to climate change. In particular, adapting to climate change will be reflected in the co-financing of operations in line with the topic areas "sustainable urban areas", "sustainable agriculture and forests", "integrated management of coastal and marine areas" and "innovative financing of biodiversity". The activities for mitigating climate change will be more in the topic areas "energy transition", "sustainable urban areas", "sustainable agriculture and forests". All the operations will also be reviewed in terms of specific climate risks that may affect the projects themselves, the beneficiaries and the targeted ecosystems, and, when this is relevant, in terms of considering climate change within environmental safeguards.

2.1 | OVERARCHING OBJECTIVES

2.1.1 | Sustainable consumption and production

Sustainable consumption and production aims to bring together, in the goods and services produced, greater respect for the environment, social progress and economic growth. The goals of the sustainable consumption and production policy are also to inform and raise the awareness of consumers (households, shops, public procurement).

In order to continue and consolidate its dynamic contribution to the 10-Year Framework of Programmes on sustainable consumption and production from the Rio +20 Conference, the FFEM will integrate this dimension into its future operations by targeting the main issues related to each of its strategic priorities for the 2015-2018 period (cf. the five focus areas detailed below), including:

- the development of the territories link - chains from production through to consumption thus covering the entire value chain, with particular attention given to labelling and certification, for the sectors related to agriculture, tourism, fishing, forests and the promotion of fair trade enabling the development of small operators;

- promotion of the "3R" doctrine regarding waste (Reduce - strict prevention and reduction at source - ; Reuse - reuse and preparation for reuse - ; Recycle - waste separation and recycling -) and a focus on electronic and plastic waste;
- the promotion of sustainable mobility in line with the development of spaces;
- the consideration of "health and environment" issues through combating pollution (management of chemical products, fertilisers, pesticides and waste), nutrition links / deforestation (impact on product biodiversity such as palm oil);
- the promotion of climate - energy territorial initiatives with an emphasis on the energy efficiency of buildings (bioclimatic housing) and renewable energy sources.

Furthermore, the FFEM will prioritise, among the tools specific to the "sustainable consumption – production" (SCP) approach, the projects of which the objective is to promote eco-design, life-cycle assessment (LCA), fair trade, consumer information through environmental labelling, environmental logos, eco-labels and environmental certification, sustainable public procurement, the integration of sustainable development approaches with companies (RSE, social business) and public actors, the circular economy and industrial symbiosis (industrial ecology) and the transition towards sustainable life styles that promote the behavioural change of producers and consumers, in particular through educating and training product designers.

The "sustainable consumption and production" approach will also enable the implementation of specific actions to raise the awareness of consumer markets of illegal ivory and other illegally traded products covered by the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). These actions will be carried out in line with initiatives for combating poaching.

2.1.2 | Innovative processes

These are strategic design or implementation processes described here as "innovative" as they seek to move away from usual, centralised, authoritative or isolated thought and decision-making processes. Such innovative processes include, among others:

- methods and tools for strategic development and assisting decision making;
- the establishment of multidisciplinary approaches;
- the governance and institutional organisation and, more generally the co-management of issues;
- the integration of global environment issues into both public and private policies and financing;
- communication strategies (*narratives & story telling*);
- participatory processes in the company concerning these issues;
- the sharing and exchange of knowledge and know-how.

It is essential to pay greater attention to these processes in order to increase consideration of global environmental issues at all the levels and scales required. However, these processes are not sufficiently taken into consideration by the large majority of those currently funding the global environment. This is a source of innovation and added value for the FFEM, which may also learn useful lessons for managing global environment issues in France or in Europe.

Two areas may be explored through this overarching objective as part of the 2015-2018 SPF.

1. Promoting the consideration of innovative and/or participative processes in FFEM operations

This involves encouraging, at the time of the process, the evaluation and implementation of projects financed in each of the focus areas, the consideration of innovative and/or participative processes as

key factors of the distribution, replication and/or change in scale of the intended impact. In doing so, the FFEM will be able to reaffirm its position in the financial architecture of the global environment and develop specific added value for areas that today are still rarely dealt with.

2. Dedicating some of FFEM resources to certain projects targeting participative processes

As part of its reference topic areas, the FFEM will be able to keep a funding envelope for projects or programmes of which the prime objective is the development, consolidation and/or implementation of one or more innovative and/or participatory processes. For example: supporting methodological changes in urban planning, assisting decision-making where uncertainty exists, for example where adapting to climate change, promotion of new ways of co-managing global environmental issues, supporting capitalisation platforms, working on communication and lobbying strategies, developing accountability frameworks, supporting "governance" from the point of view of accountability and combating corruption, etc.

In line with the overarching objective "Sustainable consumption and production", this may also concern:

- the promotion of sustainable lifestyles by encouraging the behavioural change of producers and consumers through educating and training product designers;
- promoting the integration of sustainable development initiatives with businesses (corporate social responsibility, social business) and public actors;
- promoting the circular economy and industrial symbiosis (industrial ecology).

The corresponding FFEM financing may be granted on the basis of requests of partners in developing countries or in a more proactive manner through calls for projects in order to develop operations for certain processes considered as relevant.

For the SPF period (2015-2018), the FFEM may set the objective of financing at least one project per year dedicated to "innovative processes" and of launching two calls for projects for processes to be identified.

2.2 | FOCUS AREAS

2.2.1 | Innovative financing of biodiversity

The FFEM initiative is here in line with the various decisions relating to the strategy for mobilising resources of the Convention on Biological Diversity (CBD) adopted during the Conferences of the Parties (COP) and notably the decision adopted³ during the COP12 of the CBD (Pyeongchang, 2014) which aims to support the fulfilment of the three CBD objectives and meet target 20 of the Aichi objectives for 2020 relating to the mobilisation of financial resources.

The FFEM will support operations bringing together, as much as possible, innovative financing mechanisms that aim to mobilise additional resources to help biodiversity conservation, with the strengthening of institutions and regulatory and legal frameworks. This balance, which is difficult to establish, helps to ensure the demonstrative nature of projects and facilitates their reproducibility. It is not about creating new financing mechanisms, but rather adapting those already tried and tested in certain situations or geographic regions, to the needs of other developing countries.

³This strategy defines the innovative financing mechanisms: payment schemes for services provided by ecosystems, offsetting mechanisms, ecological product markets, etc.

The FFEM will consider projects that aim to reinforce or extend existing mechanisms in order to obtain the most results possible in terms of operating and generating financial flows. The experience gained in terms of creating institutions or changing practices shows that the tangible results only appear in the medium-term, beyond the average duration of a project.

The mechanisms to be prioritised (cf. see below) must meet the long-term financing needs of biodiversity management. The FFEM will support as a priority mechanisms which directly contribute to the ongoing financing of clearly identified protected areas in order to be able to evaluate their impact on the conservation of specific territories and will take into account guidelines relating to environmental and social safeguards within the mechanisms financing biodiversity adopted during the CBD COP.

For the four main types of mechanisms used, the FFEM will look for projects which have a leverage effect regarding the increase of financing allocated to conservation in the beneficiary countries of intervention, by endeavouring to prevent the effects of substitution and the incentive to withdraw public finances for biodiversity conservation.

In all cases, the search for shared climate / biodiversity benefits will constitute added value for the projects to be selected.

Before the end of 2018, the FFEM will carry out an evaluation of a cluster of projects falling within this topic area, including those undertaken before this strategic programming framework.

Strategic areas

For the 2015-2018 period, the FFEM will endeavour to promote projects according to four main strategic areas, each corresponding to a specific innovative financing mechanism. These may be brought together within the same project, as a way of creating synergies.

Area 1 | Payment for environmental services

The FFEM must support payment for environmental services⁴ (PES) mechanisms, which are still underdeveloped in the current project portfolio. The PES supported may constitute incentives for private actors and populations for direct biodiversity conservation or for the adaptation of rural practices in certain protected areas and their surroundings.

Therefore, the FFEM will prioritise:

- mechanisms that ensure direct contractual agreements between suppliers and service users, and involving a wide range of partners (local authorities, parapublic and private actors, organisations of the civil society);
- PES based on a wide range of environmental services (they currently enhance hydrological services specifically).

The FFEM will pay particular attention to:

- relationships between the practices promised and the results in terms of quality and quantity of the resulting ecosystem-based services;
- the possible negative effects caused by the PES: conflicts between the financial incentive principle and the regulatory obligations protecting the environment, removing disinterest in nature conservation, real impact of mechanisms on biodiversity, poor redistribution of generated revenue, impact of this new revenue on social cohesion, etc.

⁴"The PES (payment for environmental services) only relate indirectly to the ecosystem-based services, what nature provides to humans; they in fact ensure the payment of environmental services (i.e. the use of land and resources through conservation commitments, soil restoration or plantation efforts, or changes to growing or livestock practices)." (Source: MAEDI 2014. The innovative initiatives for financing biodiversity. DGMDP expert report.)

Furthermore, the specific skills in terms of mobilising and establishing partnerships with actors that have a direct interest in certain ecosystem-based services (for example large businesses) should be pursued. When the services fall within public goods (notably biological diversity), the FFEM will set out to ensure that the effectiveness and efficiency of the proposed intermediation mechanisms are evaluated.

The FFEM will not finance PES projects without a defined ex ante exit strategy.

The FFEM may contribute to covering transaction costs related to the set up of a PES mechanism, but under no circumstances will replace actors or entities which ensure, in the medium-long term, the remuneration of environmental services.

Area 2 | Trust funds for biodiversity conservation

As the trust funds for biodiversity conservation⁵ are tools that have been implemented for more than fifteen years, FFEM's support should focus on their reinforcement and the following avenues for improvement:

- diversifying the number of mechanisms (PES, offsetting, fines or taxes, etc.) managed by trust funds;
- tools for assessing the effectiveness of trust funds;
- investment strategies responsible for social and environmental plans (RSE);
- analysis of the effectiveness of trust funds in regard to biodiversity conservation (ability to evaluate financed projects, using calls for competition for protected areas in order to identify the best projects, ability to support progressive approaches in the management of protected areas, comparison with other biodiversity financing channels, benchmarking of costs for managing various types of protected areas⁶).

Concerning the creation of new trust funds for biodiversity conservation as well as capital endowments to these funds, the FFEM initiative will focus as a priority on the Mediterranean and Africa.

The FFEM could develop cooperative projects with groups of partners who are experts in the area, in the same vein as Conservation Finance Alliance.

Area 3 | Development of "biodiversity-friendly markets"

The FFEM will contribute to implementing ecological norms and standards (in the form of eco-labels and certifications) usable by private companies which invest in and modify their production or supply procedures with the aim of ensuring positive impacts on biodiversity in both the north and south. France has the relevant know-how and can provide added value by promoting the lessons learnt and experiences resulting from many tried and tested schemes (PGI/PDO⁷, fair trade, bio label, natural park label, etc.). In this context, certification or labelling tools will also be encouraged in order to guarantee the origin and production method of fish products, in addition to initiatives promoting an ecosystem-based management of fishing and combating illegal fishing. These tools may be established within a framework of initiatives supporting the MPA (ISMZM, trust funds, offsetting, etc.).

⁵ "Initially formed for the long-term financing of protected areas, these are innovative mechanisms for biodiversity management capable of pooling resources of various kinds and of financing a wide range of activities." (Source: MAEDI 2014. The innovative initiatives for financing biodiversity. DGMDP expert report)

⁶ The FFEM may support "benchmarking" studies enabling the estimation of "reasonable" costs for managing protected areas with different statuses (community or public, IUCN categories, geographic regions, etc.) providing a cost benchmark for evaluating projects submitted to trust funds.

⁷ PGI / PDO: Protected geographical indication / Protected designation of origin.

The FFEM's support will focus on:

- strengthening the effectiveness of these mechanisms and on the conditions for their development/ coordination on significant scales for the conservation of ecosystems;
- assessing the direct and indirect effects and/or the ecological footprint of a label;
- the economics of label assessment procedures to ensure that they can be backed by the operators of the sectors concerned while remaining profitable.

The FFEM may support several collaborative approaches with private operators of "biodiversity-friendly markets"⁸:

- strengthening specifications of established standards and labels for existing supply and distribution channels of large commodities (wood, agricultural products, fishing products);
- the analysis and improvement of the sustainability of supply sources for other existing channels or those to be created, notably by strengthening traceability;
- reducing entry costs of the certification process, through instruments that enable them to be shared, such as voluntary funds or those financed by compulsory payments, which would allow applicants for certification to cover these costs.

In all cases, the FFEM will ensure that the projects that it supports contribute to the implementation of the Nagoya Protocol regarding access to genetic resources and the fair and equitable sharing of benefits arising from their use (ABS).

Area 4 | Registering offsetting of residual damage for biodiversity in the sequence "Prevent-Reduce-Offset"

Still widely promoted through private sector voluntary commitments, the application in southern hemisphere countries of the principle of offsetting residual (irreducible and unavoidable) but significant losses of biodiversity related to public or private development projects should be widely applied⁹.

In all cases, an appropriate legal framework and a specific institutional environment are necessary for securing offsetting initiatives in the very long term. The application of the principle of offsetting, in advance, the impacts of projects on biodiversity or on the ecosystem-based services is, at the same time, pursued by an increasing number of southern hemisphere countries as a way of:

- preventing investment in the most critical ecosystems;
- encouraging the project owner of a project resulting in significant biodiversity losses, to finance biodiversity conservation or restoration initiatives, inside or outside of protected areas.

The calculation methods as well as the effects on biodiversity of offsetting measures are currently relatively untested. Concerning the absence of net biodiversity loss, it is difficult to assess on a project scale. There seem therefore to be significant risks to the FFEM's image and, as such, it will only support this type of initiative within the framework of coalitions of reputable partners in the area of biodiversity conservation (other co-financiers, environmental NGOs, etc.) and by including, as much as possible, a public institutional strengthening component. Monitoring this issue seems the only way of being able to influence the methodologies and concrete demonstrations. The FFEM could develop cooperative projects with groups of partners who are experts in the area, e.g. the *Business and Biodiversity Offset Programme* (BBOP).

⁸ To prevent the effects of deadweight, the FFEM will intervene as a priority by supporting groups of operators influencing practices on the scale of entire industries.

⁹ 2012 revision of the performance standards of the International Finance Corporation endorsed by the investors applying the Equator Principles.

The FFEM may support projects aimed at establishing practical methodologies for providing compensation for the net loss of biodiversity as part of private and/or public investments (major developments, mines, infrastructures, etc.). The offsetting projects intended to finance protected areas must demonstrate that they contribute to the mobilisation of additional resources for biodiversity conservation and to the prior application (or strengthening) of the "prevent and reduce" sequence, before passing to the "offsetting" stage.

The projects should combine field activities and intervention with efforts to strengthen institutions and to train all the actors concerned (civil society, design offices, public services, etc.). These projects should encourage more effective consideration of the biodiversity in impact studies and in defining management plans for these impacts.

The challenge will be to properly assess the additionality of the FFEM's concessional financing in comparison with private investors' obligations to prevent the effects of deadweight and to ensure that they fully assume their environmental responsibility by their own funds.

Geographic areas and partnerships

The FFEM's geographic scope of operation for this topic area is considerable. However, the FFEM should avoid solely focusing on emerging markets and will support initiatives that help the adaptation of these mechanisms in the context of Least Developed Countries (LDCs) where they are still relatively underdeveloped due notably to the lack of institutional or legal capacity, human resources or markets.

The FFEM shall prioritise partnerships with NGOs, programmes and alliances dedicated to financing mechanisms (*Conservation Finance Alliance*, BBOP Programme for offsetting, Katoomba Group for PES) as well as large private philanthropic foundations that contribute to biodiversity conservation, with whom co-financing projects may be sought.

2.2.2 | Integrated management and resilience of coastal and marine areas

Integrated coastal and marine zone management, or ICMZM, covers a continuum of the basin draining through the territorial sea and the exclusive economic zone (EEZ) to the high seas. It integrates the two approaches related to Integrated Coastal Zone Management (ICZM) and Integrated Sea and Marine Zone Management (IMZM).

The former is based on international recommendations following, notably, the 1992 United Nations Conference on Environment and Development in Rio de Janeiro, as well as Community recommendations, with the Recommendation of the Parliament and of the European Council of 30 May 2002 concerning the implementation of Integrated Coastal Zone Management (ICZM) in Europe.

The second is to coordinate all sectoral policies applying to the sea or the coastal zone for the purpose of the integrated management of spaces.

The three strategic areas proposed below exist within a context marked by:

- the weak governance of coastal territories (structuring land and marine issues) and marine areas located outside national jurisdictions;
- the cumulative effects of climate change (extreme events, increase in temperatures, rising sea levels, etc.) and the concentration of human activities on coastal ecosystems.

These strategic areas come under the following international conventions:

- the CBD and, in particular, the 2011-2020 strategic plan through Aichi objective no. 10 relating to reducing the pressure on coral reefs and other vulnerable marine and coastal ecosystems affected by climate change and ocean acidification;
- regional seas conventions, notably that of Barcelona on the protection of the Mediterranean marine environment and, in particular, its ICZM protocol, those of Nairobi for the Indian ocean, Nouméa for the South Pacific and Cartagena for the Caribbean;
- United Nations Convention on the Law of the Sea;
- the United Nations Framework Convention on Climate Change;
- the Convention on Persistent Organic Pollutants.

Strategic areas

Area 1 | Contribution to strengthening governance and the management of coastal zones

In general, integrated coastal zone management involves the establishment of platforms or organisations in order to ensure the coordination of actors of marine zones and corresponding watersheds, effective management measures and the long-term restoration of environmental quality.

This coordination does not necessarily pass through ad hoc institutions: it may be based on charters or other contractual forms developed on the basis of consultation processes between institutional actors, economic operators, civil society, etc. These processes require time and political will. The latter is also necessary at the time of implementing decisions such as, for example, those forcing the use of soil or natural resources. These two dimensions - time and political will - must be taken into consideration in the type of support that the FFEM will be able to provide.

The FFEM will support projects which:

- help to consolidate or build shared governance of coastal zones, between users and institutions responsible for the management of watersheds and adjacent marine zones;
- preserve ecosystems and limit the artificialisation of the coastal zone;
- increase awareness of environments and pressures as well as the monitoring systems;
- improve the resilience of territories facing natural hazards and the effects of climate change;
- support the sustainable use of natural resources and limit the use of chemical pollutants.

This area can be adapted through regional schemes linked to the implementation of local ICZM projects.

Area 2 | Contribution to strengthening the governance of marine zones located outside of national jurisdictions

The majority of countries now recognise the existing gaps in the global and regional governance frameworks outside of zones located beyond the limits of national jurisdiction.

The inadequacy of a legal framework that is restrictive for the high seas, which makes up two thirds of the ocean surface and plays an essential role in carbon sequestration, is becoming a topical issue for the United Nations General Assembly and the International Conventions Conferences of

the Parties, such as the United Nations Convention on the Law of the Sea (UNCLOS) and the Convention on Biological Biodiversity, notably through Aichi objective no. 11¹⁰. A working group dedicated to the issue of conservation and the sustainable use of marine biological diversity beyond areas of national jurisdictions was set up under the auspices of the United Nations.

In this complex institutional environment, which also includes regional seas conventions and many regional fishing organisations, and within a context where pressures are intensifying, the FFEM will support as a priority projects that enhance knowledge about the various emblematic compartments, species and ecosystems, the impact of pressures (mining and offshore operations, noise pollution, chemical pollutants, deep-sea fishing, temperature and pH variations, etc.) and contribute to the implementation of monitoring and management tools.

These projects will feed the governance frameworks referred to above and will also aim to build the capacities of southern hemisphere countries to take part, in knowledge of the facts. They also promote informing and raising the awareness of institutional actors and the civil society.

Area 3 | Contribution to the resilience of small island territories

This choice is justified by certain characteristics specific to these territories:

- high level of endemism of terrestrial and marine species that they harbour;
- their high vulnerability to pressures - overexploitation of natural, marine and the earth's resources, degradation and fragmentation of habitats, various pollutants, etc. - accentuated by the growth of the population and of tourism;
- their vulnerability to natural hazards and the effects of climate change, in particular: the exposure of these spaces, to varying degrees, to flooding, cyclones, tsunamis, earth movements, etc., to the rising of average sea levels and temperature increases, as well as the issues in terms of food safety and monitoring the quality of fresh, brackish and sea water.

In addition to the implementation of ICZM tools as described in area 1, and considering the specific nature and vulnerability of these territories, the FFEM will support integrated management approaches there as well as pilot projects that will contribute to:

- combating and monitoring coastal erosion of anthropogenic or climatic origin;
- the development of sustainable sectors, notably tourism, coastal fishing and agriculture, in line with the identities of these territories (labels, geographical indications, etc.);
- the management of protected land and marine areas, the sustainable management and monitoring of coral reefs;
- the eradication of invasive species;
- the ecological restoration of ecosystems;
- the prevention, reuse and recycling of waste on or off site, based on analysis of sectors and, as appropriate, on small local operators.

Geographic areas and partnerships

The geographic areas and partnerships remain open according to the projects. However, the coastal zones of West Africa, the Indian Ocean and the Mediterranean basin are priority regions for ICMZM projects. The small island territories of the South Pacific and Caribbean, in line with the integration and regional cooperation of French departments and overseas territories, are also a priority.

¹⁰ Aichi Target 11: By 2020, at least 17 % of terrestrial and inland water areas and 10 % of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscape and seascape.

The quality of the project and the analysis of the needs will determine the partners to be prioritised. The FFEM will also pay close attention to any project that make it possible to support:

- initiatives that form an integral part of work plans of regional seas conventions;
- projects that propose ecosystem-based management of marine environments as part of balanced collaborations between the various actors in the marine environment, including environmental organisations and regional fishing organisations.

In addition, the projects selected as part of this focus area will rely on local partnerships (authorities, NGOs, etc.), and will include capacity-building components and long-term strategies for financing integrated tools to ensure their continued existence. They will promote peer-led learning approaches at the regional and international levels (exchanges between marine parks for example).

2.2.3 | Sustainable agriculture and forests

The FFEM initiative is here in line with the three Rio Conventions - Climate, Biodiversity, Desertification - and/or the following:

- Stockholm Convention on Persistent Organic Pollutants;
- Minamata Convention on Mercury;
- Convention on the protection and use of transboundary watercourses and international lakes (Helsinki, 1992);
- United Nations Convention on the Law of the Non-Navigational Uses of International Watercourses;
- non-legally binding instrument on all types of forests ("Forest instrument") adopted in 2007 by the United Nations Forum on Forests.

This theme actually fits in with the global issues that include the protection of biodiversity, sustainable management of water, soils and forests, adaptation to climate change and the mitigation of GHG emissions. These issues require significant changes in the development and growth processes, notably in rural areas.

The spatial unity of the territory¹¹ enables these change processes to be identified through a holistic approach. The FFEM will thus set out to apply an "environmental/territorial" approach as an intervention principle, such as agroecology, in order to promote strategies integrating the conservation and management of natural resources that can ensure the well-being of populations and their food safety while addressing the issues of the major international conventions.

In this context, the FFEM will support initiatives that involve:

- the local development and planning of the area;
- the protection of biodiversity (remarkable or ordinary);
- the sustainable management of natural resources (forests, soil, water including wetlands) and restoration of degraded areas;
- preserving and strengthening the resilience of forest areas and their interrelation with other elements of the landscape;
- the agroecologic intensification of the plot in the landscape.

Therefore, the FFEM will seek to:

- promote an integrated approach at the rural landscape and territory level combining technical, political, economic and spatial initiatives;

¹¹ Territory is defined as a coherent area in administrative terms (communes, local authorities, regions etc.), in functional terms (watersheds, ecosystems, hydrology, economic activities) or cultural terms.

- develop a political and institutional framework that benefits the sustainable development of agricultural and forestry activities within rural territories based on inclusive governance principles;
- promote development models that reconcile the integrated management of natural resources and ecologic intensification encouraging competitiveness and job creation in the territories;
- support family farming in order to combat poverty and maintain the urban/rural balance;
- promote land security for rural communities, notably the most vulnerable.

To this end, the FFEM will be able to support the following initiatives:

- the structuring of sectors, the support of actors and their organisations will be the structural components notably through the development of products and know-how with strong local roots (regional products, geographical indications, certification and fair trade, etc.);
- the organisation of rural space in order to optimise the ecological functions of production and regulation, to strengthen resilience and adaptation to climate change and to allow for the preservation of biological and cultural heritage;
- strengthening of local institutions and the opening of a discussion forum for stakeholders;
- collaboration and synergies in research for sustainable rural development and networking of scientific knowledge and practices notably in terms of agroecology, agroforestry, conservation of genetic resources, organisation of producers, structuring of sectors, etc.;
- the development of joint work between groups of actors, NGOs, the private sector and research institutions within the framework of national and regional processes;
- the monitoring and measurement of the performance of agro-sylvo-pastoral systems at the level of rural areas;
- the conservation and development of forest areas, with projects mainly covering the following areas: protected areas, forest developments, non-wood forest products, wood energy, etc., with a focus on forest-agricultural-livestock interfaces. Within this context, the FFEM will take a particular interest in policies that support changes in agricultural production in order to reassure their positive impact on forest conservation.

Strategic areas

The operations supported by the FFEM will enable the promotion of a global approach to issues on a rural areas scale with the aim of reconciling:

- food safety and the well-being of populations living in these areas as well as improvement in the productivity of agricultural, pastoral and forestry systems;
- the preservation of biodiversity and landscapes as well as the qualitative and quantitative renewal of natural resources (forest, water, soils, etc.) through sustainable management that is regionally-based;
- the adaptation of agriculture and the forest to climate change and the reduction of GHG emissions related to these sectors so as to participate in efforts to mitigate and adapt to climate change.

They must therefore combine three areas: rural areas, natural ecosystems and climate change.

Area 1 | Promoting sustainable rural territories

Sustainable rural areas require the consideration of interaction between humans, natural resources and ecosystem-based services. Such a holistic approach would thus enable the productivity of resources to be maximised, livelihoods of populations to be improved and negative impacts on the environment to be reduced.

The FFEM will therefore encourage agricultural or forestry projects that aim both to preserve natural heritage and develop these areas economically and socially. These projects will also contribute to the emergence of innovative initiatives in this respect, the implementation of collective or individual practises and the transfer of experiences to other actors.

These projects will depend on a form of governance based on pursuing coherence, mediation between actors and on an analysis identifying the issues of the territory concerned, without the knowledge of which any development strategy risks being inappropriate.

Each operation must:

- meet the specific geographic (precipitations, topography, water availability) and socio-economic (soil use, type and organisation of agro-sylvo-pastoral sectors) characteristics of the area;
- have integrated key principles such as (i) adaptive management, and, notably, improvement in the resilience of populations to climate change, (ii) the actual involvement of stakeholders in the governance of territories and (iii) the convergence of additional objectives - economic, ecological and social.

Area 2 | Preserving natural resources and ecosystems

The FFEM will finance projects that take into account the threefold issue of preserving biodiversity, the sustainable management of natural resources and food safety, notably through:

- improving production systems on an operations, terroir and regional level (forest management plans, agroforestry, diversified rotations, use of local species, agro-sylvo-pastoral systems, preservation of biodiversity-rich interstitial areas, ecological continuity, hedges, prairies, protected areas, limitation of the use of chemical inputs);
- the preservation of areas that are already protected or to be protected - forests, wetlands, endangered ecosystems, protected areas - which will be integrated within the territories, so as to ensure coherent protection with the sustainable production systems and social processes in place. In this respect, the creation of ecological infrastructures should be prioritised. The restoration of degraded ecosystems can be an additional area of intervention once it is consistent with the "landscape/territorial" approach proposed.
- The protection and integrated management of water resources (IMWR) will involve the mobilisation of all the actors concerned, direct and indirect, around the following operational objectives:
 - > sustainably increase the productivity of ecosystems through an improved mobilisation of resources on the scale of watersheds (use of substitution reservoirs, mobilisation of alternative resources such as the re-use of treated wastewater, etc.) and through more efficient consumption of water (changes in agricultural practices, technical innovation, selection of varieties, etc.);
 - > reduce agricultural pollution of bodies of water (nitrates and pesticides in particular) to limit its negative impacts on human health and the balance of aquatic environments;
 - > develop and protect watersheds, in particular forest cover, by implementing adapted management measures;
 - > improve the governance of water systems on different scales in order to obtain an improved integration of all the stakeholders of a territory and effective solidarity between territories;
 - > support "water" service payment mechanisms through practices such as reforestation or permanent vegetation cover which enables the capture of water, as well as reducing erosion in watersheds or promoting measures encouraging the adoption of effective technical agricultural itineraries without forest clearing or pollution.

Area 3 | Promoting resilience and mitigation of climate change

The FFEM projects will here target as a priority combating desertification and land degradation as well as reducing GHG emissions linked to agricultural activities, deforestation and forest degradation.

The projects combating desertification and land degradation must promote the sustainable management of ecosystems - notably in dry areas where the land is particularly degraded - and, more generally, be in line with integrated strategies for the planning and development of rural territories in these areas. In particular, they may address the following challenges:

- development and dissemination of agroforestry techniques for conserving water, soils and trees, and their adaptation to ecological, agronomical, socio-economic and cultural environments of dry areas;
- support the diversity of production systems and the combination of agricultural and non-agricultural strategies;
- development of management through watersheds and ecosystems;
- make mobility and pastoral systems secure;
- environmental monitoring and early alert systems in connection with agricultural challenges;
- strengthen the sustainability of oasis systems;
- ensuring the community management of natural resources and empowering rural populations.

In the forest area, the FFEM will finance projects for the sustainable management of territories intended to reconcile agriculture and forest and thus address the twofold issue of adapting to and mitigating climate change:

- The testing and dissemination of practices, techniques and processes likely to serve as an example in the development of national adaptation and mitigation plans. As an example, the FFEM will support the dissemination of techniques for agro-ecology, agro-forestry, watersheds management, rice field management, adapted seeds, etc.
- The identification of tools and devices for estimating and monitoring GHG emissions and carbon sequestration in territories with various compartments (soils or vegetation). Efforts must be made to involve local communities in these systems.
- The identification of development tools for managing and sharing climate risks (index-based insurance, disaster funds, etc.).
- The implementation of result-related payment mechanisms for "climate" services, for example through carbon storage or the reduction of forestry emissions as part of the REDD+ mechanism, including non-carbon benefits.

Geographic areas and partnerships

The geographic priorities of the French ODA will be observed, in particular those assigned to the African continent (Africa and the Mediterranean).

In general, it will be useful to find synergies with the initiatives carried out by local authorities (decentralised cooperation).

2.2.4 | Sustainable urban territories

The projects identified under this theme fall within the following international conventions:

- United Nations Framework Convention on Climate Change;
- Stockholm Convention on Persistent Organic Pollutants;
- Convention on Biological Diversity.

The theme exists within a context marked by two big challenges:

- By 2030, nearly all world population growth will occur in towns, particularly within southern hemisphere countries, and mainly in their informal or impoverished neighbourhoods. This urban growth provides opportunities for the populations that it attracts, but may also turn out to generate significant inequalities, vulnerabilities and risks, whether they be social, political, economic or environmental. The challenge of urban growth that provides opportunity yet doesn't exclude is therefore immense.
- At the same time, climate change permanently changes the urban environment and is a potential source of large-scale natural catastrophes in the decades to come through, notably, its impact on rising sea levels and the intensity of extreme events. Often located by the sea or alongside major water courses with a high population density, cities are particularly vulnerable to climate risks.

The affirmation of the major challenge of the sustainable development of cities and their necessary adaptation to climate change, is reflected by this issue being placed on the agenda at an international level, as demonstrated at the major international conferences (Paris Climate Conference 2015, Habitat III in 2016, etc.).

Strategic areas

Area 1 | Strategic urban planning integrating a tool to combat climate change

Land use control is one of the major challenges in southern cities and is one of the main levers for implementing conditions for sustainable urbanisation.

Urban planning, which allows local authorities to organise their territory and control expansion, is one of the essential conditions for making cities less vulnerable to climate change. Experience shows that uncontrolled urbanisation (the main form in southern-hemisphere cities) that is reflected in particular by significant urban sprawl and low population densities as well as urbanisation of risk and coastal areas, is always a vulnerability factor.

Urban planning must therefore allow for reducing cities' impact on climate change (energy efficiency, transportation, housing, density, water management, mobilisation of ecosystems and vegetated surfaces, etc.) in addition to making cities less vulnerable and allowing them to adapt to the effects of climate change.

In this context, the FFEM will prioritise:

- either integrating transversally the climate dimension in the strategic planning exercise within the framework of sectoral planning (risk exposure plan, transportation planning, green plan, etc.);
- or dealing with combating climate change in the context of comprehensive territorial planning (climate plan, strategic plan, agenda 21).

Beyond urban planning itself, the FFEM will focus on the implementation process by ensuring that the territory consultation and organisation process leads to results in the field. To do so, projects will ensure to strengthen local project management as much as possible.

The warning and prevention systems for climate-related crises also play an important role in reducing urban vulnerabilities, notably by significantly limiting the number of their victims, and by facilitating reconstruction phases. The FFEM will also support innovations in terms of establishing:

- preventive measures for these climatic crises;
- warning systems (weather, population information, etc.), institutional coordination (local authorities, public safety, health, receiving displaced persons, etc.) and raising awareness (behaviour in case of a crisis).

Axe 2 | The development of natural and semi-natural spaces in towns

These spaces play a role in hydrological, thermal, social and environmental regulation and contribute to adapting to climate change. Therefore, the FFEM will prioritise the development of natural and semi-natural spaces, including agricultural, in towns:

- by giving back their place to the natural infiltration of surface run-off and its storage in order to limit waste water flow in drainage systems or the environment;
- by giving land back to vegetation to reduce heat islands (evapotranspiration from vegetation, shady areas, air currents, etc.);
- by mobilising green and blue belts to limit urbanisation and combat urban sprawl and by developing green belts around towns as well as the green re-engineering of major roads and large infrastructure projects;
- by identifying habitats to protect and restoring those that have deteriorated: the gradual enrichment or reintroduction of native plant and animal species will enable the ecosystems and the services that they provide to be strengthened;
- by developing urban agriculture.

This area will be implemented by developing approaches that integrate these adaptive functions with the development of economic activities (market-gardening, fish farming, etc.) and the preservation of cultural and ecological heritage (natural urban parks, green belts, etc.).

Based on the assumption that it is possible to combine the densification of cities and the presence of natural elements suitable for delivering various services, this strategic area will aim to contribute to building the sustainable city of tomorrow.

The FFEM will therefore propose supporting the creation or restoration, as well as the development of green urban infrastructures, adopting a systemic approach and involving the local population for the economic, social and cultural development of these spaces.

Axe 3 | Promoting the "sustainable" renovation of impoverished residential areas

The renovation of impoverished districts is a priority issue in southern-hemisphere cities. The organisation of these districts contributes to the vulnerability of cities and is an unsustainable type of urban development.

Sustainable urban renovation implies having a comprehensive approach for these districts: housing (vulnerability and energy efficiency), transportation (public transportation as "soft links"), vulnerability to risks (flooding, landslides, etc.), energy use (public lighting, cooking, etc.), environmental quality (parks, water management of the plot of land, green belts), sanitation and solid waste management (in line with chemical pollutants), etc. The FFEM will support integrated renovation and development approaches for these districts taking into consideration all of these aspects.

The FFEM will involve itself in impoverished residential areas in addition to broader programmes in order to support innovation but also to combat poverty through supporting certain economic activities (waste recycling, peri-urban agriculture, etc.).

It may also involve support for the preparation of new technical and organisational models or an approach by sector (fuel wood, energy, transportation, building materials, waste, etc.) provided that there is an established potential for rescaling.

New technological and economic models could be developed, particularly in LDCs where new concepts must be invented in regard to networks (transportation, water, energy, waste), with eco-neighbourhoods focused on job market development.

To strengthen urban resilience, the FFEM wishes to take action as a priority in the most vulnerable areas and those most exposed to the risks related to climate change (coastal flooding, flooding, landslides, heat islands, water stress).

Area 4 | Waste management and chemical pollutants

The management of urban waste is an important lever for reducing GHG. Technologies geared to reducing greenhouse gas emissions are widespread in countries in the North and in certain emerging countries; this is less true in the LDCs and in countries with intermediate income levels.

The FFEM will therefore support the implementation of projects reducing methane emissions and encouraging the prevention and development of waste as well as combating pollution.

The FFEM also intends to support projects that aim to reduce the emissions of persistent organic pollutants (POP), primarily in industrial cities in the southern hemisphere.

The "3R" doctrine regarding waste will be promoted: Reduce / prevent (strict prevention and reduction at source); Reuse (reuse and preparation for reuse); Recycle (waste separation and recycling) with a focus on electric and electronic waste, batteries and accumulators, and plastic.

The FFEM will also support change processes, notably that aim to promote the adoption of a "zero waste" target and the development of the circular economy.

Characteristics of the projects

The FFEM will support initiatives that combine spatial planning, demonstrative pilot projects, improvement in governance and strengthening of capacities.

Depending on the areas of intervention, it will adjust its support, for example:

- by highlighting technical innovations and methodologies within situations where the local project management and planning tools already take into account climate issues;
- or, on the contrary, by insisting on the strengthening of project management and spatial planning capacities, where sufficient consideration is still not given to these issues.

The amount of the FFEM's commitment will need to be adjusted according to the authorities receiving support: an amount that is too high could be a major constraint when seeking co-financing for some of them.

Geographic areas and partnerships

The FFEM's financing will be targeted as a priority at operations in "Priority poor countries" (without, however, excluding operations outside this area).

Local/international partnerships and project management support are sustainability conditions for financed projects. Several types of players can be mobilised:

- The financial donors (European Union, World Bank, regional banks, Global Environment Facility, bilateral), co-finance the operations supported by the FFEM and cover strategies in line with their own.
- Decentralised cooperation is particularly active in the urban domain and maintains strong relations with the AFD. It has a leading role to play in strengthening local capabilities as well as in the implementation of exchanges of experience with cities in the South on subjects that directly concern the FFEM (agenda 21, building material norms, eco-neighbourhoods, training).
- The Partenariat Français Pour la Ville et les Territoires (PFVT, or French Partnership for the City and Territories), a network created in 2010 and facilitated by the AFD, brings together all French urban cooperation actors located abroad (private, consultants, public institutions, elected officials, decentralised cooperation, researchers).
- The networks of actors¹².

2.2.5 | Energy transition

In 2011, global CO₂ emissions from fuel combustion reached 31.3 billion tonnes of CO₂, i.e. 60% of total GHG emissions. Current energy systems are not sustainable. The massive use of fossil energies results in the depletion of hydrocarbon resources and deteriorates the climate balance due to GHG emissions. Higher prices, price volatility and the scarcity of oil endanger the energy supply of countries that are highly dependent on this resource and render their economies vulnerable to price shocks. To be sustainable, energy policies must diversify the energy mix, render economies more energy-efficient and better integrate the specificities of developing countries, characterised by a low level of electrification. According to the International Energy Agency, 1.4 billion people in the world do not have electricity and 2.7 billion cook using traditional biomass methods.

In light of these findings and while energy was absent from the millennium development goals announced in 2000, the United Nations launched the "Sustainable Energy for ALL" (SE4All) initiative in 2012. In addition, one of the major objectives of sustainable development by 2030 will be access to energy with an increasing share of renewable energies.

By building on the knowledge of the previous strategy, the FFEM pursues the objective, through the operations that it will finance for the 2015-2018 period, of contributing to the decarbonisation of energy production and the improvement of energy efficiency, with a view to providing sustainable energy for all. For all of its initiatives, the FFEM will prioritise projects which allow for the scaling up of renewable energy investments and energy efficiency initiatives.

¹² United Cities and Local Governments (UCLG), Cities Alliance, International Association of Francophone Mayors (AIMF), United Nations Human Settlements Programme (UN-Habitat), Local Governments for Sustainability (ICLEI).

The FFEM will find out, with its partners, how the projects that it finances are in line with a local strategic framework that promotes the autonomy and resilience of long-term production systems and units vis-à-vis price volatility, imports and adverse weather. Through its financing, the FFEM will also work to strengthen sustainable energy policies and the capabilities of actors.

The FFEM will finance operations intended to bring about a transition towards a low-carbon energy system. The following selection criteria will be used to determine the choice of projects:

- any type of innovation: technological, financial, methodological, social, institutional, etc.;
- removal of obstacles (notably institutional and financial types);
- support of deployment or up-scaling processes;
- development of financial mechanisms to encourage investment, both for energy production and for more moderate use;
- development of local resources and promotion of endogenous economic development.

Strategic areas

Taking into account amounts that can be mobilised and the level of unitary commitment possible (0.5 to 2 million euros), the FFEM will co-finance projects supporting energy transition - renewable energy or energy efficiency (industry, building, equipment) - according to the four strategic areas detailed below.

Area 1 | Support for public policies

The FFEM will support initiatives:

- structuring regulatory and institutional frameworks that encourage renewable energies;
- supporting the establishment of public policies for energy efficiency;
- strengthening the application of existing regulatory or voluntary instruments (enforcement).

These initiatives may finally support sectoral programmes that focus on energy transition. These may be labelled as part of international commitments in the form of "*Nationally Appropriate Mitigation Actions*" (NAMA) in the energy sector.

Axe 2 | Financial instruments promoting public-private partnerships and up-scaling

The FFEM will co-finance projects aiming to:

- implement public and private financial instruments and support investment (for example: specific contractual arrangements, incentives to purchase, financial instruments based on results, etc.) and the distribution of "low carbon" technologies;
- develop financial investment instruments for energy savings that have a knock-on effect;
- establish financing adapted to all funding actors and the energy service (project owners of the service, managers/delegates, users): credit tools, investment companies and specialist banks, energy services companies, specific financing mechanisms (micro-finance, risk-sharing tools, etc.);
- implement demonstrative pilot programmes (supply and demand) in order to promote the massification of the use of simple and efficient equipment. This could be done notably through supporting the development of economic activities, with a financial dimension (credit) in order to support the transformation of the production model and the purchase of equipment by households.

Axe 3 | Development of renewable energy production sectors or energy-efficient equipment

The FFEM will participate in projects that focus on the development of renewable energy production sectors or energy-efficient equipment through the organisation of sectors, defining benchmarks, technical, social or environmental standards, MRV tools, etc. The use of biomass for energy purposes will be researched in particular.

Small and mid-range pilot and innovative investments will also be considered: wind or solar hybrid production systems, bioenergy including wood-based energy, micro-hydroelectricity, energy recovery from waste, etc.

Axe 4 | The development of MRV tools

The ex-ante and ex-post MRV tools (*measure, reporting and verification*), likely to improve knowledge about the impact and the environmental and social qualities of financing operations of sustainable energy projects, will be developed here.

Geographic areas and partnerships

Africa will remain the priority area and the focus for the majority of FFEM action within this area, consistent with the global strategy of the Facility. The FFEM will however review innovative projects for other geographic regions. The FFEM will maintain a balance between its intervention in rural and urban areas.

Partnerships will enable complementarity with other French and European instruments, notably financing instruments which are available in France (AFD, Directorate-General of the Treasury, Agency for the Environment and Energy Management [ADEME], etc.), Europe or worldwide (SE4ALL).

Diversified financing to mobilise the private sector

The FFEM's support will essentially be implemented through grants but other types of financing may be tried. The FFEM will actually diversify its support processes, notably in the private sector, so as to optimise the use of the "donation" resource awarded by the State.

From an up-scaling perspective, financing that is less concessional than the grant may be justified for operations related to private actors. Therefore, new financing methods will be explored on a case-by-case basis: equity investment, reimbursable advances depending on the results achieved, convertible grants, convertible bonds, grants with share subscription rights, etc. The FFEM instrument will therefore enable involvement in equity for kick-starting innovative projects that are more risky and less lucrative ("patient" financial resources).

A study, in consultation with the AFD and its group subsidiary PROPARCO, will enable this diversification strategy to be structured and the necessary tools to be developed. Studies may also be carried out with French banks and "green" investment funds for financing small projects in developing countries. At the end of this study, it will be possible to qualify the types of financial operations and to develop appropriate legal documentation models.

Methods to identify operations falling under energy transition

For this focus area, operations will be identified according to two methods:

1. by institution members of the FFEM according to the standard instruction diagram in particular for operations of States or NGOs. Each year the FFEM secretariat will communicate in this respect with member institutions and French NGOs that have an activity within the field of energy;
2. through an annual call for projects in order to mobilise private businesses. This call for projects will be implemented by the FFEM secretariat within the framework of the Innovation Facility for the Private Sector (FISP). An assessment of this instrument will be undertaken in 2016.

3 | STRENGTHENING CONSULTATION AND PARTNERSHIPS WITH THE PRIVATE SECTOR, CIVIL SOCIETY AND RESEARCH

3.1 | STRENGTHENING MULTI-PLAYER PARTNERSHIPS

Partnerships with multiple players are fundamental to the FFEM's identity and activities. They also contribute to French influence abroad.

These partnerships concern the public sector, the private sector, NGOs and local authorities, research establishments, financing agencies and international agreements on the environment. FFEM experience in this respect shows that these partnerships need to become more operational.

The activities supported by the FFEM will take those of other financing agencies into consideration as well as the national strategies of developing countries, in the interests of the quality, efficiency and predictability of assistance, as provided for by the Paris Declaration and the Busan Partnership on the effectiveness of development assistance.

The FFEM's internal sectoral strategies and projects will be built up in partnership with stakeholders with an interest in the topic areas that it supports.

3.2 | CONTRIBUTING TO FRENCH INFLUENCE AND TO THE PROMOTION OF FRENCH PRIVATE-SECTOR PLAYERS

The FFEM will mobilise the private sector in several ways:

- through closer integration of the French private-sector in FFEM discussions upstream and through closer targeting of FFEM communication towards businesses;
- broadening and strengthening networks of FFEM partners, both private-sector (businesses, professional organisations, environment companies - "Entreprises pour l'Environnement" association - EpE, enterprise foundations, etc.) and public-sector bodies working for private-sector development (Directorate-General of the Treasury project support, UbiFrance, ADEME, Oséo, etc.);
- supporting innovative financing projects for biodiversity conservation or combating climate change (innovative funds, compensation for biodiversity conservation, etc.);
- strengthening links between the FFEM and NGOs and foundations in the context of their activities with the private sector, both French and local.

In general, the FFEM will engage in more in-depth discussions on promoting its activities and disseminating knowledge in Europe (European Commission, European Investment Bank, bilateral agencies) and internationally (GEF, Clean Technology Fund, adaptation funds, Green Fund, Multilateral Fund, Access and Benefit Sharing fund, etc.).

3.3 | SUPPORTING CIVIL SOCIETY INITIATIVES

At the 2004 Monterrey conference, France undertook to double the amount of official development assistance (ODA) handled through NGOs. In response to French biodiversity strategy directives, CICID 2013 policy guidelines and the wishes of many NGOs in the North and South, the FFEM financed and implemented four innovative small-scale initiative programmes (SSI) from 2006, concerning over a hundred projects. The fourth SSI Programme, involving 2.5 million euros, was renewed in partnership with the International Union for Conservation of Nature (IUCN) in 2013.

These programmes are essentially intended for the Least Advanced Countries of French-speaking Africa. Their goal is to encourage the emergence of local initiatives that contribute on the spot to the implementation of Multilateral Environmental Agreements (biodiversity, climate change, fight against desertification), strengthen the capacity of civil societies of the South to influence national and local policies on the global environment and help to capitalise on experience with environmental micro-projects.

The first SSI Programme assessment report recommended the continuation of the programme, with some changes to improve the effectiveness and relevance of activities of this type. In its second SSI Programme, the FFEM is focusing in particular on the involvement of the civil society and decentralised local authorities in the implementation of projects in each of its intervention niches. For the third PPI, emphasis was placed on strengthening the capacities of civil-society organisations by concentrating efforts on five African countries with significant environmental challenges and a low capacity to present projects: Burkina Faso, Ghana, Togo, Cameroon and Democratic Republic of Congo. In the fourth project, adjustments were made such as the reintegration of local authorities as beneficiaries in southern hemisphere countries, the addition of two priority countries (Ivory Coast and Republic of Congo) and the establishment of certain operational measures to increase the efficiency of the programme, such as support for setting up projects.

Inspired by the SSI Programme financed in sub-Saharan Africa, the PPI-OSCAN programme aims to strengthen the technical, administrative and financial capacity of emerging NGOs in four North African countries (Algeria, Libya, Morocco, Tunisia). Approved in 2013, FFEM's support for this programme was 1 million euros.

Concerning local authorities, the FFEM will pursue and strengthen operations that involve their areas of competence through decentralisation approaches that also draw on French know-how among French local authorities (municipalities, competitiveness clusters, nature parks, coastal and lakeshore conservation agency, etc.).

3.4 | DEVELOPING LINKS WITH RESEARCH

3.4.1 | The Scientific and Technical Committee: an advisory, evaluation and support role

The STC issues its opinions on the quality of projects presented to the FFEM. It also contributes to the definition of methodologies developed during the project processing phase and to the development of strategies linking global environment issues with sustainable development. The STC constitutes one of the specific features of the FFEM and allows it to maintain its scientific credibility, its innovative nature and its ability to carry out reproducible projects.

The strengthening of the STC continued in 2013-2014 and its key role in the construction of FFEM's knowledge and know-how was confirmed in regard to the following three areas:

- review of the projects proposed to the Facility;
- involvement in the assessment of clusters of projects;
- participation in the FFEM's strategic discussions concerning its areas of intervention and its global environment subjects linked to sustainable development.

The role of the STC will continue to be strengthened. This will notably contribute to the development of FFEM project pilot tests vis-à-vis the networks to which its members belong. Feedback and evaluation reports by clusters will in particular be disseminated through these channels. Strategic review seminars will be organised and will mobilise both actors and scientific experts concerned by the experience of the FFEM and strategic questions concerning its future positioning.

3.4.2 | Engaging more closely with scientists

The FFEM has to meet a dual challenge at all times:

- bringing innovative project and programme input to its project portfolio upstream from project processing;
- downstream, working on the dissemination and replication of innovations in development projects, with other French or local actors.

To meet this dual challenge, the FFEM has initiated a partnership with the Fondation pour la Recherche sur la Biodiversité (FRB) and will continue to engage more closely with the research world on technological and industrial innovations, economic analyses, support for the formulation of public policies and methodologies for indicators to measure results and impacts.

A wide range of players in public and private research are concerned: MENESR, ANR, Cirad, IRD, Inra, ONF, IOW, BRGM, Ifremer, ADEME, CSTB, FRB, Irstea¹³, competitiveness clusters of academic research centres and schools of economics (Paris, Toulouse, etc.).

¹³ ANR: National Research Agency; Cirad: Centre for international cooperation in agricultural research for development; IRD: Research institute for development; Inra: National institute for agronomic research; ONF: National forestry office; OIW: International Office for Water; BRGM: Geological and mining research bureau; Ifremer: French Research Institute for Exploitation of the Sea; ADEME: Agency for the Environment and Energy Management; CSTB: French scientific and technical centre for building; FRB: Foundation for Research on Biodiversity; Irstea: National scientific research institute for the environment and agriculture (ex-CEMAGREF); MNHN: National natural history museum.

4

CAPITALISING ON EXPERIENCE SUPPORTED BY THE FFEM AND PROMOTING ITS INITIATIVE

The FFEM has the goal of learning from its pilot and innovative tests that it finances, in order to standardise and distribute new methods and practices developed and tested by the projects.

The FFEM has become a recognised cooperation and development instrument in the global environment topic areas. Its policy for disseminating its experience and activities needs to be actively pursued, while highlighting its role and value for responsible and sustainable official development assistance.

4.1 EVALUATING ITS INITIATIVES AND CAPITALISING ON ITS EXPERIENCE

The evaluation pursues several additional objectives of the FFEM:

1. improve the practices and results of its initiatives by measuring their quality and effectiveness: the evaluation is first used to improve future strategies, programmes and projects supported by the FFEM, thanks to the lessons learnt from operational experience. The evaluation is used to document learning and improvement processes, both continually and retroactively, enabling, at the end, solutions to be proposed that take more account of the environment, while contributing to the economic development of populations.
2. generate knowledge in the field of sustainable development and make it accessible to others: the knowledge thus generated fuels the debate on the issues of sustainable development. The concrete results obtained, the honest assessment of failures and successes of its initiatives, help to make the FFEM a reliable partner in environment conservation and the sustainable management of natural resources, within the French international cooperation system for official development assistance. The innovative nature of its initiatives calls for the dissemination and generalisation of success and learning beyond the pilot test.
3. report on the execution, results and impact of its initiatives to the various stakeholders from a perspective of accountability and transparency towards them: the evaluation involves the obligation to report on the performance of the FFEM to the competent ministries, its STC, the various stakeholders of the cooperation process in France and abroad as well as taxpayers and citizens.

There is a wide range of assessment and capitalisation methods, which the FFEM can use, depending on the objective prioritised, whether ex-post project evaluations, evaluations of topic areas, by clusters of projects, midway, strategic, regional, etc. The methods for establishing pre-project benchmarks, defining performance, result or impact indicators, follow-up evaluation, etc., will be strengthened.

The FFEM wishes to carry out an independent evaluation at the end of all its projects. In order to reinforce capitalisation, the FFEM will carry out activities to evaluate results and analyse lessons learnt from the projects for each focus area of the SPF.

A retrospective analysis of the FFEM portfolio from the point of view of "innovative processes" will be carried out. In its 20 years of existence, the FFEM has accumulated significant experience in the design,

financing and implementation of global environment projects and programmes. These initiatives have often integrated - sometimes implicitly or without it being a main objective - innovative processes as defined in this document (cf. p. 12, overarching objective "Innovative processes").

However, until now, the potential for replication or deployment of best practice - for example the establishment of participative processes bringing together the various actors potentially concerned - although often analysed during the preparation of operations, currently does not systematically lead to the development and implementation of a theory of change / transformation. Yet this would enable the obstacles to be overcome - in particular socio-political - which often prevent the up-scaling pursued.

Therefore, as part of the 2015-2018 SPF, the FFEM will each year carry out ex-post evaluations by project clusters focusing on various types of innovative processes: strategy development and decision-making methods and tools, approaches that are more multidisciplinary, processes for co-managing issues, collective and individual learning mechanisms, communication strategies, etc. The objective of these evaluations will be to highlight the roles of actors, best practices already in use, as well as the reasons for failure such as, for example, those due to a "process" dimension not sufficiently taken into consideration. Furthermore, these analyses will enable the enrichment of the FFEM's intervention strategies and expand the evaluation criteria in order to integrate more explicitly the design and implementation of change theories and, in general, socio-political dimensions.

4.2 | REPORTING ON THE EXPERIENCE ACQUIRED

Communication is an essential strategic component of FFEM activities. It disseminates its image, mission and activities. It contributes in particular to the promotion of innovation and the reproducibility of the activities it finances. It involves the member institutions, the STC and the FFEM Secretariat in particular.

Communication must be nurtured by capitalising on experience which depends on closer involvement and stronger appropriation by the FFEM's partners. The FFEM will build closer links with European and private sector players for this purpose.

The secretariat will ensure to distribute and promote the information acquired on its website in order to make the results of its experiences, considered as emblematic and providing solutions, accessible to and comprehensible by all.

5 | SUPPORTING AND ADVISING FRENCH AUTHORITIES

The FFEM will continue its support for authorities concerning the guidelines and decisions of the Executive Boards of the GEF and Multilateral Fund (MLF) for the Implementation of the Montreal Protocol for protection of the ozone layer. These advisory missions help to boost the FFEM's image and know-how on the international scene and contribute more in-depth knowledge and experience of multilateral organisations to bilateral activities.

5.1 | THE GLOBAL ENVIRONMENT FACILITY

GEF resources have been replenished by USD 4.43 billion for the period between 1 July 2014 and 30 June 2018. France contributes USD 300 million.

The FFEM Secretariat, with its experience in topic areas and projects and as an administrator of public funds for sustainable development and the global environment, will pursue its activities to support the Ministry of Finance and Public Accounts by advising it on:

- strategy documents issued by the GEF Executive Board;
- projects processed by the GEF.

To carry out these tasks, the Secretariat will draw on available AFD competence or on external consultants as required.

Joint FFEM and GEF financing will be sought within the limit of the 20% FFEM contribution. These arrangements must ensure visibility for FFEM activities and, if possible, involve French partners including: research, public and private institutions and enterprises, local authorities, NGOs and foundations. To drive these synergies, shared missions and specific contacts will be established between the GEF and FFEM Secretariats.

5.2 | THE MULTILATERAL FUND FOR THE IMPLEMENTATION OF THE MONTREAL PROTOCOL

During the 23rd meeting of the Parties to the Montreal Protocol (Bali, November 2011), replenishment of the Multilateral Fund amounted to USD 450 million for 2012-2014. France's share was 7.811%, the amount of annual French contributions therefore amounting to €7.5 million for this period.

The FFEM is involved on multiple levels as part of its activities aimed at eliminating substances that deplete the ozone layer. It supports the Directorate-General of the Treasury in:

- monitoring activities of the Montreal Protocol: European coordination meetings and thematic or international negotiation sessions such as meetings of the Parties to the Protocol;
- monitoring activities of the Multilateral Fund and its Executive Committee, which decides on the direction of the Facility and the selection of projects. The FFEM will also support the identification and implementation of eligible bilateral projects as the rules of the Facility allow, within the limit of 20% of the French contribution for a given three-year period.

5.3 | FRENCH GOVERNMENT DEPARTMENTS

The FFEM plays a specific role in supporting the member institutions and other French administrations by contributing to:

- the definition and implementation of the following strategic documents:
 - > strategic guideline documents that set out the sectoral strategies of the CICID;
 - > regional frameworks for intervention (CIR) and sectoral frameworks for intervention (CIS) of the AFD;
- the preparation of board meetings of the GEF, the Multilateral fund for the implementation of the Montreal Protocol and the Adjustment Fund.

To contribute to these strategic definitions and board meeting preparations, the FFEM member institutions and secretariat will need to produce relevant analytical and synoptic documents (assessments, capitalisation on thematic areas, indicators etc.) drawing on projects supported by the FFEM.

LIST OF ANNEXES

ANNEX 1

Countries of FFEM intervention

ANNEX 2

Projects co-financed by the FFEM from 01/01/2011 until 31/12/2014

ANNEX 3

Steering Committee, Scientific and Technical Committee, FFEM Secretariat

ANNEX 4

List of acronyms and abbreviations

ANNEX 1 | COUNTRIES OF FFEM INTERVENTION

Least developed countries	Low income countries (GNI per capita < \$1,045 in 2013)	Lower-middle income countries and territories (GNI per capita < \$1,046 - \$4,125 in 2013)	Upper-middle income countries and territories (GNI per capita < \$4,126 - \$12,745 in 2013)
Afghanistan	Kenya	Armenia	South Africa
Angola	Democratic Peoples Republic of Korea	Bolivia	Albania
Bangladesh	Tajikistan	Cameroon	Algeria
Benin	Zimbabwe	Cape Verde	Antigua and Barbuda ²
Bhutan		Cisjordan and Gaza Strip	Argentina
Burkina Faso		Congo	Azerbaijan
Burundi		Ivory Coast	Belarus
Cambodia		Egypt	Belize
Comoros		El Salvador	Bosnia and Herzegovina
Djibouti		Georgia	Botswana
Eritrea		Ghana	Brazil
Ethiopia		Guatemala	Chile ²
Gambia		Guyana	China, (Peoples Republic of)
Guinea		Honduras	Colombia
Equatorial Guinea ¹		India	Costa Rica
Guinea-Bissau		Indonesia	Cuba
Haiti		Kyrgyzstan	Dominica
Solomon Islands		Kosovo	Ecuador
Kiribati		Morocco	Former Yugoslav Republic of Macedonia
Lao People's Democratic Republic		Micronesia	Fiji
Lesotho		Moldova	Gabon
Liberia		Mongolia	Granada
Madagascar		Nicaragua	Cook Islands
Malawi		Nigeria	Marshall islands
Mali		Uzbekistan	Iran
Mauritania		Pakistan	Iraq
Mozambique		Papua-New Guinea	Jamaica
Myanmar		Paraguay	Jordan
Nepal		Philippines	Kazakhstan
Niger		The Syrian Arab Republic	Lebanon
Uganda		Samoa	Libya
Central African Republic		Sri Lanka	Malaysia
Democratic Republic of Congo		Swaziland	Maldives
Rwanda		Tokelau	Mauritius
São Tomé and Príncipe		Ukraine	Mexico
Senegal		Vietnam	Montenegro
Sierra Leone			Montserrat
Somalia			Namibia
Sudan			Nauru
South Sudan			Niue
Tanzania			Palau
Chad			Panama
Timor-Leste			Peru
Togo			Dominican Republic
Tuvalu			St. Lucia
Vanuatu ¹			St Helena
Yemen			Saint Vincent and the Grenadines
Zambia			Serbia
			Seychelles
			Suriname
			Thailand
			Tonga
			Tunisia
			Turkmenistan
			Turkey
			Uruguay ²
			Venezuela
			Wallis and Futuna Islands

¹ Resolution 68/L.20 of the United Nations General Assembly adopted on 4 December 2013 stipulates that Equatorial Guinea will be removed from the least developed countries category three and a half years after adoption of the Resolution and Vanuatu will be removed from the least developed countries category four years after adoption of the Resolution.

² Antigua and Barbuda, Chile and Uruguay exceeded the threshold of high-income countries in 2012 and 2013. In accordance with DAC rules applicable to the revision of this list, these three countries will be removed from the list in 2017 if they continue to be high-income countries until 2016.

ANNEX 2

PROJECTS CO-FINANCED BY THE FFEM

from 01/01/2011 until 31/12/2014

Commitment Date	Project title
31/03/2011	Conservation and promotion of biodiversity: sustainable rural development of the Balkan Mountains
31/03/2011	"Save Our Species" (SOS)
31/03/2011	Small Initiatives Program 3
31/03/2011	Strengthening the Management Network of Marine Protected Areas (MedPAN)
06/07/2011	Support the development and structuring of the peasant sector of jatropha/biofuel (oil and biodiesel) in West Africa
06/07/2011	Sustainability of co-management and community-based conservation of biodiversity in the Guatemalan system of protected areas
06/07/2011	Forest structure and dynamics in central Africa: "towards timber harvesting rules incorporating the ecological functioning of tree populations and variability of environmental conditions" (DynAffor) Phase I
25/11/2011	Forest structure and dynamics in central Africa: "towards timber harvesting rules incorporating the ecological functioning of tree populations and variability of environmental conditions" (DynAffor) Phase II
06/07/2011	African Carbon Asset Development (ACAD)
06/07/2011	Promoting the potential of REDD+ and the CDM for the sustainable development of the Rio Magdalena
06/07/2011	Africompost
06/07/2011	Optimize the production of goods and services by the Mediterranean forest ecosystems in the context of global change - Phase I
25/11/2011	Optimize the production of goods and services by the Mediterranean forest ecosystems in the context of global change - Phase II
06/07/2011	Capacity building and access to remote sensing data for forest monitoring in central and west Africa - Phase I
06/07/2011	Integrated and coordinated management of water resources in the aquifer systems of Iullemeden, Taoudeni/Tanezrouft and the Niger River - GICRESAIT -
25/11/2011	Conservation project in northern Kenya
25/11/2011	Pilot project fighting against deforestation and forest degradation in Miombo forest in the Gilé National Reserve and its environs
25/11/2011	Preservation of Lake Chad: Contributing to the lake's development strategy
25/11/2011	Support the development of low carbon development strategies that are resilient to climate change
25/11/2011	Flagship programme, "Modelling and biodiversity scenarios" of the FRB
2011	
21/02/2012	Capacity building and access to remote sensing data for forest monitoring in central and west Africa - Phase II
02/04/2012	Support to banks for financing the sustainable management of tropical rainforests
02/04/2012	Livelihoods Fund
02/04/2012	International cookstove programme
02/04/2012	"Fair trade gold" industry and reduction in the use of mercury in gold mining in West Africa
05/07/2012	Certified natural products to preserve biodiversity and support local development in Southern Africa
05/07/2012	Experimental platform for the management of rural areas in the Brazilian Amazon (PETRA)
05/07/2012	Programme for the development of a market for low-carbon buildings adapted to climate change in Africa (Nubian Vault)
05/07/2012	Conservation and sustainable management of the Gran Chaco
23/11/2012	Protection of biodiversity in the forests of the Ameca-Manantlan Corridor
23/11/2012	South Expert Plants / Sustainable Development (SEP/DD)
23/11/2012	RESCCUE (Restoration of Ecosystem Services against Climate Change Unfavourable Effects)
23/11/2012	Natural forest management and sustainable supply of fuelwood in the cities of Sahel (FONABES)
23/11/2012	REDD+ programme integrated in the forest region of the south-western CAR
23/11/2012	Integration of the tropical timber industry of Central and West Africa in the FLEGT and REDD+ mechanisms
23/11/2012	Establishment of the long-term financing fund for the network of protected marine and coastal areas of the Mid-American Reef (MAR Fund)
2012	

Country	Zone	Area	Number of projects	Total projects launched (in €)	Member institutions
Eastern Europe / Regional	EE	Biodiversity	1	1 200 000	MAEDI
Africa/Regional	AF	Biodiversity	1	1 000 000	MEDDE
Africa/Regional	AF	Biodiversity	1	2 000 000	MAEDI - MEDDE
Mediterranean/Regional	ME	International Waters	1	750 000	MEDDE
Africa/Regional	AF	Climate change	1	1 100 000	AFD
Guatemala	AL	Biodiversity	1	1 496 000	MEDDE
Africa/Regional	AF	Biodiversity	1	1 250 000	AFD
Africa/Regional	AF	Biodiversity		1 290 300	AFD
Africa/Regional	AF	Climate change	1	2 000 000	AFD
Colombia	AL	Climate change	1	1 460 000	MAEDI
Africa/Regional	AF	Climate change	1	1 000 000	MEDDE
Mediterranean/Regional	ME	Climate change	1	1 350 000	MEDDE
Mediterranean/Regional	ME	Climate change		1 300 000	MEDDE
Africa/Regional	AF	Climate change	1	1 600 000	MAEDI - AFD
Africa/Regional	AF	International Waters	1	499 380	MAEDI - MEDDE
Kenya	AF	Biodiversity	1	1 500 000	AFD
Mozambique	AF	Climate change	1	2 000 000	AFD
Africa/Regional	AF	International Waters	1	800 000	MAEDI - AFD
Africa/Regional	AF	Climate change	1	1 500 000	AFD
Africa/Regional	AF	Biodiversity	1	1 000 000	MENESR
			18	26 095 680	
Africa/Regional	AF	Climate change	0	1 750 000	MAEDI - AFD
Africa/Regional	AF	Climate change	1	2 700 000	AFD
Africa/Regional	AF	Climate change	1	1 200 000	MINEFI
Africa/Regional	AF	Climate change	1	2 000 000	MAEDI
Burkina Faso, Mali, Senegal	AF	Land Degradation -POP	1	900 000	MAEDI
Africa/Regional	AF	Biodiversity	1	900 000	MEDDE - AFD
Brazil	AL	Biodiversity	1	2 000 000	MAEDI - MEDDE
Africa/Regional	AF	Climate change	1	1 000 000	MAEDI - MEDDE
Latin America/Regional	AL	Climate change	1	1 500 000	MEDDE
Mexico	AL	Biodiversity	1	1 500 000	AFD
Africa/Regional	AF	Biodiversity	1	1 500 000	AFD - MAEDI - MENESR
South Pacific	PA	Climate change	1	2 000 000	AFD
Mali, Niger, Burkina Faso	AF	Climate change	1	1 500 000	MAEDI - AFD
Central Africa	AF	Climate change	1	1 500 000	MAEDI - AFD
Africa/Regional	AF	Climate change	1	1 491 700	MAEDI - MAAF
Latin America/Regional	AL	International Waters	1	1 060 000	MEDDE
			15	24 501 700	

Legend:

AF Africa
AL Latin America
AS Asia

EE Eastern Europe
ME Mediterranean
PA Pacific

Table continued next page

Commitment Date	Project title
27/03/2013	Promotion of the ecosystem-based management of fishing and other uses of the marine environment surrounding a network of Protected Marine and Coastal Areas in the north of Tunisia
27/03/2013	Support for the implementation of the energy efficiency policy of the Palestinian Authority
27/03/2013	Adaptation of agriculture to climate change in the Maghreb
27/03/2013	Support for energy efficiency and renewable energy investments in companies in West Africa
27/03/2013	Contribution to the sustainable management and conservation of the marine environment in the south-west area of the Indian Ocean: support for local innovation and partnerships
08/07/2013	Exemplary management of coastal, marine and island territories in the Mediterranean
08/07/2013	Small Initiatives Program 4
08/07/2013	Holistic Conservation Programme for Forests (HCPF) in Madagascar
15/10/2013	Capital contributions to the Banc d'Arguin Trust Fund and to coastal and marine biodiversity (BACOMAB)
15/10/2013	Conservation and sustainable use of the ecosystems of underwater mountains and hydrothermal sources in the South-West Indian Ocean outside areas of national jurisdiction
27/11/2013	FISP - ICARE - Combined plant with 1.1 MW of solar hot house and panels on the ground in the Dominican Republic for the power supply of a pumping station
27/11/2013	FISP - HED - Wind-diesel hybrid plant in Boulanouar
27/11/2013	FISP - ELGAP - Rural electrification via private mini-gasifier system
27/11/2013	FISP - RAINBOW - Rankine Indian built organic works
27/11/2013	FISP - GREEN HEAT - to stimulate a sanitary revolution in sub-Saharan Africa
29/11/2013	Small-scale initiatives programme (PPI) for the Civil Society Organisations (CSO) in North Africa (PPI-OSCAN)
29/11/2013	Establishment of a regional process supporting the development of fair trade and a sustainable development tool in West Africa
29/11/2013	"La Montañona": Sustainable management of productive landscapes based on conservation agriculture, agro-forestry, agro-sylvo-pastoral systems and protection of the forest
29/11/2013	Porto-Novo, green city: strategic planning and sustainable development
29/11/2013	Sustainable hammams in Morocco
29/11/2013	Sustainability and resilience of smallholder farming in the Savannah
2013	
07/04/2014	Supporting the integrated management of the Hai Phong, Ha Long and Bai Tu Long bays
07/04/2014	Multi-actors partnership for the sustainable management of protected areas in the Indo-Burma "hot spot"
04/07/2014	Sustainable financing of the Ruwenzori mountains national park
04/07/2014	Agroforestry technical assistance facility - ATAF -
15/10/2014	Development of community tourism in the south of the Yasuni national park
29/09/2014	FISP - EPC - Energy Pool Cameroon - Modulation power plant in Cameroon
29/09/2014	FISP - GEH - GREE ENERGY HAMPARAN - Production of biogas from effluent and by-products of a cassava starch factory
29/09/2014	FISP - PEREOA/SANERGY INC - Production of renewable electricity and organic fertiliser from purification
03/12/2014	Offsetting of damage to ecosystems and biodiversity
03/12/2014	Urban nature reserve (RNU) and management of climate risks
03/12/2014	Rhyvière Programme II (Village hydroelectric systems, energy and respect for the environment)
03/12/2014	Mini-hydraulics in Guinea - PEHGUI
03/12/2014	Energy Access Fund - PARTICIPATION -
03/12/2014	Technical Assistance related to the Energy Access Fund (EAF)
03/12/2014	Conservation and sustainable planning of the Xochimilco, Tlahuac and Milpa Alta heritage site
03/12/2014	Establishing sustainable management of inland aquatic ecosystems in inter-tropical Africa in order to conserve their use
03/12/2014	Linking the improvement in nomadic livestock practices to the production of sustainable cashmere in the Gobi desert
30/12/2014	FISP - PEA - PARAMINT ENERGY AFRICA - Energy optimisation of the Berger dairy processing plant
2014	
TOTAL 2011 / 2014	

Country	Zone	Area	Number of projects	Total projects launched (in €)	Member institutions
Tunisia	ME	Biodiversity	1	1 000 000	MEDDE
Palestinian Autonomous Territories	ME	Climate change	1	1 000 000	AFD
Morocco,Tunisia	ME	Climate change	1	1 500 000	MAAF - AFD
Africa/Regional	AF	Climate change	1	1 500 000	AFD
Western Indian ocean	AF	International Waters	1	1 200 000	MAEDI - AFD
Mediterranean/Regional	ME	Biodiversity	1	1 948 606	MEDDE
Africa/Regional	AF	Biodiversity	1	2 500 000	MAEDI - MEDDE
Madagascar	AF	Biodiversity	1	1 500 000	AFD
Mauritania	AF	Biodiversity	1	1 200 000	AFD
South-West Indian ocean	AF	International Waters	1	1 300 000	MAEDI - MENESR
Dominican Republic	AL	Climate change	1	400 000	MINEFI
Mauritania	AF	Climate change	1	500 000	MINEFI
Cambodia	AS	Climate change	1	430 000	MINEFI
India	AS	Climate change	1	400 000	MINEFI
Kenya	AF	Climate change	1	500 000	MINEFI
Mediterranean/Regional	ME	Biodiversity	1	1 000 000	MAEDI - MEDDE
Africa/Regional	AF	Biodiversity	1	1 000 000	AFD
El Salvador	AL	Land Degradation -POP	1	1 100 000	MAEDI
Benin	AF	Climate change	1	1 200 000	MEDDE - AFD
Morocco	ME	Climate change	1	1 000 000	MEDDE
Togo	AF	Land Degradation -POP	1	961 000	MAAF
			21	23 139 606	
Vietnam	AS	International Waters	1	1 200 000	AFD
Asia/Regional	AS	Biodiversity	1	1 200 000	AFD
Uganda	AF	Biodiversity	1	700 000	MAEDI
Africa/Regional	AF	Climate change	1	1 200 000	MAAF - AFD (PRO)
Ecuador	AL	Biodiversity	1	1 100 000	MAEDI
Cameroon	AF	Climate change	1	500 000	MINEFI
Indonesia	AS	Climate change	1	500 000	MINEFI
Kenya	AF	Climate change	1	500 000	MINEFI
Africa/Regional	AF	Biodiversity	1	1 500 000	AFD
Argentina	AL	Climate change	1	1 000 000	MAEDI - MEDDE
Madagascar	AF	Climate change	1	1 065 000	MAEDI - MEDDE
Guinea	AF	Climate change	1	1 000 000	MAEDI
Africa/Regional	AF	Climate change	1	1 500 000	MINEFI
Africa/Regional	AF	Climate change		500 000	MINEFI
Mexico	AL	Climate change	1	1 550 000	AFD
Africa/Regional	AF	International Waters	1	1 050 000	MEDDE - AFD
Mongolia	AS	Land Degradation -POP	1	1 200 000	MAEDI - MAAF
Senegal	AF	Climate change	1	500 000	MINEFI
			17	17 765 000	
			71	91 501 986	

Legend:

AF Africa
AL Latin America
AS Asia

EE Eastern Europe
ME Mediterranean
PA Pacific

ANNEX 3 | LIST OF MEMBERS OF THE STEERING COMMITTEE, THE SCIENTIFIC AND TECHNICAL COMMITTEE AND FFEM SECRETARIAT

Steering Committee members and deputy members

Ministry of Finance and Public Accounts Directorate-General of the Treasury

- **Arnaud Buissé**
Chairman of the Steering Committee
Deputy director of Multilateral Financial Affairs and Development
- **Frédéric Glanois**
Head of Unit - Multilateral Development Institutions
- **Fabien Gonguet**
Deputy Head of Unit - Multilateral Development Institutions
- **Ingrid Levavasseur**
Deputy Head of Unit - Multilateral Development Institutions

Ministry of Foreign Affairs and International Development

Directorate-General of Globalisation, Development and Partnerships

- **Olivier Fontan**
Deputy to the Sub-Directorate of Environment and Climate
- **Emmanuelle Swynghedauw**
Biodiversity and Forests" Unit
- **Sandra Rullière**
Land degradation / desertification editor

Ministry of Ecology, Sustainable Development and Energy

- **Véronique Massenet**
Sub-director of Climate Change and Sustainable Development
- **Romain Dissaux**
Deputy Head of the International Affairs Bureau

Ministry of National Education, Higher Education and Research

Directorate-General for Research and Innovation

- **Elisabeth Vergès**
Director of the Environment sector
- **Alain Lagrange**
Project leader, "Sea engineering and development"

Ministry of Agriculture, Food and Forestry

Sub-Directorate of International Relations

- **Marie-Hélène Le Hénaff**
Deputy Director of International Relations
- **Mathias Ginet**
Sub-Directorate of International Relations

Agence Française de Développement

- **Bernard Esnouf**
Deputy Executive Director Strategy, Partnerships and Communication
- **Jean-Noël Roulleau**
Head of the Environmental and Social Support Division for the Department of Transversal Support

in blue: sitting members

Scientific and technical Committee members

- **Sébastien Treyer, Chairman of the STC**
Agriculture / water
Programmes Director at IDDRI
- **Lucien Chabason**
Sustainable development - economy
Advisor to the Directorate
IDDRI
- **Anne Gouyon**
Agro-economist
Agro-économiste BeCitizen - associée fondatrice
BeCitizen
- **Michel Hamelin**
Energy / climate
Energy-climate expert
- **Alain Karsenty**
Climate change
Socio-economist, CIRAD - "Environment and Societies"
department
- **Bruno Losch**
Agriculture
Economist, CIRAD
- **Sandrine Mathy**
Climate change / energy
UPMF – CNRS PACTE-EDDEN - Responsible for research
– 1st class CNRS
- **Doyle McKey**
Biodiversity
Professor of Ecology, University of Montpellier II
- **Christine Pergent-Martini**
Climate change / biodiversity
Master of conferences, HC (senior professor)
– HDR (competent for directing research), at the
University of Corsica
- **Luc Raimbault**
Sustainable urban territories
Chief Engineer - town planner
Cergy-Pontoise agglomeration community, DGA
- **Mélanie Requier-Desjardins**
Land degradation / desertification
Scientific Administrator for the IAMM of CIHEAM,
teacher-researcher. Master co-management

Secretariat members

- **François-Xavier Duporge**
Secretary General
- **Carine Peyronnet**
Coordinating Assistant
- **Constance Corbier-Barthaux**
Biodiversity and Small Initiatives Programme
- **Janique Etienne**
International waters, POP, sustainable city
- **Didier Simon**
Forest, Sustainable agriculture, desertification
- **Denis Vasseur**
Energy, climate
- **Laurence Alligbonnon**
General budgetary affairs
Monitoring of financial agreements
Assistant to engineers
- **Elisabeth Carpentier**
General Budgetary Affairs
Monitoring of Disbursements
Engineering Assistant
- **Dominique Boirard**
General and budgetary affairs
- **Valérie Fakir**
Communication

ANNEX 4 | LIST OF ACRONYMS AND ABBREVIATIONS

ABS	Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilisation
ADEME	Agency for the Environment and Energy Management
AFD	Agence Française de Développement
AIMF	International Association of Francophone Mayors
BBOP	Business and Biodiversity Offset Programme
DAC	Development Assistance Committee
CBD	Convention on Biological Diversity
CICID	Inter-ministerial Committee on International Cooperation and Development
CITES	Convention on international trade in endangered species of wild fauna and flora
COP	Conference of the Parties
DG Trésor	Directorate-General of the Treasury
EEZ	Exclusive economic zone
FFEM	French Facility for Global Environment
FISP	Innovation Facility for the Private Sector
FRB	Foundation for Research on Biodiversity
GEF	Global Environment Facility
ICMZM	Integrated management of coastal and marine areas
ICLEI	Local Governments for Sustainability
ICZM	Integrated management of coastal areas
IMSC	Integrated management of the sea and coastline
IMWR	Integrated management of water resources
IUCN	International Union for the Conservation of Nature
LDC	Least developed countries
MAAF	Ministry of Agriculture, Food and Forestry
MAEDI	Ministry of Foreign Affairs and International Development
MEDDE	Ministry of Ecology, Sustainable Development and Energy
MENESR	Ministry of National Education, Higher Education and Research
MLF	Multilateral Fund
MRV	Measure, reporting and verification
NGOs	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
OEWG	Operational Efficiency Working Group
PFVT	French Partnership for the City and Territories
PES	Payment for environmental services
POP	Persistent Organic Pollutants
PPI	Innovative small-scale initiatives programme
RSE	Social and environmental responsibility
SPF	Strategic Programming Framework
STC	Scientific and Technical Committee
ODS	Ozone Depleting Substances
UCLG	United Cities and Local Governments
UNCLOS	United Nations Convention on the Law of the Sea
USD	American dollar

Back cover photo

Plankton Histories © Christian Sardet

STRATEGIC PROGRAMMING FRAMEWORK

2015-2018

The French Ministry of Finance and Public Administration

Directorate-General for the Treasury
139, rue de Bercy 75572 Paris cedex 12 France
<http://www.economie.gouv.fr/>

The French Ministry of Foreign Affairs and International Development

Directorate-General for Globalisation Development and Partnerships Division
for Climate and the Environment
27, rue de la Convention - CS 91533 - 75732 Paris cedex 15 France
<http://www.diplomatie.gouv.fr/fr/>

The French Ministry of Ecology, Sustainable Development and Energy

Management of European and International Affairs
Tour Pascal A - 92055 La Défense CEDEX France
<http://www.developpement-durable.gouv.fr/>

The French Ministry of Higher Education and Research

Directorate-General for Research and Innovation
1, rue Descartes - 75005 Paris France
<http://www.enseignementsup-recherche.gouv.fr/>

The French Ministry of Agriculture, Food and Forestry

International Relations Sub-Directorate
3, rue Barbet-de-Jouy - 75349 Paris 07 SP France
<http://agriculture.gouv.fr/>

Agence Française de Développement (French development agency)

5, Rue Roland Barthes 75598 Paris Cedex 12 France
<http://www.afd.fr/>

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**FONDS FRANÇAIS POUR
L'ENVIRONNEMENT MONDIAL**