



GEF/E/C.71/04  
April 30, 2026

---

71st<sup>th</sup> GEF Council Meeting  
May 31 – June 03, 2026  
Samarkand, Uzbekistan

**Agenda Item 13**

**EVALUATION OF GEF SUPPORT TO MARGINALIZED  
GROUPS**

(Prepared by the Independent Evaluation Office of the GEF)

## TABLE OF CONTENTS

Quick Scan.....	iv
Introduction .....	1
1.1    Background.....	1
1.2    Literature .....	1
1.3    GEF’s Whole of society-focused policies, strategies and initiatives.....	3
1.4    Evaluative evidence .....	6
Objectives and Methodology.....	7
2.1.    Conceptual framework.....	10
2.2.    Data sources .....	14
2.3.    Limitations and mitigation measures .....	16
2.4.    Evaluation portfolio .....	17
Findings .....	17
3.1.    Effectiveness of GEF efforts to ensure engagement .....	17
3.1.1    Policy compliance.....	17
3.1.2    GEFSEC project review and portfolio tagging .....	23
3.2    Trends in GEF-supported projects.....	24
3.2.1    General trends.....	24
3.2.2    Women and Girls.....	26
3.2.3    Indigenous Peoples and local communities .....	28
3.2.4    Youth .....	30
3.2.5    Persons with disabilities.....	31
3.2.6    Intersectionality .....	32
3.3    Modalities for Engagement in GEF-Supported Projects.....	33
3.3.1    Participation activities.....	33
3.3.2    Systemic measures.....	35
3.3.3    Socioeconomic co-benefits .....	37
3.3.4    Mechanisms and agents for engagement.....	38
3.4    Factors affecting engagement.....	40
3.4.1    Fragility and conflict.....	40
3.4.2    National policies.....	42
3.4.3    Additional factors .....	43

3.5	Linkages between engagement and project performance .....	44
3.5.1	Link between participation activities and performance .....	44
3.5.2	Link between systemic measures and performance.....	45
3.5.3	Links between participation activities, systemic measures, and socioeconomic co-benefits .. .....	46
3.5.4	Engagement and sustainability .....	47
4	Conclusions and recommendations.....	48
4.1	Conclusions .....	48
4.2	Recommendations .....	49
	Annexes.....	51
	Annex 1: Evaluation Portfolio .....	51
	Annex 2: References .....	89
	Annex 3: Interviewees .....	98

## **BOXES AND FIGURES**

### **BOXES**

Box 2.1	Definitions of key terms .....	8
Box 3.1	Project-related requirements of the GEF Policy on Gender Equality .....	21
Box 3.2	The Inclusive Conservation Initiative .....	25
Box 3.3	Maintaining and Increasing Carbon Stocks in Mexico .....	27
Box 3.4	Good practice examples of indicators to measure engagement.....	36
Box 3.5	The GEF Small Grants Programme .....	39

### **FIGURES**

Figure 1.1	Timeline of GEF policies guiding the whole of society approach .....	4
Figure 2.1	Evaluation theory of change .....	11
Figure 2.2	Three dimensions of engagement .....	12
Figure 3.1	Rates of compliance with most of the requirements of the GEF Policy on Gender Equality ....	22
Figure 3.2	Share of projects that include marginalized group(s).....	24
Figure 3.3	Participation activities by category, change over time.....	34
Figure 3.4	Engagement in fragile and non-fragile contexts.....	41

## QUICK SCAN

1. **Definition.** The evaluation reflects GEF policies and strategic priorities by framing “marginalized groups” in line with the GEF’s definition of “disadvantaged and vulnerable groups” in its safeguards policy. It focuses on stakeholders who face barriers to participation, limited access to resources and decision-making, and greater environmental risks. Guided by key GEF policies and the Whole of Society approach in GEF-9, the evaluation examines how effectively these groups have been engaged in GEF-supported projects from GEF-5 to GEF-8, and how this has influenced project performance and sustainability.
2. **Purpose.** The evaluation responds to a fundamental question: does meaningful engagement of women, Indigenous Peoples and local communities (IPLCs), youth, and persons with disabilities improve results? It is intended to strengthen guidance and policy and provide an evidence base for the GEF's commitment to engaging with the whole of society.
3. **Framework.** The evaluation organizes its analytical framework around three interlinked dimensions of engagement: systemic measures that help projects to support engagement for example through stakeholder analysis, gender action plans, dedicated indicators and staffing; participation activities carried out during design and implementation, grouped into category from least to most intense - Inform, Consult, Collaborate; and socioeconomic co-benefits such as human capital, economic empowerment, access to services, etc.). These three dimensions, taken together, form the Theory of Change through which WOS engagement is expected to improve project design, implementation, and sustainability of global environmental benefits.

## Findings and Conclusions

4. **GEF policies and Secretariat oversight have played an important role in strengthening engagement in GEF-supported projects at the design stage, but there is a gap in follow-through during implementation.** The existing review processes have proven effective: 93% of ongoing projects include required Environmental and Social Safeguards documentation related to disadvantaged and marginalized groups, and 90% meet all or nearly all Gender Equality Policy requirements. Unclear guidance has led to inconsistent application of the policies for Enabling Activities which account for the cases where policy requirements were not met. Secretariat review provided substantive comments in 70% of ongoing projects and in most instances this led to revised and strengthened project designs. However, the evaluation finds that compliance at design does not automatically translate into meaningful engagement during implementation. Tracking engagement activities in project reporting remains limited and inconsistent.

5. **The engagement of disadvantaged groups has grown substantially across the portfolio, though unevenly across groups.** The share of projects engaging at least one disadvantaged group rose from 96% in the completed cohort to 100% in the ongoing cohort. Projects that engaged women, IPLCs, and youth simultaneously more than doubled, rising from 22% to 46%. Women are the most consistently included group followed by IPLCs and youth. Persons with disabilities remain the least addressed group, engaged in less than a quarter of ongoing projects.

6. **Women are the most consistently engaged group in the portfolio, though the quality of that engagement warrants continued scrutiny.** Engagement reached 100% of ongoing projects, and the share of projects addressing all three dimensions — participation activities, systemic measures, and co-benefits — rose from 54% to 86% from completed to ongoing projects. Socioeconomic co-benefits were reported for women in 70% of completed projects, the highest of any group. Yet only 51% of projects included gender-sensitive indicators beyond simple sex-disaggregation, and concerns persist that gender analysis can function as a box-ticking exercise. A growing trend of incorporating men and boys into gender analysis to manage risks of social backlash reflects a more sophisticated understanding of gender dynamics.

7. **IPLCs saw the largest absolute increase in engagement, rising from 29% of completed to 50% of ongoing projects.** The share of projects conducting Free, Prior and Informed Consent (FPIC) is increasing as well, with FPIC planned in 23% of ongoing projects compared to 9 percent of completed projects. Some concerns remain about the quality and consistency of FPIC implementation. There is a shift toward direct access financing mechanisms, such as the Inclusive Conservation Initiative and the Heart of Conservation Initiative, as a more effective model for supporting IPLC self-determined priorities.

8. **Youth engagement has grown but remains comparatively limited, with young people more often treated as long-term beneficiaries than as active partners in project design and decision-making.** The share of projects that engaged youth rose from 72% of completed to 79% of ongoing projects, and youth are frequently framed as agents of change for long-term sustainability — particularly in Africa, where training and employment-linked engagement is most common. In practice, however, high mobility and limited local economic opportunity lead to significant project attrition.

9. **Persons with disabilities were the least engaged group in the evaluation portfolio.** Engagement of persons with disabilities rose from 9% of completed to 20% of ongoing projects, but when included, this group is typically aggregated under general "vulnerable groups" categories rather than addressed as a distinct population with specific access and accommodation needs. Isolated examples of innovation — such as disability-friendly elevated tube wells in Nepal and accessible e-waste collection points in China — demonstrate that

targeted design is feasible, but these remain exceptions. A gap in staff knowledge and awareness is identified as a primary barrier, alongside the diversity of accommodation needs within the disability community itself.

10. **Meaningful engagement demonstrably improves project outcomes — and the strength of that relationship increases with depth of engagement.** The evaluation's regression analysis of 200 completed projects finds that projects combining a greater number of planned and implemented participation categories have higher odds of achieving better outcome ratings. The analysis also found that projects that combined multiple categories of participation and engaged diverse marginalized groups were more likely to achieve stronger results. This relationship is not incidental: systemic measures including stakeholder analyses, gender action plans, dedicated indicators, and specialized staffing, act as a critical multiplier, with each additional implemented systemic measure doubling the odds that a project will implement an additional participation category.

11. **The most transformative results are generated when communities are genuine partners, not merely consulted.** Among the three participation categories assessed — Inform, Consult, and Collaborate — projects planning activities in the Collaborate category are 1.3, 2, or 1.8 times more likely to generate an additional socioeconomic co-benefit for women, IPLCs, and youth respectively, compared to projects relying on lower-intensity modalities. Country case studies in Kenya, Nepal, and Zimbabwe confirm this pattern: communities that co-designed project activities assumed stronger ownership of environmental practices and sustained them beyond project closure.

12. **Meaningful engagement can offset the negative effects of fragility on project outcomes.** Meaningful engagement particularly in fragile and conflict-affected settings depends on early and robust stakeholder identification and continuous adaptation to constraints such as insecurity, violence, and limited local capacity. Within these conditions, projects in fragile contexts tend to demonstrate higher levels of engagement across marginalized groups and are more likely to include all three primary groups simultaneously (65% compared to 33% in non-fragile settings). Importantly, the evaluation finds that such engagement can help offset the negative effects of fragility on project outcomes, effectively functioning as a risk mitigation mechanism in the most challenging operating environments.

13. **There is a gap in knowledge management related to engagement of marginalized groups.** While experience on engagement has expanded, it is not systematically captured, analyzed, or translated into operational guidance. Existing experience is not consistently translated into operational guidance, particularly for less-represented groups such as persons with disabilities. Strengthening knowledge management and targeted capacity building would

therefore be critical to support more context-specific, effective, and scalable approaches across all groups.

14. **Despite progress being made, there are gaps in current mechanisms for tracking the engagement of marginalized groups.** GEF policies and practices place strong emphasis on the project planning stage, where compliance with relevant requirements is reviewed by the Secretariat and addressed by Agencies. However, between CEO Endorsement and Terminal Evaluation, there is limited systematic tracking, particularly for aspects not captured in project logical frameworks but emerging during implementation. Existing monitoring approaches, such as sex-disaggregated indicators and self-tags, represent important steps but remain insufficient. For example, relatively few projects include indicators related to IPLCs, youth, or persons with disabilities. Similarly, self-tags currently apply only to women and IPLCs and, as presently designed, show varying levels of utility and accuracy in tracking engagement.

### **Recommendations**

15. **Recommendation 1: Develop and update guidance to support the engagement of marginalized groups.** The GEF Secretariat should expand existing guidance to better address groups that are currently underrepresented, ensuring their specific needs and contexts are more effectively reflected. Requirements for Enabling Activities should be clearly articulated in relevant guidance and templates. The Principles and Guidelines for Engagement with Indigenous Peoples should be updated and considered for elevation to a formal policy.

16. **Recommendation 2: Strengthen review processes to support whole of society engagement beyond the design stage.** The GEF Secretariat should expand the current review model to systematically cover all marginalized groups and ensure follow-through during implementation. This includes integrating relevant activities and indicators into project results frameworks and strengthening the monitoring of engagement through annual and midterm reviews. Doing so would enable projects, Agencies, and the Secretariat to assess progress, identify needed adjustments, and better understand how and why approaches evolve, while also providing a stronger basis for evaluating effectiveness and impacts at the Terminal Evaluation stage.

17. **Recommendation 3: Invest in knowledge management and learning to strengthen understanding of what works, for whom, and under what conditions.** Across the GEF partnership, there is a gap in practical knowledge on how to effectively engage diverse marginalized groups. The GEF Secretariat should leverage its knowledge and learning activities, as well as the global platforms of Indigenous Peoples and other strategic programs to more effectively integrate inclusion aspects within GEF programming, policies and strategies. This should include identifying and promoting good practices across contexts and ensuring that lessons learned are translated into clear, actionable operational guidance.

## INTRODUCTION

### 1.1 BACKGROUND

18. **Engagement of marginalized groups is increasingly recognized as an important consideration when designing and implementing environmental programming.** A growing body of evidence and practice indicates that such consideration is important not only because these groups need protection, but also because their engagement in development interventions improves the sustainability and effectiveness of an intervention as well as other measures of performance (Agarwal 2009; Colfer 2010; Leisher et al. 2016; Barraclough et al. 2021; Dawson et al. 2021). Importantly, fragile and conflict-affected situations pose unique challenges to engaging and benefiting marginalized groups in environmental programming.

19. **Growing global recognition of the importance of engaging marginalized groups has shaped both international environmental law and the strategic direction of the GEF, resulting in the adoption of whole of society engagement as a key pathway in GEF-9.** Since the 1992 Rio Declaration, international agreements such as the Convention on Biological Diversity, the Nagoya Protocol, and the UN Convention to Combat Desertification have increasingly required the participation and empowerment of women, Indigenous Peoples, youth, and other vulnerable groups in environmental decision-making. Reflecting this shift, the GEF-9 programming directions prioritize whole of society engagement, focusing on empowering these groups as leaders and partners in project design and implementation.

20. **While the GEF Independent Evaluation Office (IEO) has covered engagement of marginalized groups as a cross-cutting theme, it has never conducted an evaluation focused directly on this topic.** This evaluation seeks to add to the evidence base and fill a gap by taking a comprehensive approach to assessing engagement of four groups (women, Indigenous Peoples and local communities, youth, and persons with disabilities) in GEF-supported projects and how this differs in fragile and conflict-affected situations. The evaluation includes a novel quantitative analysis, linking engagement of these groups to outcomes.

### 1.2 LITERATURE

21. **There is substantial literature on the importance of women, IPLCs, youth and persons with disabilities in environmental governance.** Although women often serve as the primary stewards and users of a wide range of natural resources, they have historically had limited access to, and control over, land and natural resources and lacked the ability to participate in governance of the resources on which they depend (Özçatalbaş and Sogué 2020). IPLCs regularly face marginalization within legal systems that results in discrimination and exploitation of their communities, natural resources, and territories. Conversely, when the rights of IPLCs and Indigenous Peoples' institutions are recognized, there are often positive social and ecological

outcomes (Dawson et al. 2021). Youth have historically been excluded from engagement and consultation efforts on conservation programming and persons with disabilities are rarely considered or included despite their unique needs and perspectives (Gaskin et al. 2017; Barraclough et al. 2021; Salvatore and Wolbring 2022). Educating, building capacity, and empowering youth to engage with conservation issues is particularly critical given that future generations will be responsible for land and resource conservation (Kelly et al. 2022).

22. **These challenges and opportunities are further magnified in conflict-affected and fragile situations.** Involving women in managing natural resources can provide opportunities to empower and enhance their role in peacebuilding efforts. This includes promoting women's participation in natural resource governance, protecting women from resource-related security risks (including violence), developing women's capacity for sustainable natural resource use, and capitalizing on these processes for more effective and sustainable peacebuilding (Jensen and Halle 2013). Of all the armed conflict that occurs in biodiversity hotspots, four-fifths occur on IPLC territories (Hanson et al. 2009; Daskin and Pringle 2018; Beattie et al. 2023; Scheidel et al. 2023). Youth capacity building through environmental educational programs and training in conflict-affected settings can have a transformative effect on social cohesion and grassroots participation (Ide et al. 2021; Huda 2021). A growing body of literature highlights that persons with disabilities are disproportionately affected by armed conflict, environmental degradation, and climate-related shocks (United Nations General Assembly 2020). Accessibility is a critical enabling factor for the meaningful participation of persons with disabilities in crisis preparedness as well as other relevant environmental security programming.

23. **Broadly speaking, successful engagement of disadvantaged and marginalized groups has three types of impacts on projects: improved interventions, better outcomes, and greater likelihood of sustainability.** Participation can improve interventions by improving the information upon which decisions are based, highlighting additional considerations and values, and proposing alternative approaches (Aceron n.d.; Fox 2015; Ansell and Torfing 2021; Dunphy et al. 2025). The pathways by which participation can lead to better outcomes are similar including improved knowledge and information upon which to base decisions, greater relevance to stakeholders, learning and changes in attitudes, enhanced support buy-in, and improved implementation (Derak et al. 2017; Pham and Saner 2021). Engagement vis-à-vis deliberation and collaboration, where multiple stakeholders co-design and co-benefit from projects, is key to successful, sustainable, long-term outcomes while failing to foster deliberative social inclusion that includes co-benefits can actually be harmful and costly to projects (Reed et al. 2018; Di Maddaloni and Davis 2024).

24. In recent years, there has been growing attention to "deep inclusion," which emphasizes the interconnections between participatory processes (especially co-design and co-creation) and associated socioeconomic co-benefits to deepen engagement with marginalized groups for

better project design, implementation, outcomes, and sustainability (Pratt et al. 2016; Keeys and Huemann 2017; Reed et al. 2018; Lee 2021; Dunphy et al. 2025).

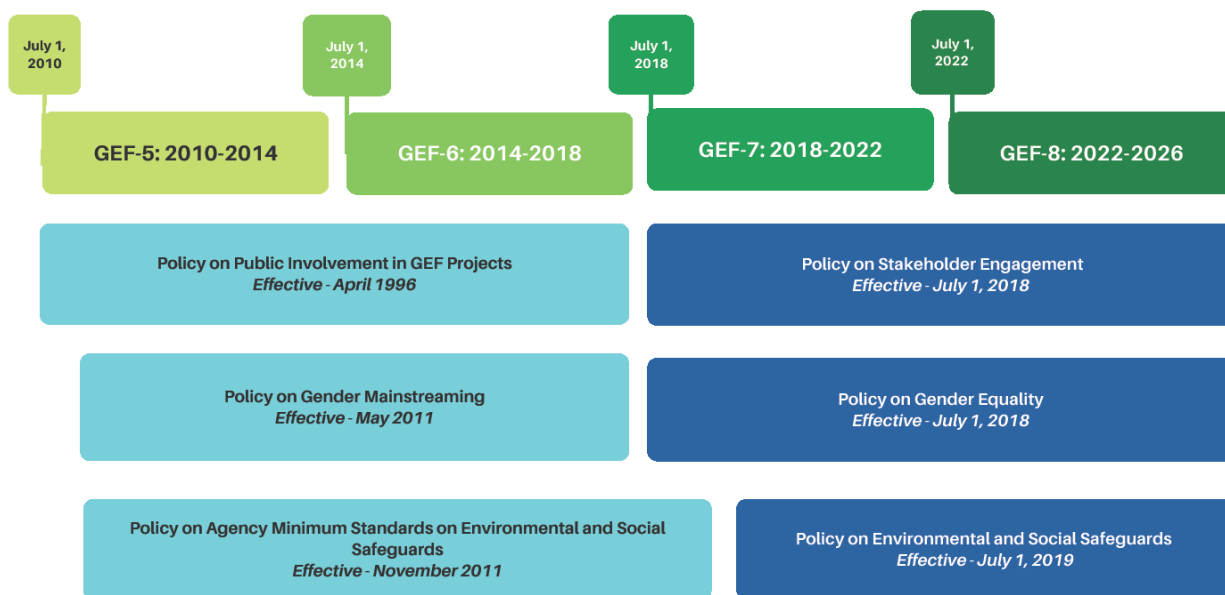
### **1.3 GEF'S WHOLE OF SOCIETY-FOCUSED POLICIES, STRATEGIES AND INITIATIVES**

25. **Whole of society engagement continues to rise on the GEF agenda as evidenced by the GEF-9 programming directions theory of change which centers on the continued goal of generating lasting global environmental benefits (GEBs) that sustain a Healthy Planet for Healthy People.** To pursue this goal, the GEF lays out four key pathways including the value of nature realized by the whole of society which prioritizes the engagement of women, Indigenous Peoples and local communities, youth, and civil society (GEF 2025h).<sup>1</sup> This approach builds on the GEF's long history of engaging these groups through its policies, guidelines, and strategies to ensure participation of key stakeholders in GEF projects and programs. The current suite of GEF policies that guide engagement within GEF activities include the GEF Policy on Environmental and Social Safeguards (GEF 2019), Policy on Stakeholder Engagement (GEF 2017b), and Policy on Gender Equality (GEF 2017a), the former centers on risk mitigation while the latter two policies also seek to proactively include diverse stakeholders (Figure 1.1). Supporting guidelines and strategy accompany the policies (GEF 2018b, GEF 2018b) in addition to the Principles and Guidelines for Engagement with Indigenous Peoples (GEF 2012), and the Guidance Note on Fragile and Conflict-Affected Situations (GEF 2024d).

---

<sup>1</sup> This evaluation uses the draft programming directions and policy directions from the Third Meeting for the Ninth Replenishment meetings in Bonn, dated December 2025 and accessed on March 30, 2026.

Figure 1.1 Timeline of GEF policies guiding the whole of society approach



26. **The role of the GEF Secretariat in ensuring compliance with the set of policies that foster engagement remains an evolving point of discussion.** The Working Group on the Streamlining Process has suggested that the GEF Secretariat limit its review of project compliance with environmental and social safeguards, gender, knowledge management and stakeholder engagement requirements and instead rely on Agency certification of overall compliance with the respective policy requirements (GEF 2024f). At the 69th GEF Council Meeting, the Council approved amendments to four policies to streamline the project cycle.

27. **Long-standing initiatives and partnerships at the GEF promote engagement with civil society and marginalized groups.** These include:

- **GEF Gender Partnership:** A valued platform for capacity-building that helps members implement gender-specific requirements in GEF-supported projects (GEF 2025e).
- **GEF CSO Network:** While members broadly view the Network as beneficial, it has faced internal tensions, friction with the GEF Secretariat, and financial constraints (GEF IEO 2022). Recent Secretariat support has helped strengthen its relevance and impact.

- **Indigenous Peoples Advisory Group (IPAG):** Established to facilitate implementation of the GEF Principles and Guidelines for Engagement of Indigenous People, IPAG continues to serve as an important advisory body.
- **Fonseca Leadership Program:** Approved in 2022, this program trains young conservation professionals in developing countries and economies in transition that receive GEF funding.
- **GEF Support to Youth Delegates and Negotiators:** From 2023 to 2025, the GEF has supported youth delegates and negotiators to COPs and related meetings of MEAs for which the GEF serves as the financial mechanism.

28. **The Small Grants Programme (SGP) provides funding to civil society organizations that promote engagement of Indigenous Peoples, women, and youth and persons with disabilities in GEF-supported projects.** The SGP has a 30-year track record of support to CSOs, with a special focus on Indigenous Peoples, women, and youth and persons with disabilities. At the 68th meeting of the GEF Council, members agreed to expand funding for SGP in GEF-9 (GEF 2024a). The Council also approved a new CSO Challenge Program, as part of the SGP, that will support local solutions to environmental problems including those led by marginalized groups (IUCN 2024).

29. **Since GEF-7 the GEF has worked toward improving programming for IPLCs, including direct access to financing and supporting their self-determined priorities.** The Inclusive Conservation Initiative (ICI), launched in GEF-7 by Conservation International and the International Union for Conservation of Nature, allocated \$14.5 million across 10 subprojects in 12 countries and directed roughly 80 percent of funds for execution by Indigenous Peoples' organizations (ICI and IUCN 2025). ICI projects integrate cultural preservation alongside environmental goals and place strong emphasis on gender mainstreaming. Building on the GEF-7 ICI's work while including a stronger focus on Indigenous Led Funds, the Heart of Conservation Initiative (HCI) (GEF ID 11761) launched in GEF-8 by the World Wildlife Fund-US also directs 80 percent of the project grant to IPLCs and organizations, with the aim to increase resources, organizational strength, and recognition for IPLCs to support their implementation of self-determined conservation priorities. The IPAG was closely involved in the design of both the ICI and HCI through selection of agency, design of project documents, and as a member of the Interim Steering Committee for both initiatives. A recent STAP report highlighted successful examples of Indigenous Peoples' engagement in GEF projects and identified recommendations, such as ways the GEF can scale up support for Indigenous Peoples and their conservation efforts in GEF-9 and the Global Biodiversity Framework Fund (GBBF) (Andelman and Bierbaum 2025).

30. **Specific biodiversity and climate trust funds at the GEF have recognized the role of engagement of marginalized groups in their work.** The programming directions for the GBBF

identify support to IPLCs and ensuring an inclusive and gender-responsive approach as cross-cutting implementation principles of the fund (GEF 2023b). Furthermore, the GBFF has an aspirational target of 20 percent of programming resources to support actions by IPLCs for the conservation, restoration, sustainable use, and management of biodiversity. Implementation experience to date suggests strong progress exceeding this target: as of January 2026, nearly 29 percent of total GBFF financing is allocated to support actions by IPLCs. To clarify which activities can be counted toward the portfolio-level target, Guidelines on Actions by Indigenous Peoples and Local Communities was introduced at the 5th GBFF Council in December 2025 (GEF 2025g). In 2023, the Least Developed Countries Fund (LDCF) and the Special Climate Change Fund (SCCF), funded the Inclusive GEF Assembly Challenge Program which awarded grants to 23 CSOs to carry out projects that actively include women and girls, Indigenous Peoples, youth, and other local community actors (GEF 2023c).

#### **1.4 EVALUATIVE EVIDENCE**

31. **The Eighth Comprehensive Evaluation of the GEF (GEF IEO 2025e) dedicated a chapter to operationalizing efforts to promote engagement of marginalized groups, recognizing the progress the GEF has made and highlighting community-based approaches and the GEF Small Grants Programme.** The Seventh Comprehensive Evaluation of the GEF (GEF IEO 2022b) acknowledged the GEF's long-standing commitment to engagement, particularly on gender and Indigenous Peoples. OPS-7 noted that significant progress had been made on gender equality, moving toward a gender-responsive "do-good" approach and ensuring the GEF is in line with good global practice. OPS-7 emphasized the need for greater monitoring of implementation of policies, including the Policy on Gender Equality. OPS-7 also recognized that despite progress there is still a need for greater engagement of Indigenous Peoples and a framework for tracking and assessing results of their engagement.

32. **Recent evaluations have recognized the importance of engagement of these groups for positive outcomes in GEF-supported projects.** The evaluation of GEF institutional policies and engagement (GEF IEO 2022a) found that the engagement focused policies are strategically aligned with GEF priorities and are mutually reinforcing. The GEF IEO evaluation on GEF Support in Fragile and Conflict-Affected Situations (GEF IEO 2024e) identified that protections for women and Indigenous Peoples are particularly important during conflict as negative impacts can be exacerbated and also noted that social conflicts regarding land tenure are particularly common and problematic for GEF-supported projects if not managed. The learning from challenges in GEF projects evaluation (GEF IEO 2024d) highlighted that the participation of Indigenous Communities and the engagement of Indigenous Peoples' experts and action plans led to project success. The Evaluation of the Socioeconomic Co-benefits of GEF-funded Interventions recommended that the GEF Secretariat require projects to define measures, such as gender

equality and inclusion of marginalized groups, to ensure equitable distribution of co-benefits (GEF IEO 2025d).

33. **GEF IEO evaluations have found that specific programs and approaches within the GEF have prioritized engagement of marginalized groups.** The evaluation on the Transition to Small Grants Programme 2.0 (GEF IEO 2025a) recognized that inclusion of women, youth, Indigenous Peoples, and persons with disabilities has been recognized as a key component of SGP and its success. The evaluation notes considerable progress has been made on gender inclusion, modest progress on engagement of Indigenous Peoples, significant empowerment outcomes for youth, and limited data on persons with disabilities. Additional findings include that the SGP has targets and includes notable indicators to measure social inclusion, but measurement of progress lacks granularity, especially with regards to persons with disabilities. The evaluation of GEF Food Systems Programs (GEF IEO 2025b) found that food systems programs have generated benefits for youth, women, and other vulnerable groups, though fieldwork showed a mix of promising practices and ongoing struggles related to inclusion. The evaluation on Community Based Approaches at the GEF (GEF IEO 2024c) found that CBA projects made specific efforts to include women, IPLCs, and youth but faced challenges in addressing systemic inequalities. The evaluation of GEF Support for Technological Innovation (GEF IEO 2025c) highlighted the role of technology, including GPS technology, blockchain, and mobile platforms, in advancing inclusion in GEF-supported projects.

## **OBJECTIVES AND METHODOLOGY**

34. This evaluation is anchored in the whole of society (WOS) approach promoted in GEF-9 and examines whether, how, and to what extent GEF-supported projects are including marginalized groups—in particular women and girls, Indigenous Peoples and local communities, youth, and persons with disabilities— through their engagement in projects and the effects of this engagement (or lack thereof).<sup>2</sup> The evaluation pays particular attention to the trends for engagement of marginalized groups in GEF-supported projects in fragile and conflict-affected situations,<sup>3</sup> recognizing that fragile and conflict-affected situations are frequently characterized

---

<sup>2</sup> The evaluation is using the terminology set forth in GEF-9 programming directions, which focuses on increased inclusion as part of the whole of society approach. One of the 4 pillars is inclusiveness which centers on the principle that all people are dependent on and stewards of nature and should participate in conservation decisions and benefit from nature.

<sup>3</sup> To assess fragility, the evaluation team used the list of Fragile and Conflict-Affected Situations produced by the Organization for Economic Cooperation and Development (OECD) in its “States of Fragility” publication series. If the country in which the project took place was considered fragile in at least one year during the replenishment period it was funded, it was considered fragile in the evaluation. OECD does not have data for every year in every replenishment.

by problems of marginalization and exclusion that are distinct from stable situations. It also considers the effects of engaging marginalized populations on project outcomes as well as socioeconomic co-benefits. The evaluation approaches the issue of engagement from a combined perspective of capitalizing on opportunities (e.g., engagement as a means to improve project outcomes) and managing risks (e.g., risks to projects and to stakeholders). Box 2.1 defines key terms.

35. The Approach Paper for this evaluation is available [online](#), with three overarching questions highlighted below:

- (1) How often/consistently do GEF-supported projects, both generally and in fragile and conflict-affected situations in particular, promote engagement of marginalized groups? [This overarching question includes a related, corollary question: How often do projects comply with GEF’s policies related to engagement of marginalized groups?]
- (2) What are the different ways that GEF-supported projects address engagement of women and girls, IPLCs, youth, and disability, particularly in fragile and conflict-affected situations?
- (3) What are the effects of engaging or failing to engage women and girls, IPLCs, youth and persons with disability?

*Box 2.1 Definitions of key terms*

**Disadvantaged and Vulnerable Groups.** Those who, by virtue of, for example, their age, gender, ethnicity, religion, physical, mental or other disability, social, civic or health status, sexual orientation, gender identity, economic disadvantages or indigenous status, and/or dependence on unique natural resources, may be more likely to be adversely affected by the impacts of a project or program and/or more limited than others in their ability to take advantage of its benefits (GEF 2019).

**Fragility.** Fragility is “the combination of exposure to risk and insufficient coping capacity of the state, system and/or communities to manage, absorb, or mitigate those risks” (OECD 2022). Fragility often contributes to negative effects or outcomes, including increases in “violence, poverty, inequality, displacement, and environmental and political degradation” (OECD 2022).

**Gender.** Gender refers to “the roles, behaviors, activities, and attributes that a given society at a given time considers appropriate for men and women. In addition to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, gender also refers to the relations between women and those between men. Gender is part of the broader sociocultural context, including class, race, poverty level, ethnic group, sexual orientation, and age. In most societies there are differences and inequalities between women and men in

responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities” (GEF 2017a). Gender intersects with other factors in the broader socio-cultural context, including class, race, poverty level, ethnic group, sexual orientation, and age.

**Indigenous Peoples.** Indigenous Peoples refers to “people belonging to a distinct social and cultural group characterized in varying degrees by (i) self-identification as members of a distinct indigenous social and cultural group and recognition of this identity by others; (ii) collective attachment to geographically distinct Habitats, ancestral territories, or areas of seasonal use or occupation, as well as to the natural resources in these areas; (iii) customary cultural, economic, social, or political institutions that are distinct or separate from those of the mainstream society or culture; and (iv) a distinct language or dialect, often different from the official language or languages of the country or region in which they reside. ‘To varying degrees’ reflects the fact that some characteristics may be less, or no longer, evident, but have been present and are relevant in identifying Indigenous Peoples” (GEF 2019). Keeping in line with current internationally accepted terminology, this evaluation will use the term “IPLCs.” This evaluation does not intend to create or develop new definitions regarding what constitutes Indigenous Peoples and local communities.<sup>4</sup>

**Persons with Disabilities.** Persons with disabilities “have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others” (UN 2006). Disabilities may be related to conditions present at birth or a consequence of injury, disease, or age (SDG Resource Centre n.d.). Disabilities may take many forms, including those that affect a person’s vision, hearing, communicating, movement, thinking, and social relationships (CDC n.d.).

**Whole of Society (WOS) approach.** Refers to the framework that engages various actors including civil society, Indigenous Peoples, local communities, women, youth and private sector, as well as government. This approach recognizes that no single entity can solve complex issues alone and collaborative action is necessary for meaningful and lasting impact (GEF 2025h).

**Youth.** According to the UN, youth can be defined as persons between the ages of 15 and 24 years (UN 2013). The GEF applies a broader definition of youth as persons up to 35 years old, which the evaluation

---

<sup>4</sup> According to the IPBES, “The Convention on Biological Diversity does not define the terms indigenous and local communities or Indigenous Peoples and local communities. The United Nations Declaration on the Rights of Indigenous Peoples does not adopt or recommend a universal definition for Indigenous Peoples (Decision CBD/COP/DEC/14/13). As used in the global assessment, Indigenous Peoples and local Communities (IPLCs) is a term used internationally by representatives, organizations, and conventions to refer to individuals and communities who are, on the one hand, self-identified as indigenous and, on the other hand, are members of local communities that maintain inter-generational connection to place and nature through livelihood, cultural identity and worldviews, institutions and ecological knowledge. The term is not intended to ignore differences and diversity within and among Indigenous Peoples and between them and local communities; Indigenous Peoples have recognized and distinct rights, which are not extendable to the broader and encompassing concept of local communities” (IPBES 2020, Section 1.3.2.1).

team will use for this evaluation.<sup>5</sup> How youth are defined and define themselves varies depending on the surrounding economic, cultural, and social local context (UNICEF n.d.).

## 2.1. CONCEPTUAL FRAMEWORK

36. **For the purpose of this evaluation, engagement is the meaningful involvement or inclusion of project-affected groups across the design, implementation, and monitoring of GEF-supported projects, through activities that expand opportunities, build capabilities, and deliver tangible benefits while respecting their dignity** (adapted from World Bank 2025). This evaluation focuses particularly on three marginalized groups highlighted by the draft GEF-9 Programming Directions as part of the whole-of-society engagement: women, Indigenous Peoples and local communities, youth, while also including a focus on persons with disabilities.<sup>6</sup>

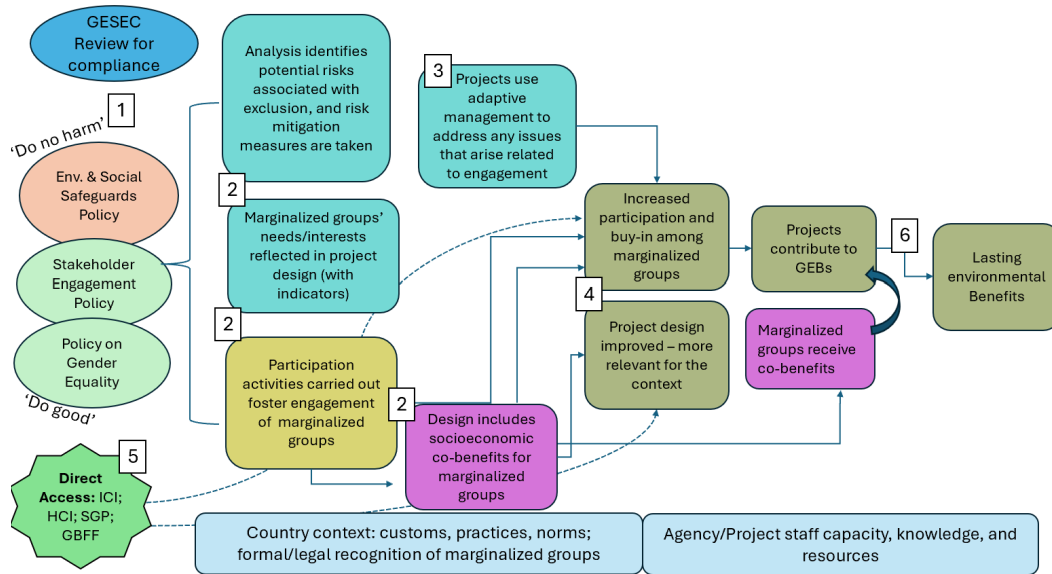
37. The theory of change for this evaluation (Figure 2.1) illustrates that engagement of women, IPLCs, youth, and persons with disabilities improves the design and implementation of projects and builds public buy-in, which leads to better and more sustainable project outcomes, and ultimately leads to an improved global environment.

---

<sup>5</sup> Communication from GEF Secretariat staff (May 20, 2024).

<sup>6</sup> The inclusion of persons with disabilities reflects a growing consensus across development organizations — including UNDP, UNEP, the World Bank, and the broader UN system — that persons with disabilities face disproportionate vulnerability to environmental change and must be meaningfully engaged in the projects designed to address it.

Figure 2.1 Evaluation theory of change



38. The evaluation Theory of Change presents pathways that link engagement to achievement of global environmental benefits. Box 1 in the diagram shows the engagement-related policies and the GEF Secretariat’s role in reviewing projects for compliance. The Policy on Environmental and Social Safeguards focuses on risk avoidance (and includes measures such as Free, Prior, and Informed Consent for IPLCs) and the policies on Stakeholder Engagement and Gender Equality have an equity focused ‘do good’ approach.

39. Through compliance with these policies, the projects identify marginalized groups, analyze their interests, risks and opportunities for their empowerment. The policies require Agencies to plan measures to foster engagement, including staffing and budget. Developing indicators related to engagement helps to ensure that projects are tracking these activities (Box 2).<sup>7</sup> Considering the needs of marginalized groups through analysis and participation activities also leads projects to incorporate socio-economic co-benefits. Implementation of planned participation activities can lead to additional information and changed circumstances which requires adaptive management (Box 3).

40. Participation activities, especially approaches that focus on consultation and collaboration improve the design and implementation of projects and ensure that design is relevant for context, incorporate local knowledge and build support for projects (Box 4). Socioeconomic co-benefits also contribute to increased buy-in and improved project design. GEF

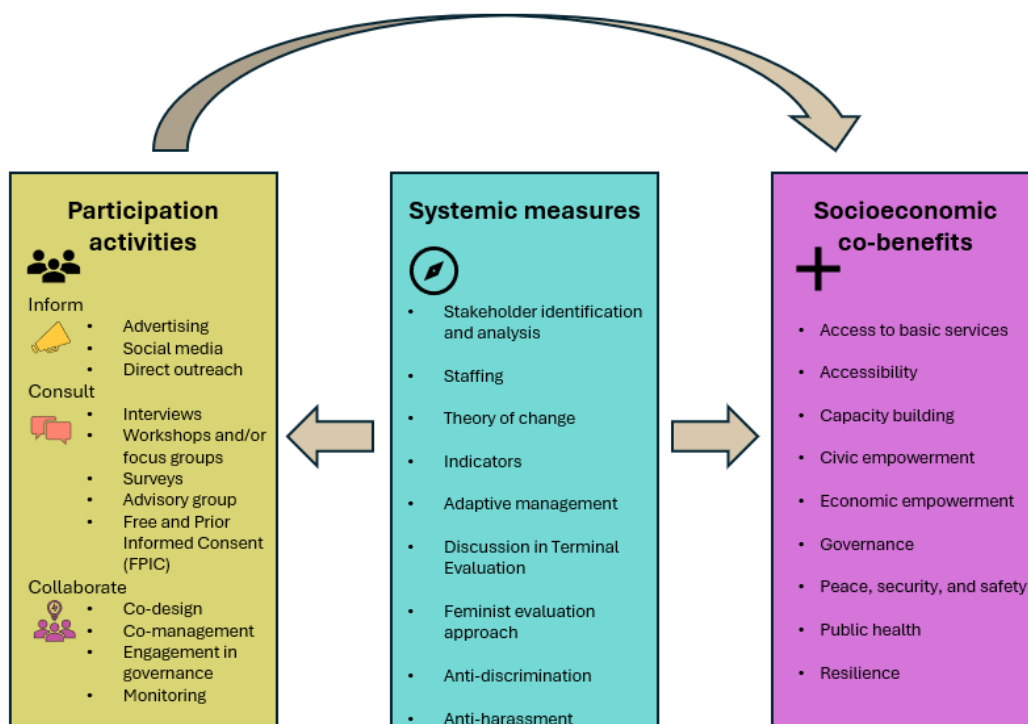
<sup>7</sup> The colors for the boxes in the Theory of Change align with the Dimensions of Engagement as presented in Figure 2.2 for Systemic Measures, Participation Activities, and Socioeconomic co-benefits

mechanisms that support direct access to funds and allow for co-design of projects by marginalized groups also leads to increased participation and buy in, and well-informed project design reflecting community needs (Box 5). Projects that are inclusive of marginalized groups support achievement of durable global environmental benefits (Box 6).

41. There are several assumptions underpinning the theory of change. One is that there is sufficient time and resources (including staff capacity) to undertake the required analysis, reflecting robust consideration of engagement in project design and carry out participation activities. There is also a risk that culture and lack of political will undermine meaningful engagement.

42. Furthermore, drawing on the literature and GEF policies, the evaluation team analyzed projects using three interlinked dimensions to frame engagement: participation activities, systemic measures, and socioeconomic co-benefits (Figure 2.2). This framework is reflected in the Social inclusion Assessment Tool (SiAT) developed for the portfolio review and discussed in Annex 4.

Figure 2.2 Three dimensions of engagement



43. Drawing on the literature on public participation, the range of **participation activities** are grouped into three broad participation categories: inform, consult, and collaborate (IAP2 2018; US EPA 2024; Drake 2021; Asari n.d.; FAO 2025; Last 2019; World Bank 2013; US EPA 2014; Young 2002; Clinical and Translational Science Awards Consortium Community Engagement Key Function Committee Task Force on the Principles of Community Engagement 2011). In the context of marginalized groups, the participation categories used by this evaluation to codify GEF-supported projects are:

- **Inform:** One-way communication used to provide information about a project to marginalized groups. This includes, for example, raising awareness about the project among these groups through outreach and promotion.
- **Consult:** Two-way communication designed to solicit and obtain input from marginalized groups. This includes, for example, interviews, workshops, focus groups, advisory groups, and surveys undertaken at different points in the project lifecycle. It also includes—with respect to IPLCs—free, prior and informed Consent (FPIC).
- **Collaborate:** Partnering with marginalized groups in making decisions regarding a project. This category also includes activities that place decision-making authority in the hands of marginalized groups. Relevant activities include, for example, co-design, co-management, and engagement in project governance.

44. **Systemic measures** include a range of measures that help a project to design and implement inclusive projects or otherwise support engagement. These include, among other measures, stakeholder identification and analysis, gender analysis, gender action plan, indicators to track engagement, adaptive management, theories of change that address marginalized groups, anti-discrimination measures, anti-harassment measures, and staffing (Sterling et al. 2017; Pham and Saner 2024) and mechanisms for capturing and applying lessons learned. In contrast with participation activities that inform people, consult them, or collaborate with them—all of which necessarily entail interactions with people—systemic measures do not necessarily imply that the target group (in this case, marginalized groups) is somehow included in the measure (although it is good practice to do so). For example, stakeholder identification and analysis of a marginalized group can inform the design of participation activities and socioeconomic co-benefits without actually communicating with members of that group in the process of identification and analysis.

45. The GEF IEO defines **socioeconomic co-benefits** as “additional positive impacts of a policy or intervention beyond its primary objectives. In the case of natural resource protection and climate change adaptation, co-benefits can include improved incomes, livelihoods, health,

employment, gender equality, market development, and better access to services” (GEF IEO 2025). The evaluation tracked the following broad categories of socioeconomic co-benefits: access to basic services, accessibility, human capital, civic empowerment, economic empowerment, governance, peace, security, and safety, public health, and resilience.<sup>8</sup>

46. To count engagement in projects, a project was categorized as including a marginalized group if it met one of the following criteria:

- Planned at least one “participation activity” to inform, consult, or collaborate with the marginalized group; or
- Incorporated at least one “systemic measure” pertaining to the marginalized group in its internal design and tracking tools; or
- Anticipated at least one “socioeconomic co-benefit,” or an additional positive impact of its activities on the marginalized group.

47. This definition takes a broad view of engagement, recognizing it as a multidimensional set of decisions that are interlinked, and applies a low threshold to counting a project as involving a specific group. Though this definition is considered the most generous interpretation of engagement, depth and diversity of engagement are assessed in the portfolio review. The evaluation examines both planned and implemented measures to promote engagement; to ensure comparability across completed and ongoing projects, the quantitative analyses focused on the design stage.

## **2.2. DATA SOURCES**

48. This evaluation used a mixed methods approach, triangulating data from quantitative and qualitative sources. These methods were presented in the Approach Paper to the Reference Group and external reviewers in April 2024.

49. A document review was performed including the GEF policies, strategy and guidance documents related to engagement and GEF Agency policy documents.

50. Key informant interviews were conducted with members of the GEF Secretariat and GEF agencies. In addition, the evaluation team conducted focus groups with the Indigenous Peoples Advisory Group and the GEF CSO Network coordination committee. A list of all interviewees can be found in Annex 3. An online survey of civil society was carried out, more information can be

---

<sup>8</sup> This evaluation commenced in parallel to the Evaluation of the Socioeconomic Co-benefits of GEF-Funded Interventions and utilized a similar but slightly different categorization.

found in Annex 5. Additional data was collected from the GEF Gender Partnership and at the September 2024 Expanded Constituent Assembly Workshop in Ecuador.

51. A portfolio review of a sample of 300 projects from GEF-5 through GEF-8 (Annex 4). The sampled projects were financed between the fifth and eighth GEF replenishment phases with a cutoff date of CEO endorsement on June 30, 2024. Regional and global projects were excluded as were those that dropped or withdrawn (Annex 1). SGP projects were excluded from the portfolio review but were covered in country case studies. Projects were randomly selected and divided into two cohorts: (1) Completed cohort (200 projects): GEF-5 and GEF-6 projects with validated terminal evaluations and (2) Ongoing cohort (100 projects): GEF-7 and GEF-8 projects. Projects were reviewed using a social inclusion assessment tool (SiAT). The tool used to conduct the portfolio review is an expanded and restructured version of the World Bank's SiAT tool<sup>9</sup> and assesses engagement across the project lifecycle (Annex 4).<sup>10</sup>

52. Several quantitative analyses were carried out on the portfolio data including novel to the GEF regression analysis of 200 completed projects to understand how measures to promote engagement are linked to project outcome ratings (Annex 16). The regression analyzed the completed cohort of 200 GEF-supported projects carried out between 2011 and 2019 across 97 countries. The sample's diverse project attributes enabled analysis of how varying levels of engagement affect outcomes across contexts. Engagement, the main treatment variable, is measured in multiple ways during planning or implementation and project performance ratings are the main outcome variable of interest. An ordinal logistic regression assessed the relationships, accounting for the ordered nature of the data (outcome ratings are on a six-point scale). Tests for endogeneity and multicollinearity (using methods like variance inflation factors) revealed no significant multicollinearity issues except among engagement variables. More details on the regression analysis including methodology and limitations are found in Annex 6. An efficiency analysis was conducted on the sample of 200 completed projects to understand how activities to promote engagement are associated with operational efficiency. More details on the efficiency analysis are found in Annex 8.

53. A review of suspended, cancelled, and dropped projects between GEF-5 and GEF-8 assessed whether any of the reasons for project suspension, cancellation, or dropping were

---

<sup>9</sup> <https://thedocs.worldbank.org/en/doc/478071540591164260-0200022018/original/SiATSocialInclusionAssessmentTool.pdf>

<sup>10</sup> The evaluation team examined all sampled projects for evidence of three key dimensions—participation activities, systemic measures, and socioeconomic co-benefits—for each marginalized group (women, IPLCs, youth, and persons with disabilities) during the project design stage. Review of project documents, CEO Endorsements, and other design materials determined whether a group was considered involved; evidence in any one dimension qualified as engagement. For completed projects, additional documents (PPG, PIF, and TE) were analyzed to compare planned and actual involvement measures.

related to engagement. The review included, as of October 2023, 15 suspended projects, 54 cancelled projects, and a random of 63 dropped projects for a total of 132 projects. 48 non-confidential cases from The Annual Report on Grievance Cases Involving GEF-funded Projects (GEF 2025a), which covered 48 non-confidential cases, were also reviewed. More information is found in Annex 7.

54. The GIS analysis of 1,728 single country GEF-supported projects that included geographic coordinates of project sites across eight replenishment periods was undertaken to determine their geographic overlap with territories held or used by IPLCs. The use of GIS data in this manner is also novel to the GEF; more information can be found in Annex 10.

55. Five country case studies were carried out in Kenya, Mexico, Nepal, Pakistan, and Zimbabwe. Cases were selected using the following criteria: (1) geographic balance, (2) fragility and conflict, (3) diversity of situations with respect to engagement of key marginalized groups, (4) representation in the GEF portfolio, and (5) operational considerations. The country case studies covered 28 projects, including site visits to communities associated with 21 projects. In each case study, the evaluation team gathered information from detailed document review, interviews, focus group discussions, and community feedback gathered through participatory evaluation approaches. Case studies allowed for ground truthing and for ensuring that the voices of members of marginalized groups are reflected in the evaluation findings.

### **2.3. LIMITATIONS AND MITIGATION MEASURES**

56. In evaluating engagement, this report prioritized an approach to ensure representation of women, IPLCs, youth, and persons with disabilities. While the evaluation does not examine any single group in great detail, this presents an opportunity for future assessments to explore specific groups more extensively, building on previous IEO work which has emphasized gender (GEF IEO 2018b, GEF IEO 2022a) and IPLCs (GEF 2018a and GEF 2022a).

57. Only single country projects were used in the portfolio review to facilitate analysis with the fragility indices which are measured by individual countries. This meant that projects from certain focal areas, such as international waters, are not meaningfully represented in the portfolio review. Similarly, six agencies (BOAD, DBSA, EBRD, FECO, FUNBIO, WWF-US) were not represented in the randomly selected in the evaluation portfolio, reflecting their relatively smaller share of the GEF portfolio. To mitigate this limitation, the evaluation team conducted outreach for stakeholder interviews to all agencies and successfully conducted interviews with Agencies not represented in the portfolio review including FECO, FUNBIO, and WWF-US.

58. Due to the relatively small number of completed projects with instances of engagement of persons with disabilities, the quantitative analyses of completed projects focused on women,

IPLCs, and youth. Persons with disabilities were included in the descriptive statistics, notably frequency and modality of engagement.

## **2.4. EVALUATION PORTFOLIO**

59. The evaluation portfolio of 300 randomly sampled projects (200 completed and 100 ongoing) accounts for \$1,182,867,941 (\$1.2 billion) in GEF financing and \$6,693,487,334 (\$6.7 billion) in co-financing. The majority of the funding for the projects (75 percent) came from the GEF Trust Fund. 17 percent of funding came from the Least Developed Countries Fund (LDCF). The remaining nine percent of funding for projects came from the Special Climate Change Fund (SCCF), the Multi-trust Fund (MTF), the Capacity-building Initiative for Transparency (CBIT), and the Nagoya Protocol Implementation Fund (NPIF). These percentages are comparable to the breakdown of the entire GEF portfolio value by fund. Full details including regional distribution and distribution by Agency can be found in Annex 1.

## **FINDINGS**

60. This chapter begins with an analysis of how the GEF ensures engagement of groups in projects through policy compliance, GEF Secretariat review, and self-tagging. An analysis of trends follows, showing change in engagement over time and trends by group. Then an analysis of modalities for engagement in projects is presented followed by factors that affect engagement. Finally, the section concludes with an analysis exploring the relationship between engagement and project performance.

### **3.1. EFFECTIVENESS OF GEF EFFORTS TO ENSURE ENGAGEMENT**

61. This section presents findings on how the GEF ensures compliance with the project-level requirements of Policy on Environmental and Social Safeguards, the Policy on Stakeholder Engagement, and the Policy on Gender Equality as they relate to engagement of marginalized groups. It also analyzes the input provided by the GEF Secretariat review during the project design process, the responsiveness of projects, and the accuracy of the self-tagging mechanism in tracking engagement of marginalized groups. Annex 7 provides more details.

#### **3.1.1 Policy compliance**

62. The three GEF policies related to engagement (Policy on Environmental and Social Safeguards, the Policy on Stakeholder Engagement, and the Policy on Gender Equality) came into force in 2018 and 2019, aligning with the GEF-7 project cycle, and have not been updated since (Figure 1.1). This largely aligns with the GEF-7 project cycle, although the review for compliance with the ESS Policy did not start until December 2019. Accordingly, the evaluation team only looked at policy compliance for ongoing projects from GEF-7 and GEF-8, recognizing that the

policies did not apply to some GEF-7 projects. The evaluation considered both whether the required documentation exists and whether the content contained therein aligned with specific elements as spelled out in the policy and guidance.

63. **GEF policies drive engagement of marginalized groups.** Increases in engagement rates in projects align with key GEF policies coming into effect in 2018 and 2019. Comparing engagement across marginalized groups, there are more planned and implemented actions to promote engagement of women (for which there is a dedicated Policy on Gender Equality) than any other marginalized groups. Furthermore, Terminal Evaluations of completed projects that were designed prior to the new requirements coming into effect highlighted the importance of GEF policies driving analysis and engagement. For example, the Terminal Evaluation for the Mainstreaming Biodiversity Conservation project in Brazil (GEF ID 5091) noted that “There was no effort to integrate gender analysis in the design, because it was not required when the project was designed”.

64. **Unclear guidance has led to inconsistent application of engagement requirements in Enabling Activities (EAs).** While GEF policies apply to all projects, some EAs assert exemption as they do not involve on-the-ground activities. This interpretation overlooks the fact that upstream processes—such as policy development or planning—can have significant implications for marginalized groups. This evaluation finds that EAs account for most cases where key requirements, such as gender analysis, are absent or only superficially addressed. This inconsistency reflects, in part, reliance on Agency-specific policies, some of which exempt smaller projects from certain analytical requirements. The combination of differing Agency practices and limited clarification at the GEF level has led to uneven coverage of engagement considerations across EAs.

65. **The GEF does not have a standalone policy on Indigenous Peoples, unlike other multilateral funds supporting climate action.** The GEF’s engagement with Indigenous Peoples is shaped by its Principles and Guidelines for Engagement with Indigenous Peoples and as part of its Policy on Environmental and Social Safeguards. This stands in contrast to GCF’s standalone Indigenous Peoples Policy and IFAD’s Policy on Engagement with Indigenous Peoples. Other climate funds have advisory groups similar to the GEF: the Green Climate Fund (GCF) Indigenous Peoples Advisory Group built off the positive experience of the GEF’s IPAG, and IFAD has an Indigenous Peoples Forum. The Principles and Guidelines for Engagement with Indigenous Peoples have not been updated since 2012, however the draft GEF-9 Policy Directions indicates that the GEF Secretariat will update the 2012 document, to align with international commitments and reaffirming IPLCs as essential partners in achieving lasting global environmental benefits (GEF 2025f).

66. **The GEF aligns with other climate funds that include mechanisms for direct access finance for IPLCs.** Other climate funds have mechanisms such as the CIF’s Dedicated Grant Mechanism (DGM), an initiative that provides direct financing to Indigenous Peoples and local communities, with over \$80 million disbursed across 17 countries, and includes Indigenous-led National Steering Committees. The GBFF includes an aspirational programming share of 20 percent of resources to support actions by IPLCs by 2030 and GEF-9 will have increased focus on IPLCs through expanded engagement, efforts to scale up direct access to finance, and a greater role for Indigenous Peoples’ organizations as executing partners, though these commitments remain largely non-binding and indicative.

### **Policy on Environmental and Social Safeguards**

67. As required by the GEF Policy on Environmental and Social Safeguards (ESS), projects must have documentation related to environmental and social safeguards where they (1) consider whether there might be risks to marginalized groups, (2) identify specific risks to particular marginalized groups, and (3) include measures to address those identified risks.

68. **Nearly all ongoing projects (93 percent) included the required ESS documentation to address relevant environmental and social risks and impacts and the associated measures to address such risks and impacts.** All projects that lacked ESS documentation were enabling activities (EAs). These EAs all claimed to be exempt from ESS screening; based on communication from the GEF Secretariat, the GEF respects internal policies of UNDP, the World Bank, and FAO that exempt certain projects from environmental and social risk assessments depending on the projects—this is inconsistent with the ESS policy which explicitly requires all GEF-supported projects (including EAs) to comply. Moreover, 81 percent of sampled EAs complied with the requirements for ESS documentation.

69. **Within the ESS documentation, ongoing projects almost universally had documentation showing that they had considered risks to women (100 percent) and IPLCs (98 percent), with fewer considering risks for other marginalized groups.**<sup>11</sup> A limited share of projects considered risks to youth (other than child labor) (25 percent) and persons with disabilities (11 percent). 95 percent of sampled projects had documentation showing that they had considered risks of child labor; which is likely attributed to a standard question addressing child labor. Projects that

---

<sup>11</sup> In line with the language in the policy, the analysis assessed whether projects “considered risks and impacts” associated with the proposed project on the particular marginalized group. [Note: not all projects will have risks or impacts to a particular group; this inquiry assessed whether there was documentation that the project considered whether it might create or perpetuate potential risks or impacts for a particular group, not whether there were actual projected impacts.] It also assessed whether, if the project considered risks and impacts to a group, there were actual risks and impacts identified for a specific group.

considered risks to persons with disabilities included explicit consideration (eight percent) and implicit consideration (three percent). More details can be found in Annex 7.

### **Policy on Stakeholder Engagement**

70. **As required by the GEF Policy on Stakeholder Engagement, recently designed projects consistently provide information on stakeholders in proposed project activities, although the quality of this information varies.** Specifically, the evaluation team assessed project compliance with the requirement that projects include stakeholder engagement plans or equivalent documentation. This assessment focused on whether there was information on stakeholders and means of stakeholder engagement; it did not consider the extent to which projects complied with the requirement that the stakeholder engagement plan or equivalent also include “dissemination of information, roles and responsibilities in ensuring effective Stakeholder Engagement, resource requirements, and timing of engagement throughout the project/program cycle.” An initial review of the project documentation indicates that many projects did not provide such information on many of these elements, so the compliance rate would be considerably lower if those elements were considered.

### **Policy on Gender Equality**

71. **Recently designed projects largely comply with the 2017 GEF Policy on Gender Equality across its three core requirements: the gender analysis (or equivalent), the gender action plan (or equivalent), and the results framework or logical framework.** Box 3.1 shows the elements associated with each requirement that were used to assess quality of the documentation. Ninety percent of ongoing projects meet all or almost all of the nine elements examined, and all projects comply with most elements. Compliance rates were highest for the gender analysis (94 percent), followed by the results framework or logical framework (90 percent), and the gender action plan (88 percent). All of the projects that did not provide the required documentation (i.e. included placeholder analyses or claimed exemption) were Enabling Activities.

72. **However, compliance does not always reflect quality.** Because the 2017 Policy and its 2018 Guidance do not specify a minimum length or depth for the gender analysis or gender action plan, a project can technically comply even if the relevant section amounts to only a few sentences. The GEF Secretariat noted that this is intentional, as appropriate depth varies by project. However, in the briefest examples, it would be difficult to meaningfully cover the required elements in anything beyond a cursory fashion. Furthermore, even where projects provide extensive gender-related background information, that information is sometimes too general — for example, listing national laws governing gender — rather than clearly linked to the specific project context.

*Box 3.1 Project-related requirements of the GEF Policy on Gender Equality*

Paragraph 10 of the GEF Policy on Gender Equality requires “At or prior to CEO Endorsement/ Approval, Agencies provide:”

“(a) Gender Analysis or equivalent socio-economic assessment that identifies and describes  
1] any gender differences,  
[2] gender differentiated impacts and risks, and  
[3] opportunities to address Gender Gaps and promote the Empowerment of Women that may be relevant to the proposed activity;

“(b) any corresponding gender-responsive measures to  
[4] address differences,  
[5] identified impacts and risks, and  
[6] opportunities through a gender action plan or equivalent;

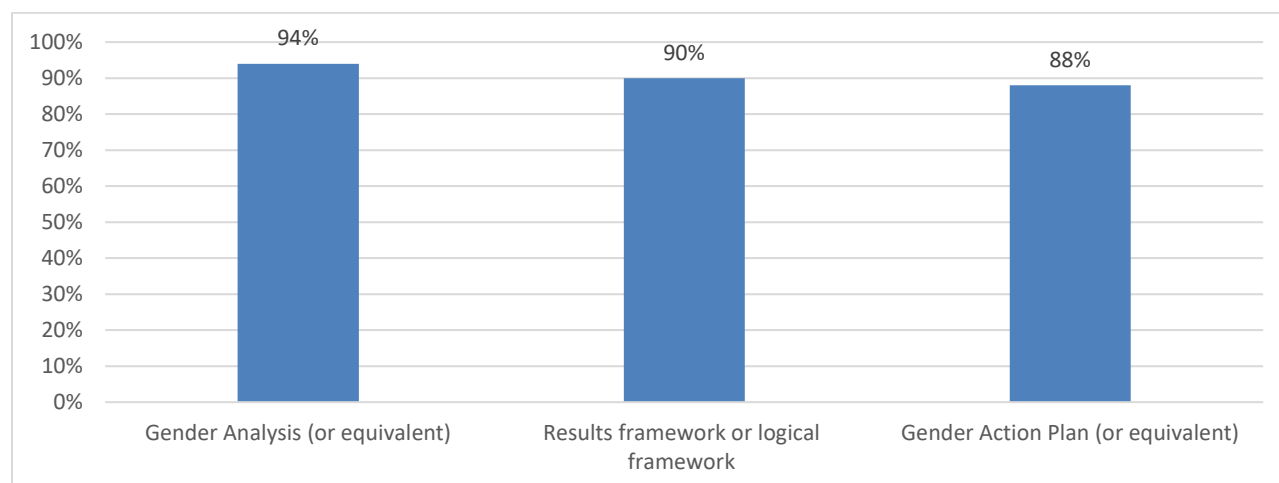
“(c) if gender-responsive measures have been identified, the results framework or logical framework include

- [7] actions,
- [8] Gender-Sensitive Indicators and
- [9] sex-disaggregated targets.”

The bracketed numbers are included for clarity.

**73. While projects overwhelmingly comply with the GEF Policy on Gender Equality, there is room for improvement in two aspects of the results framework.** The 90 percent compliance rate reported in the previous section reflects the broadest interpretation of the requirements — for instance, counting sex-disaggregated indicators (e.g., share of group members who are female) as gender-sensitive indicators (Requirement 8, Box 3.1). Under a stricter definition, only half of projects include gender-sensitive indicators that are not sex-disaggregated. Similarly, when gender-related actions (Requirement 9, Box 3.1) are required to be explicit — rather than implied by a sex-disaggregated indicator or target on an otherwise gender-neutral action — only 63 percent of projects comply. These rates would be lower still without GEF Secretariat review, which frequently prompted projects to add gender-related outputs or activities and sex-disaggregated targets and indicators to their results frameworks; the vast majority of these recommendations were incorporated. Additional details are provided in Annex 7.

Figure 3.1 Rates of compliance with most of the requirements of the GEF Policy on Gender Equality



74. **While all reviewed projects included gender indicators, only 51 percent included gender-sensitive indicators.** Key informant interviews and project review confirmed that developing gender-sensitive indicators is a common challenge, a finding also reflected in the Pakistan and Zimbabwe case studies. Strong examples of gender-sensitive indicators that go beyond counting share of women receiving project benefits include: coverage of gender issues in climate change reporting (Building Armenia's National Transparency Framework under the Paris Agreement, GEF ID 10138); gender-responsive climate hazard and vulnerability assessments (Community-based Climate-responsive Livelihoods and Forestry Project, Afghanistan, GEF ID 10312); inclusive, gender-sensitive coordination platforms (Promoting Sustainable Approaches to Ecosystem Conservation in the Imatong Landscape, South Sudan, GEF ID 10870); gender-related research, awareness campaigns, and studies examining climate impacts through a gender lens (Restoring and Enhancing the Value of Degraded Lands and Forest Ecosystems, Benin, GEF ID 10688).

75. **A number of Terminal Evaluations of completed projects (before the current GEF Policy on Gender Equality entered into effect) highlighted the risks to project success of not doing an appropriate gender analysis or strategy at the project design stage** such as the Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector project (GEF ID 4431), or not tracking gender-related actions in the project results framework. Other Terminal Evaluations noted the inadequacies of the gender analysis and planning, without mentioning particular risks to project success. Some Terminal Evaluations also criticized the inadequate indicators and reporting on engagement, which meant that projects that produced benefits for women or other marginalized groups did not have the evidence to report on those benefits for

example the Belarus Green Cities: Supporting Green Urban Development in Small and Medium Sized Cities in Belarus project (GEF ID 5372).

### **3.1.2 GEFSEC project review and portfolio tagging**

**76. The GEF Secretariat plays a critical role in increasing compliance with GEF policies related to engagement through its project review process.** Within the project lifecycle, the GEF Secretariat has the greatest influence on advancing engagement during the project design phase. The Secretariat provided substantive comments to strengthen engagement in 70 percent of ongoing projects, mostly focused on integrating gender into outputs, indicators, and sex-disaggregated data. In 95 percent of the projects with substantive comments, gender was addressed in the Secretariat’s feedback, with about three-quarters of comments deemed substantive, while others were either clerical or confirmed adequate gender planning. These reviews frequently (90 percent of the time) led Agencies to revise project documentation to improve engagement.

**77. The share of projects that received substantive comments on engagement of disadvantaged groups increased from GEF-7 to GEF-8, suggesting increased attention to engagement in project design.** While the GEF Secretariat reviews 100 percent of projects for compliance with the policies related to engagement, the frequency with which it had substantive comments increased from 65 percent (in GEF-7) to 78 percent (in GEF-8)<sup>12</sup>. In most (90 percent) of the projects reviewed, the Agencies amended the project documentation to address substantive comments raised by the GEF Secretariat regarding engagement of marginalized groups.

**78. Self-reported data on IPLC engagement is unreliable.** The IPLC self-tag, introduced in GEF – 7, asks whether IPLCs were consulted during the project identification phase and appears accurate in capturing that specific action. However, it is a poor proxy for overall IPLC engagement, as it does not reflect engagement beyond the identification stage. The data bears this out: 18 percent of sampled projects had no IPLC tag despite documented IPLC engagement, while 12 percent used the tag with no corresponding evidence of engagement. Only 18 percent of projects with the IPLC tag fully aligned with project documentation. The tag therefore both undercounts and overcounts true IPLC engagement, making it an unreliable indicator.

**79. Gender-related tags show stronger — though still imperfect — alignment with project documentation.** The GEF Portal includes five gender tags, also introduced in GEF-7: gender

---

<sup>12</sup> Not all GEF-7 projects were subject to review if they were approved prior to the effectiveness dates of the policies, GEF Secretariat project reviews on ESS did not start prior to December 2019. This also applies to FPIC requirements, although some agencies had FPIC requirements in place that pre-date the GEF ESS policies.

sensitive, gender responsive, economic benefits, participation in decision-making, and resource access. Over half of projects self-tagged as gender sensitive or responsive included corresponding measures in their project plans. The economic benefits tag showed the strongest overall alignment, with 82 percent of projects consistently tagged relative to their documentation. The primary weakness is in the participation in decision-making tag, where 24 percent of self-tagged projects had no corresponding plans in their gender action plan or other design documentation. Gender tags thus provide more reliable signals than the IPLC tag, but should not substitute for direct review of project documentation.

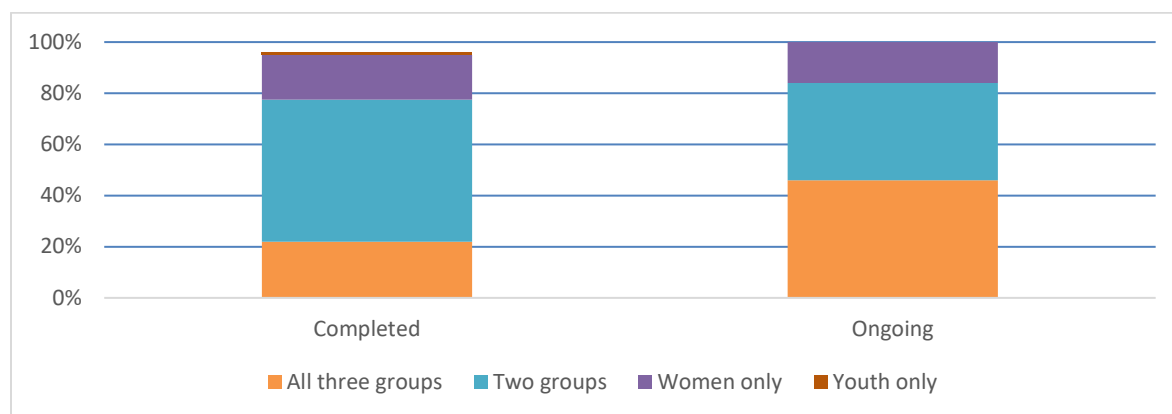
### 3.2 TRENDS IN GEF-SUPPORTED PROJECTS

80. This section explores the broad trends of engagement of each group over time in GEF-supported projects. While, broadly speaking, there has been increasing engagement of each marginalized group, there are differences in the rates, with engagement being driven primarily by engagement of women. Further, each individual group faces specific issues such as articulating the need to consider the role of men and boys in gender mainstreaming, challenges defining IPLCs, and the high mobility of youth.

#### 3.2.1 General trends

81. **Overall, engagement of marginalized groups in GEF-supported projects has increased over time.** There has been an increase in projects that include any one group (from 96 percent of completed projects to 100 percent of ongoing projects), as well as projects that include all three groups (women, IPLCs, and youth) (from 22 percent of completed projects to 46 of ongoing projects) (Figure 3.2). At the same time, the percentage of projects that included zero, one, or two groups decreased.

*Figure 3.2 Share of projects that include marginalized group(s)*



**82. Engagement of marginalized groups is high across focal areas,<sup>13</sup> regions, modalities, project types, and programmatic approaches.** Women are consistently the most included group and their engagement drives the high numbers. There are some notable regional differences for engagement of the other marginalized groups. Only 6 percent of projects in Europe and Central Asia include IPLCs, which is much lower than other regions (35 percent, Africa; 38 percent, Asia; 58 percent, Latin America and the Caribbean). This is roughly consistent with countries' recognition of Indigenous Peoples in various regions (Garnett et al. 2018). Africa has the highest rate of engagement of youth at 86 percent, also reflecting the region's demographics, with an emphasis on training and work programs for youth. GEF Secretariat and GEF Agency stakeholders observed that certain focal areas have stronger or particularized connections to specific marginalized groups. Some climate change adaptation projects sought to address the disproportionate effects of climate change on persons with disabilities in small island developing states (SIDS). Numerous projects in the biodiversity focal area have a strong connection to IPLCs, such as the Inclusive Conservation Initiative (Box 3.2).

*Box 3.2 The Inclusive Conservation Initiative*

The Inclusive Conservation Initiative (ICI), a GEF-7 project implemented by CI and IUCN, has allocated \$14.5 million to subprojects across 12 countries, with Indigenous-led organizations directly executing funding based on self-determined priorities. Its Global Steering Committee is composed entirely of Indigenous representatives. ICI projects have advanced territorial mapping and land tenure, integration of traditional and scientific knowledge, resilient livelihoods, and Indigenous economies. Since February 2024, the ICI has also run an International Environmental Policy Fellow Program to strengthen the leadership and negotiation skills of Indigenous leaders participating in subprojects.

ICI partners have also addressed intersections with other marginalized groups. Subprojects in Peru, Chile, Argentina, and the DRC implemented gender action plans and Gender-Based Violence protocols; youth diploma programs were established in Guatemala and Panama; and Women's Rights and Leadership Forums were created in Tanzania to advocate for gender equality and land rights. In partnership with UNDP, the ICI developed a learning module on Indigenous Peoples, Local Communities, Gender, and Biodiversity Linkages.

Building on this model, the GEF-9 Strategic Programming Directions include expanding the ICI as a direct access funding mechanism for Indigenous Peoples' organizations (GEF 2025h).

**83. While the increase in rates of engagement was driven primarily by increased engagement of women, there were also substantial increases in projects involving IPLCs and**

---

<sup>13</sup> With the exception of Chemicals and Waste projects, which had a slightly lower rate (86 percent), and International Waters, which did not have a meaningful sample size.

**youth.** GEF-supported projects in Mexico, Pakistan, and Zimbabwe reported greater engagement of women over other groups. Engagement of women was followed by IPLCs in Mexico and youth in Pakistan and Zimbabwe. All three countries had very limited engagement of persons with disabilities in GEF-supported projects. These trends align with perceptions among GEF Secretariat and GEF Agency stakeholders that there has been increased attention to engagement of these groups at the GEF, driven primarily by an emphasis on women due to the Policy on Gender Equality, as well as increasing, but relatively less, attention to youth and IPLCs, and minimal attention to persons with disabilities.

### **3.2.2 Women and Girls**

**84. GEF-supported projects show strong engagement of women with improvement over time.** Women were included in all ongoing projects and there were high rates of compliance with gender requirements. While already high, the rate of projects that had any engagement of women increased from 95 percent of closed projects to 100 percent of ongoing projects. Additionally, the share of projects that planned to address all three dimensions of engagement (Figure 2.2) for women (participation activities, systemic measures, socioeconomic co-benefit) rose significantly—from 54 percent to 86 percent.

**85. Emphasis on engagement of women and girls varied across countries.** For example, among the country case studies, there was a strong focus on women in Mexico, Nepal, Pakistan, and Zimbabwe with less attention noted in Kenya. Mechanisms such as activities tailored to reflect the cultural context for women and girls and participation quotas were frequently seen, with the latter seen as necessary but not sufficient to lead to systemic change and empowerment for women, especially in Mexico and Pakistan.

**86. Some projects were particularly innovative and comprehensive in their engagement of women.** Examples of strong women’s engagement were found in the portfolio. An FAO project to Sustainably Manage and Restore Land and Biodiversity in the Guadalquivir Basin in Bolivia (GEF ID 10627) allocated a grant to support women-led entrepreneurship among family farmers, and proposed establishing a steering committee led by women for project monitoring. FAO’s Sustainable Cropland and Forest Management in Priority Agro-ecosystems of Myanmar project (GEF ID 5123) used a flexible approach to time meetings that allowed for women’s household and child care responsibilities to enable their attendance. To ensure women’s inputs were collected in contexts in which they felt freer to speak and provide feedback, some projects applied other innovative approaches. For example, female staff in UNDP’s Integrated Approach to Management of Forests, with Demonstration in High Conservation Value Forests in the Mediterranean Region project in Turkey proactively participated in meal preparation and clean-up in the kitchen where no men were present so that they could collect women’s unfiltered input

(GEF ID 4469). Site visits to the UNEP Project Promoting Sustainability in the Agave-mezcal Value Chain in Oaxaca (GEF ID 10869) showed an example of project staff prioritizing support to an existing women’s mezcal production group (*mezcaleras*), which in turn led to a demonstration effect with other women forming groups after seeing the success of the original group, all with support from the project. The women mezcal producers were supported by the project to participate in a local trade show that connected internal buyers with Mexican mezcal producers. Another example of strong engagement of women is found in Box 3.3.

***Box 3.3 Maintaining and Increasing Carbon Stocks in Mexico***

Conservation International’s Maintaining and Increasing Carbon Stocks in Agro-Silvopastoral Systems in Rural Communities of the Selva El Ocote Biosphere Reserve as a Climate Change Mitigation Strategy project (GEF ID 5751) in Chiapas, Mexico is an example of a GEF-supported project incorporating multiple engagement modalities. This project aimed to reduce greenhouse gas emissions and increase carbon sequestration by adopting sustainable management in agro-pastoral systems and avoiding deforestation in natural ecosystems.

The project also illustrates how GEF-supported projects can incorporate multiple modalities to involve marginalized groups. The project aimed to reduce greenhouse gas emissions and increase carbon sequestration through sustainable agro-pastoral management and avoided deforestation.

The project area has a significant Indigenous population — up to 48 percent in the Reserve itself, primarily from the Tzotzil ethnic group — and approximately 33 percent the people in the involved communities were IPLCs. The project carried out FPIC, developed an Indigenous Peoples Plan, and included regional coordinators from the Tzotzil community to ensure cultural and linguistic sensitivity. Indigenous Peoples’ participation was tracked through dedicated output and outcome indicators, and capacity building activities, including sustainable forest management training, were extended to Indigenous farmers.

On engagement of women, the project developed a Gender Mainstreaming Strategy and Action Plan, used gender-disaggregated indicators, and put monitoring systems in place to track women’s engagement throughout the project lifecycle. Although women represented only 20 percent of participants in some key activities, a women’s group noted this as an improvement and a foundation for greater participation in community affairs. While no youth-specific activities were planned, young people were integrated into project activities in part to discourage migration to urban centers.

**87. Concerns remain about the systemic quality of women’s and girls’ engagement across the portfolio.** Some Agency stakeholders reported that gender analysis and planning are sometimes treated as a box-ticking exercise, and Terminal Evaluations of GEF-5 and GEF-6 projects support this: gender analyses were at times only conducted after being explicitly requested, and gender tags were checked at appraisal without corresponding indicators or targets. For example, the TE for the World Bank’s Marine and Coastal Protected Areas project in Brazil (GEF ID 4637) noted that all three gender tags were checked at appraisal yet only one disaggregated gender indicator was developed, without a target. Case studies in Mexico,

Pakistan, and Zimbabwe found that while women were frequently included in project activities, they were rarely involved in decision-making or given leadership roles, with several Zimbabwe interviewees describing women's engagement as tokenistic and focused on meeting mandates rather than genuine empowerment.

**88. While gender considerations have traditionally focused on women and girls, projects are increasingly incorporating men and boys into gender analysis, plans, and indicators.** There is a growing recognition that including men and boys is an important risk management approach — ensuring that efforts to advance gender equality do not trigger social backlash or undermine project outcomes. The share of projects that included men and boys in stakeholder identification and analysis doubled from 20 percent of completed projects to 40 percent of ongoing projects. As the Terminal Evaluation for Conservation International's Mangrove Forests project in Liberia (GEF ID 5712) noted, while highlighting women's voices is central to program success, excluding men and singling out women as the sole agents of change risks negative disruptions to social relations and unintended project impacts. IDB's Adaptation to Climate Impacts in Water Regulation and Supply for the Area of Chingaza–Sumapaz–Guerrero project in Colombia (GEF ID 4610) sought to advance gender equality through a family approach which involved all family members, including men, elders, and children, as the engagement of men was seen as essential to successfully diminish gender inequalities. Efforts to redistribute child and elderly care activities away from women in turn led to the strengthening of bonds between men, children, and grandchildren which was often overlooked in the patriarchal culture.

### **3.2.3 Indigenous Peoples and local communities**

**89. Engagement of IPLCs in GEF-supported projects has expanded significantly, rising from 29 percent of completed projects to 50 percent of ongoing ones.**<sup>14</sup> As engagement of IPLCs has increased, project documentation has more clearly documented consideration of IPLCs from both risk management and proactive engagement perspectives. Safeguards documentation consistently considers whether IPLCs might be in the project area and whether they might be affected, and stakeholder engagement documents propose how they will be included in project activities. This upward trend parallels a growing overlap, identified in a GIS analysis using LandMark data, between GEF project areas and land held or used by IPLCs—from 17 percent in GEF-4 to 25 percent in GEF-8. UNDP's Capacity Building for the Implementation of the Nagoya Protocol on Access and Benefit Sharing project (GEF ID 5653) in Vietnam aimed to create a system for capturing traditional knowledge gained from community consultations. It also implemented

---

<sup>14</sup> These percentages are out of the entire 300-project cohort, thus they likely represent underrepresent Indigenous Peoples' involvement given that some projects occur in areas in which there are no Indigenous Peoples and, so are not able to engage Indigenous Peoples, making 100 percent engagement by the cohort not possible.

a protection mechanism to ensure that any knowledge used in the project was accessed with the consent of its holders.

90. **The share of projects planning to conduct free, prior, and informed consent (FPIC) has risen significantly, from 9 percent of completed projects to 23 percent of ongoing projects.** This upward trend is likely driven in part by the GEF Policy on Environmental and Social Safeguards, which expanded FPIC requirements beyond those established in the 2011 GEF Policy on Agency Minimum Standards on Environmental and Social Safeguards.<sup>15</sup> Beyond greater frequency, the quality and rigor of FPIC application has also improved. Projects are increasingly citing FPIC directly, rather than referencing approaches inspired by FPIC but not fully adherent to its standards. Among completed projects, 4 percent used FPIC-inspired — rather than fully compliant — practices. For example, the Enhancing Biodiversity Protection through Strengthened Monitoring, Enforcement and Uptake of Environmental Regulations in the Gold Mining Sector in Guyana (GEF ID 5846) described capacity building with Amerindian communities as being "based on the principle of FPIC," and the Strengthening of Governance for the Protection of Biodiversity through the Formulation and Implementation of the National Strategy on Invasive Alien Species (NSIAS) project in Argentina (GEF ID 4768) referenced processes with the Ocloya People "inspired by FPIC." By contrast, all but one of the ongoing projects that plan to conduct FPIC provide clear and consistent framings of FPIC in their project documentation.

91. **Concerns remain about the quality and consistency of FPIC implementation.** Sixteen percent of CSO survey respondents viewed FPIC efforts as inadequate. The GEF Secretariat highlighted the view that FPIC is a right and noted successful examples of how (where feasible) IPLCs had execution roles to advance self-determined priorities (most notably in the ICI and HCI). Agency stakeholders also reported that FPIC is sometimes perceived as burdensome by implementing and executing partners, and mentioned instances where projects were designed to avoid areas with IPLCs. The evaluation team found no evidence of this practice in project documents, which is unsurprising given that such decisions are unlikely to be explicitly documented. Future evaluations could look into this issue using proxy or counterfactual analysis.

92. **Indigenous Peoples are not homogenous and a project team's failure to recognize and include a range of Indigenous Peoples' groups can generate tensions.** Stakeholders interviewed for the Kenya country case study associated with IFAD's Eldoret-Iten Water Fund for Tropical Water Tower Conservation project in Kenya (GEF ID 10209) described how the project obtained FPIC from the Cherangani community during the design stage, however, during project roll out the Sengwer and Ogiek peoples advocated for engagement in the project. When these new groups were included, financial waivers and training were inconsistently implemented as only a

---

<sup>15</sup> See footnote 13.

small part of the budget was allocated for these additions. This inequality highlights the challenges for projects to decide who to include, to what degree, and on what basis.

93. **One of the challenges regarding engagement of IPLCs in GEF-supported projects is clearly ascertaining whether any of the stakeholders self-identify as IPLCs.** These identification challenges are seen in examples of ambiguous project documentation, likely reflecting political and social considerations. Among completed projects, 7 percent likely had Indigenous Peoples present without clear documentation — including groups that self-identified as Indigenous Peoples but were not formally recognized as such by their countries or the projects themselves. However, this challenge appears to be diminishing: by GEF-7 and GEF-8, the share of projects with likely but undocumented IPLC presence dropped to just 1 percent, while the overall share of projects formally identifying IPLCs rose. This trend suggests that GEF-supported projects are increasingly recognizing and documenting the need for IPLC-specific procedures. That said, identification challenges vary considerably by context — the Mexico case study highlighted significant difficulties, while the Nepal case study reported none. See Annex 9 for more details.

### 3.2.4 Youth

94. **Youth engagement in GEF-supported projects has increased from 72 percent in completed projects to 79 percent in ongoing ones.** Projects show varied approaches to youth engagement, and there is inconsistency in how the youth age range is defined. The GEF applies a broad definition (up to 35 years) while numerous GEF agencies use the UN definition of 15-24 years (Box 2.1). Unlike other marginalized groups, youth are typically framed not as a vulnerable population, but as agents of change and key stakeholders in long-term sustainability.

95. **Projects have intentionally created roles and opportunities for youth.** For example, the Eldoret-Iten Water Fund project in Kenya (GEF ID 10209) trained youth as drone operators and they were later hired by county governments and NGOs. UNDP's Energy Efficient Production and Utilisation of Charcoal through Innovative Technologies and Private Sector Engagement in Sierra Leone project (GEF ID 4840) successfully created self-employment opportunities for youth as part of the Youth Employment and Empowerment Programme, which equipped them with the technical, financial, and business skills to participate as value chain actors.

96. **Projects have demonstrated considerable innovation in using education to engage youth.** Some projects used children's games, videos, and stories to disseminate information to children seen in the UNDP project on Development of National Capacity for the Environmentally Sound Management and Disposal of PCBs in Colombia (GEF ID 4417). A UNDP project on Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector (GEF ID 4431) made a full-length cartoon in the local language to raise awareness on environmental issues for children. The UNDP project on Community Based Flood and Glacial Lake Outburst Risk

Reduction in Nepal (GEF ID 4551) held street drama events to raise awareness on flash flood warnings where 35 percent of attendees were children. Site visits to SGP subprojects in Mexico highlighted a particularly active youth role, with young people serving as forest monitors using drones and water quality kits and participating in workshops producing handicrafts from salvaged wood.

97. **Engagement of youth is often done in partnership with schools and CSOs instead of with youth directly.** This approach, however, does make the project more dependent on the longevity of those institutions. While UNDP's Generate Global Environmental Benefits through Environmental Education and Raising Awareness of Stakeholders project in Armenia (GEF ID 5716) planned to engage the "Youth Foundation of Armenia," the NGO dissolved after the government political reform that cut down the financial resources to the organization, this had the effect of preventing the empowerment of youth in participating in decision-making. Projects leveraged schools as a tool to disseminate information such as a UNDP project on Strengthening the Management of Effectiveness of the Wetland Protected Area System in Hubei Province, China (GEF ID 4870) which developed children's textbooks on wetland conservation. Integrating environmental conservation into primary school curriculum, including through games and community scavenger hunts, was also seen in the Mexico case study.

98. **Despite being considered essential for the long-term sustainability of projects, meaningful youth engagement is often hampered by their high mobility and limited economic opportunities.** In the Mexico and Zimbabwe case studies, some projects had difficulty sustaining youth engagement as long-term economic opportunities were a decisive factor to leave the area. Stakeholders also noted that the failure of projects to incorporate youth-specific elements such as entrepreneurship or skills development led to disengagement and project attrition. In multiple projects in the Zimbabwe case study, youth were included because of their availability for labor instead of an intentional project design for including youth. Individual projects that benefitted youth were able to do so by successfully training and employing them.

### 3.2.5 Persons with disabilities

99. **Engagement of persons with disabilities in GEF-supported projects remains limited but has expanded from 9 percent in completed projects to 20 percent in ongoing projects.** In the instances when persons with disabilities are included, it is often within a list of vulnerable groups, as opposed to a standalone focus. For example, the World Bank's Conservation Areas for Biodiversity and Development Project in Mozambique (GEF ID 5225) had extensive public consultations with "vulnerable groups including the landless, elderly, and the 'handicapped'".

100. **Projects have shown innovative approaches to engagement of persons with disabilities, though concerns about stigmatization and inaccessibility remain.** One example of a project

successfully integrating persons with disabilities is UNDP’s Community Based Flood and Glacial Lake Outburst Risk Reduction project in Nepal (GEF ID 4551) which outlined plans to ensure the participation of persons with disabilities in local workshops and mock drills and, constructed and installed 35 elevated tube wells, two of which were “disabled friendly,” to increase access to safe drinking water supply during floods. One of the biggest achievements of UNDP’s Reduction of POPs and PTS Release by Environmentally Sound Management throughout the Life Cycle of Electrical and Electronic Equipment and Associated Wastes in China project (GEF ID 4862) was the integration of persons with disabilities into society through their operation of community collection points for takeback and collection of e-waste. The Eldoret-Iten Water Fund project in Kenya (GEF ID 10209) used cost share waivers to facilitate the access of persons with disabilities to relevant farming inputs and services. However, when persons with disabilities are included in projects, concerns are expressed about the depth of that engagement. Projects in Kenya, Mexico, Uzbekistan, and Zimbabwe highlighted issues including stigmatization of persons with disabilities as passive recipients, lack of physical and communication accessibility, structural barriers, the heterogeneous needs of persons with disabilities, and lack of full integration into the project.

**101. A growing appetite for knowledge on how to better include persons with disabilities in environmental programming points to an emerging but underserved area of GEF project design.** While some GEF Agencies are showing increased interest in integrating persons with disabilities into projects, key barriers remain — including the diverse and varied accommodation needs within the disability community and gaps in knowledge and resources among project staff to address them effectively.

### **3.2.6 Intersectionality**

**102. Although the term “intersectionality” is rarely used, project documentation shows that projects frequently consider intersectional identities, most often Indigenous women.** In spite of GEF and Agency stakeholders indicating that the term intersectionality and associated concepts are not widely used or acknowledged in discussions on engagement, a review of project documentation found that projects did consider multiple identities of marginalized groups. Further, intersectionality can be a strength, as project documents often showed efforts to include one marginalized group often led to the engagement of additional groups that might otherwise not be included. For example, efforts to include women often fosters engagement of Indigenous women (bringing in IPLCs) and girls (bringing in youth). This is seen in the World Bank’s Management and Protection of Key Biodiversity Areas project in Belize (GEF ID 4605) which had an Indigenous Peoples Planning Framework that considered Indigenous women as a specific group and required contact be made through the appropriate authorities and that meetings to be conducted with women were also facilitated by a woman.

103. **The approach of GEF-supported projects in regard to intersectionality depends on the Agency through which the project is conducted.** In that light, the “Leave No One Behind” Framework presented in the 2030 Agenda for Sustainable Development from the United Nations Development Programme (UN 2022) calls on development projects to “Reach the Furthest Behind First.”<sup>16</sup> The Inter-American Development Bank considers and uses the term intersectionality within its work on gender and diversity, focusing on the engagement of Indigenous Peoples, Afro-descendants, and people with disabilities.

### **3.3 MODALITIES FOR ENGAGEMENT IN GEF-SUPPORTED PROJECTS**

104. GEF-supported projects include marginalized groups through participation activities (in which people are directly engaged), systemic measures (by which project staff consider how to include people), and socioeconomic co-benefits (by which projects provide benefits to people) (Figure 2.2).

105. **The substantial majority of projects include each of the engagement dimensions.** Most completed and ongoing projects mentioned at least one socioeconomic co-benefit (91 percent), systemic engagement measure (89 percent), or participation activity (84 percent) for women, IPLCs, or youth. Of the planned participation activities, projects are most likely to consult with marginalized groups, with lower levels of one-way communication or partnering on decision-making.

#### **3.3.1 Participation activities**

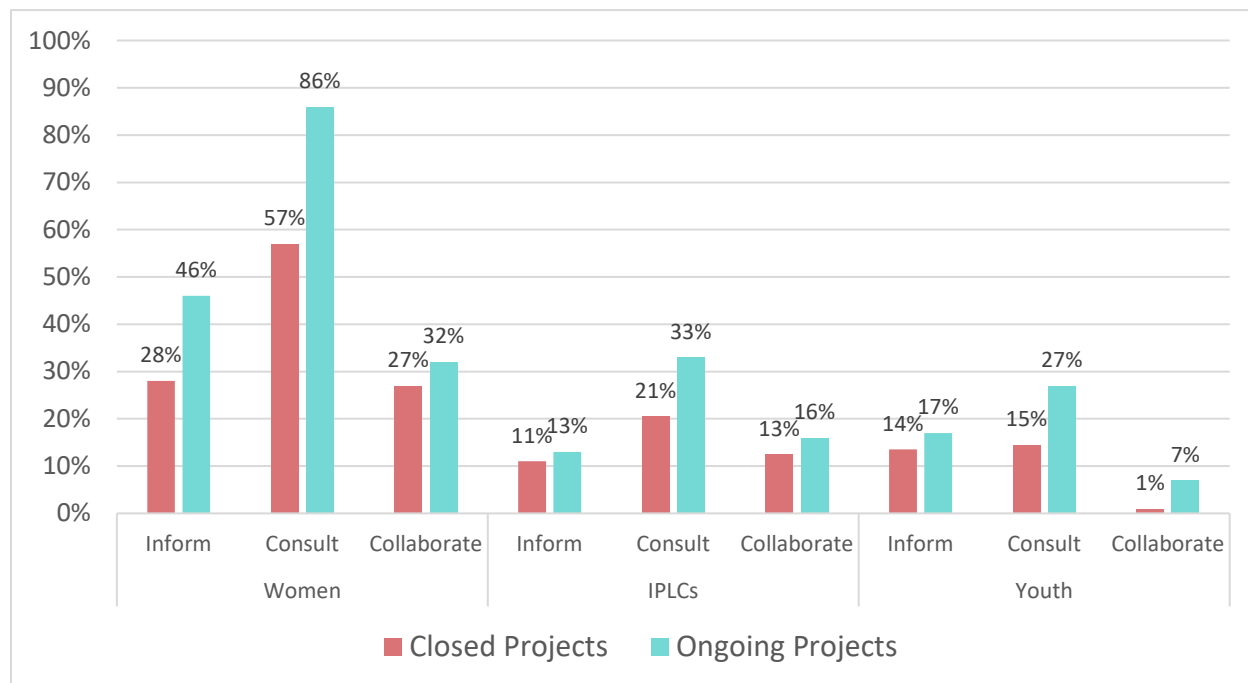
106. Participation activities are grouped into three broad categories: inform (one-way communication used to provide information), consult (two-way communication designed to solicit and obtain input from marginalized groups), and collaborate (partnering with marginalized groups in making and implementing decisions regarding a project).

107. **Of the three participation categories, activities in the consult category were most frequent, this trend is increasing over time.** Projects included activities in the consult category more often than other categories across all three marginalized groups by a wide margin. The frequency with which projects used activities in the consult category increased between completed and ongoing projects, across all groups with an increase from 57 to 86 percent for women, 21 to 33 percent for IPLCs, and 15 percent to 27 percent for youth (Figure 3.3).

---

<sup>16</sup> GEF-9 programming directions also refer to inclusion aims by engaging with the whole of society while leaving no one behind.

Figure 3.3 Participation activities by category, change over time



Note: Projects can fall into multiple categories.

108. **Projects highlight the importance of fostering participation through collaborative participation of marginalized groups to achieve the desired project outcomes.** For example, UNDP’s Payment for Watershed Services in the Chishui River Basin for the Conservation of Globally Significant Biodiversity project in China (GEF ID 5096) emphasized during the design stage that biodiversity conservation is more effective and efficient when women and vulnerable groups participate as equal partners in decision-making processes.

109. **Of the projects that utilized a collaborative approach toward engagement, most focused on women and/or IPLCs.** More than half (55 percent of completed and 57 percent of ongoing) projects that specified participation activities in the collaborate category involved just women. Approximately one-fifth of projects with collaborate activities focused specifically on IPLCs (20 percent of ongoing and 18 percent of completed projects). An additional 15 percent focused on both women and IPLCs (10 percent of completed projects, 15 percent of ongoing projects). Of the possible collaborate activities, projects planned to co-design with women slightly less often than they planned to co-manage (13 percent versus 17 percent). In contrast, projects were much less likely to plan to co-design with IPLCs (5 percent) than to plan to co-manage (23 percent). It is also noteworthy that projects were more likely to plan co-management with IPLCs than with women.

**110. Discrepancies exist between planned and reported implementation of participation activities.** The nature and rate of these discrepancies vary by marginalized group. Projects were more likely to plan activities for women and IPLCs that were then not reported as implemented, while youth-related activities were frequently implemented without being initially planned. These gaps may reflect either implementation challenges or reporting inconsistencies. Some changes resulted from practical constraints, such as limited budgets or unrealistic plans, while others reflected adaptive responses to local needs and evolving stakeholder landscapes.

### **3.3.2 Systemic measures**

**111. Use of systemic measures of engagement has grown across GEF-supported projects, though with wide variation in their frequency, quality, and application across different groups.** Systemic measures (Figure 2.2) include a range of measures that help a project to design and implement inclusive projects or otherwise support engagement. Stakeholder identification and analysis is the most commonly applied measure, with women identified or analyzed as stakeholders in 100 percent of ongoing projects, reflecting compliance with the policy requirements. Recognizing that the specific context shapes whether a project affects or otherwise involves IPLCs, approximately half of ongoing projects (49 percent) identified and analyzed IPLCs.<sup>17</sup>

**112. Projects often identify stakeholders through known CSOs and government agencies.** While this can be an efficient strategy for stakeholder identification, it potentially leaves out stakeholders who are not already involved in these institutions. Some projects have made an effort to conduct outreach to both organizations and individuals. For example, UNIDO's project on the Promotion of Climate Adaptation Technology and Business Model Innovations and Entrepreneurship in Sierra Leone (GEF ID 10680) reached beyond women's rights CSOs to actively engage women entrepreneurs and businesses to ensure an inclusive approach that recognizes their role in climate adaptation and economic activities.

**113. Consideration of marginalized groups in projects' theories of change has increased significantly, rising from 16 percent of completed projects to 41 percent of ongoing projects, driven largely by greater engagement of women.**<sup>18</sup> An illustrative example is UNDP's HCFC Phase-Out project in Tajikistan (GEF ID 9712), which identified the promotion of women's

---

<sup>17</sup> CSOs and NGOs focused on a particular marginalized group were counted as part of that marginalized group for the purpose of measuring stakeholder identification.

<sup>18</sup> This growth also reflects a 6 percent increase in the overall articulation of theories of change between closed and ongoing projects. Ongoing projects included a range of gender-related measures in their theories of change, such as tracking gender-responsive activities for monitoring and evaluation, allocating funds for capacity building with set targets for women and girls, ensuring participatory decision-making throughout the design phase, and supporting women's livelihood diversification.

participation in refrigeration and air conditioning sectors as a long-term impact, supported by gender mainstreaming components across the results framework, stakeholder engagement plan, and gender action plan.

114. **The substantial majority of projects include indicators for women in the results framework, but fewer than one-sixth of projects do so for IPLCs and youth (16 percent and 15 percent, respectively).** Numerous indicators on gender tracked the engagement of women in decision-making or in training and capacity-building activities. Some projects moved beyond participation metrics to measure outcomes of gender engagement. FAO's Strengthening Management and Governance for the Conservation and Sustainable Use of Globally Significant Biodiversity in Coastal Marine Ecosystems project in Chile (GEF ID 10075) included an outcome indicator to track the reduction in the gap between the income of women and men involved in fishing activities. Stakeholder interviews highlighted the importance of indicators related to engagement, emphasizing that projects tended to focus on meeting targets in the results framework, and expressing concerns that stated objectives that are not tracked through indicators are just pretty words on paper. However, where indicators do exist, they are often quantitative, missing qualitative dimensions such as reductions in women's labor burden, movement into male-dominated sectors, or increased access to resources — as noted in the Terminal Evaluation for FAO's watershed management project in Lesotho (GEF ID 5124). Box 3.4 shows examples of indicators to measure engagement from the evaluation portfolio.

*Box 3.4 Good practice examples of indicators to measure engagement*

Interviews with stakeholders and review of project documentation highlight the fact that many projects struggle to develop good indicators of engagement, either quantitative or qualitative. Drawing upon the evaluation portfolio some good practice examples of indicators of engagement from project results frameworks follows. A more complete list from the evaluation portfolio is in Annex 11.

- Number of extension officers (50 percent female, 50 percent male) annually leading field-based training programs covering livestock, forestry, agriculture, and/or fisheries that mainstream SLM/SFM, CCA, BDC (GEF ID 10789)
- Percentage of indigenous/local communities where FPIC have been followed and documented community governance mechanisms and documented (GEF ID 5751)
- Communication and citizen mobilization strategy with gender and youth focus: schools involved in citizen conservation activities (adopt-a- tree, photo monitor of species, etc.); organized groups that are active; events (community cleanups, reforestation campaigns, parades) (GEF ID 5458)
- Number of gender-responsive actions identified and approved by government to fast-track review and enactment of policy, regulatory and institutional frameworks governing forest protected areas (GEF ID 10870)
- Extent of inclusion/use of traditional knowledge in environmental decision making (GEF ID 5579,

GEF ID 9314)

- Number of persons (50 percent female, 50 percent male) within the project area annually reporting improved food security as a direct result of project action (GEF ID 10789)
- Number of women from local communities using improved knowledge of LDN and CCA in their day-to-day work and /or reporting adoption of climate resilient, zero degradation farming practices (GEF ID 10688)

### 3.3.3 Socioeconomic co-benefits

115. The third key dimension of engagement is socioeconomic co-benefits. Categories of socioeconomic co-benefits assessed in this evaluation include improved human capital; economic empowerment; peace, security, and safety; resilience; governance; civic empowerment; public health; accessibility; and access to basic services.

116. **Most GEF-supported projects (92 percent) plan for at least one socioeconomic co-benefit for a marginalized group, most often for women.** Completed projects consistently reported (92 percent) providing at least one socioeconomic co-benefit during implementation. Sampled projects that included women provided an average of 2.5 planned socioeconomic co-benefits for women, more than twice the averages of planned co-benefits for IPLCs (0.35) among projects that included IPLCs or youth (0.8). Projects in fragile and conflict-affected situations were slightly more likely (6 percent for women and 5 percent for IPLCs) to plan and then provide socioeconomic co-benefits to marginalized groups. For youth, projects in fragile and conflict-affected situations were 19 percent more likely to plan at least one socioeconomic co-benefit than projects in non-fragile contexts.

117. **Improved human capital, economic empowerment, and civic empowerment are the co-benefits most frequently seen in the evaluation portfolio.** These findings track the findings of the Evaluation of the Socioeconomic Co-benefits in GEF Interventions (GEF IEO 2025d). Improved human capital featured both as a standalone co-benefit and as an enabling factor for environmental and other socioeconomic outcomes. It was most frequently reported for women (70 percent of completed projects, 79 percent of ongoing). Projects also reported capacity building for youth (38 percent completed, 32 percent ongoing) and youth economic empowerment (14 percent and 26 percent, respectively). UNIDO's climate adaptation project in Sierra Leone (GEF ID 10680), for example, plans to create at least 200 new jobs, with 40 percent held by women and 20 percent by youth. Other co-benefits — including improved access to basic services, public health, peace and security, resilience, and governance — were planned or reported in fewer than one-quarter of projects.

118. The Evaluation of Socioeconomic Co-benefits at the GEF (GEF IEO 2025d) found varied attention to marginalized groups during project implementation across Chad, Mexico, and Nepal.

In Chad, the attention was on gender equality where the Enhancing the Resilience of the Agricultural Ecosystem project (GEF ID 5376) saw high rates of women participating, but women remained absent from technical roles and men outnumbered women in farmer field schools. Differences in focus on specific marginalized groups were attributed to the lead agency, its corporate mission, and its capacity and experience. This intertwined with cultural, social, and systemic norms and barriers on the ground.

119. The Zimbabwe case study illustrated how the degree of engagement of a marginalized group can affect the socioeconomic co-benefits that a group receives. For example, women who were actively engaged in implementation of the project reported gaining new skills and income streams, but they were still excluded from decision-making and strategic planning – simultaneously highlighting access to some co-benefits while not necessarily generating other desired co-benefits.

120. **Project documentation has highlighted the importance of socioeconomic co-benefits in improving project sustainability.** For example, UNDP’s Mainstreaming Global Environmental Priorities into National Policies and Programmes project in Palau (GEF ID 5579) planned to build youth capacity to address the loss of adaptive capacity resulting from staff turnover. The World Bank’s India: Sustainable Livelihoods and Adaptation to Climate Change project (GEF ID 4901) stated that women’s engagement in rural livelihoods programming made the intervention more stable. And the World Bank’s Management and Protection of Key Biodiversity Areas project in Belize (GEF ID 4605) noted the importance of securing Indigenous Peoples’ land tenure and land acquisition rights to sustaining project results.

121. **Including marginalized groups can result in unintended socioeconomic co-benefits.** Given that many projects were vague in initial project documentation about how the project would benefit marginalized groups, Terminal Evaluations would then report co-benefits that had not been planned or tracked by the project team. For example, the TE for UNDP’s Enabling Solid State Lighting Market Transformation & Promotion of Light Emitting Diode (LED) Lighting project in China (GEF ID 5699) found that women’s safety and mobility after dark had been improved by the project’s lighting of public space, though this was not foreseen in project design.

### **3.3.4 Mechanisms and agents for engagement**

122. The GEF utilizes noteworthy mechanisms and agents to increase engagement of marginalized groups in GEF-supported projects. Examples include direct access financing and CSOs, among others.

123. **The use of direct access financing as a mechanism to collaborate with marginalized groups is increasing.** Direct access funding is the allocation of financial resources straight to

communities and actors on the ground, thereby bypassing government agencies and large international organizations. Direct access funding gives local communities the power to both access financial resources and to take charge of their own projects and solutions. Stakeholders have praised direct access funding as being highly effective for small-scale initiatives, highlighting that direct access encourages a bottom-up approach that generates community-driven projects that (1) align more closely with local needs, (2) are more likely to be sustainable and resilient in the long-term, and (3) are better at building trust leading to better cooperation and long-term partnerships than top-down approaches. The direct channeling of funds can also expedite financial mobilization. Additionally, as illustrated by the SGP (Box 3.5), direct access funding has the potential to do more than just provide money, but also to train and support local organizations to improve their skills to manage projects independently. It is seen as a viable way of empowering marginalized communities and building local ownership.

#### *Box 3.5 The GEF Small Grants Programme*

The GEF Small Grants Programme (SGP) has been reaching communities at the grassroots level since 1992. Over three decades, it has provided nearly 30,000 grants across 136 countries, deploying \$838 million in GEF financing and mobilizing nearly \$1 billion in co-financing. The SGP directs resources directly to civil society and community-based organizations working on biodiversity, climate change, land degradation, and related challenges — with 65 percent of its program in Least Developed Countries and Small Island Developing States. Social inclusion is not an add-on to the SGP model; it is recognized as a core driver of its success (GEF IEO 2021 and GEF IEO 2025a). Under GEF-8, the SGP expanded its implementing agencies beyond UNDP to include FAO and Conservation International, broadening its reach and expertise. GEF-9 goes further, positioning the SGP as a vehicle for direct access to resources for civil society, Indigenous Peoples, women, and youth. Most recently, the GEF Council approved two new initiatives under the SGP: a Global Microfinance Initiative to strengthen local microfinancing ecosystems and a CSO Challenge Program to identify and scale high-impact, civil society-led environmental solutions.

124. **The primary challenges to direct financing relate to capacity.** Stakeholders noted that many small organizations may lack the ability and experience to handle large amounts of fundings or more complex projects, making it difficult to scale up to medium- or full-sized initiatives. Some also highlighted that programs targeting marginalized groups often require additional support, such as training, mentorship, and ongoing guidance, which can create a perception that direct access funding models are more costly or resource-intensive than centralized approaches. In some contexts, aligning direct access funding with broader national priorities can also present challenges, particularly when roles and responsibilities between local and national stakeholders are not clearly defined. Despite these challenges, the overwhelming response among stakeholders was that the SGP is absolutely crucial to empowering communities and expressed a desire to expand direct access funding.

125. **The involvement of CSOs, increasingly recognized as key agents of engagement, has grown in GEF-supported projects.** According to the GEF-7 and GEF-8 Corporate Scorecards (GEF 2022; GEF 2024c) the majority of projects consulted CSOs during the design phase. The number of projects identifying CSOs representing marginalized groups as stakeholders consulted during design increased across all groups, with the most significant rise seen in those representing IPLCs, from 5 percent in completed projects to 16 percent in ongoing ones. A large majority of CSO survey respondents (84 percent) affirmed the importance of CSO engagement for advancing engagement. Interview and focus group participants, as well as the Mexico, Kenya and Pakistan case studies, emphasized the valuable role of CSOs as implementers and technical experts, noting their deep community knowledge. The Nepal case study highlighted how CSOs benefit from being involved in projects, particularly in gaining knowledge and skills.

### 3.4 FACTORS AFFECTING ENGAGEMENT

126. To most effectively involve marginalized groups, projects must consider and respond to a variety of external factors. This section presents findings on factors that impact engagement including the status of the implementing country as a fragile and conflict-affected situation, national policies, entrenched societal norms, insufficient or delayed financial resources or time, and lack of staff expertise.

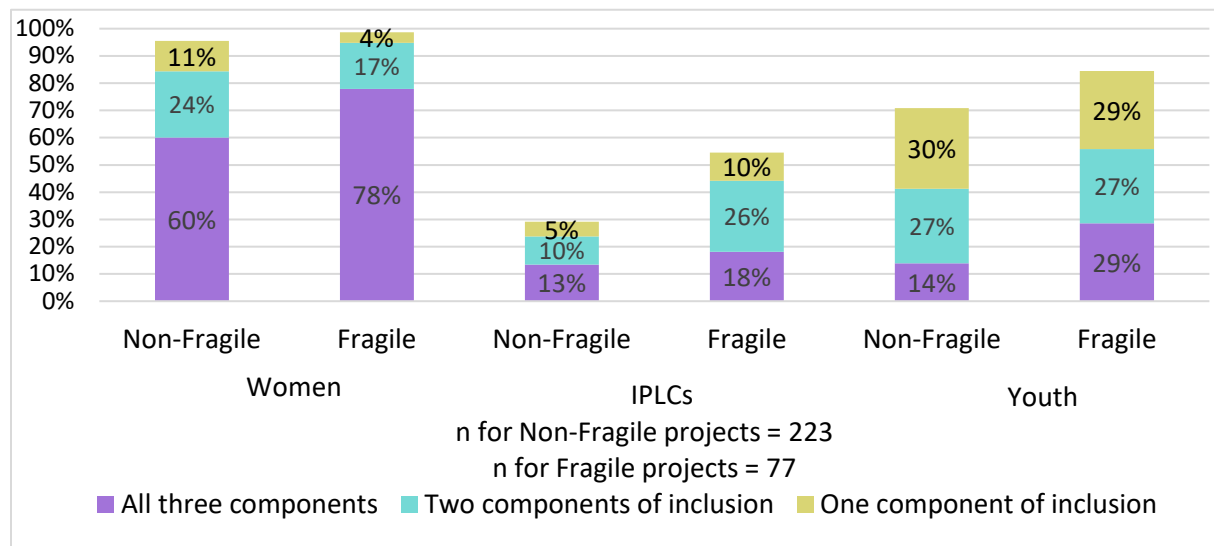
#### 3.4.1 Fragility and conflict

127. **Engagement of marginalized groups in GEF-supported projects is both more critical and more challenging in fragile and conflict-affected situations.** This is due to the nature of fragility and conflict (including social conflict) which is often characterized by high levels of poverty, negative economic growth, food insecurity, deaths from natural disasters, organized violence, forced displacement, and autocracies (OECD 2025). Thus, engagement is even more important in fragile and conflict-affected situations where marginalized groups are disproportionately affected and thus at-risk.

128. **The rates of engagement for women, IPLCs, youth, and persons with disabilities were all higher in fragile and conflict-affected situations.** Projects were significantly more likely to include women, IPLCs, and youth, with 65 percent of projects in fragile and conflict-affected situations including all three groups compared to 33 percent elsewhere. Projects in fragile and conflict-affected situations were more likely to plan all three engagement components— participation activities, systemic measures, and socioeconomic co-benefits— for marginalized groups (Figure 3.4). Moreover, projects in fragile and conflict-affected situations were over twice as likely to plan at least one measure from each engagement dimension for each of the three

groups (women, IPLCs, and youth) when compared to projects in situations not affected by fragility or conflict (48 percent versus 23 percent). Projects in fragile contexts also more frequently analyzed marginalized groups' interests and needs in relation to the project and planned participation activities engaging them.

Figure 3.4 Engagement in fragile and non-fragile contexts



129. **Though engagement of IPLCs in fragile and conflict-affected situations falls behind engagement of women and youth, there has been a significant increase.** IPLCs have seen the biggest increase over time in engagement in fragile and conflict-affected situations from 41 percent to 74 percent. Additionally, projects in fragile and conflict-affected situations are significantly more likely to include IPLCs (55 percent) than projects in non-fragile situations (29 percent). This is the largest gap between fragile and non-fragile contexts regarding engagement of a particular group.

130. **IPLC-held territories are often threatened with land grabbing and thus a focus of social conflict.** As one Agency stakeholder suggested, all IPLC-held territories act as potential sites of conflict. Conflict around land tenure is a particular risk that was mentioned in projects across regions including FAO's Integrating Climate Resilience into Agricultural and Pastoral Production for Food Security in Vulnerable Rural Areas Through the Farmers Field School Approach project in Burkina Faso (GEF ID 5014) and Strengthening the Adaptive Capacity of Communities by Up-Scaling Integrated Landscape Management and Restoration in South-West Region of Central African Republic project (GEF ID 10771), as well as the World Bank's Connecting Watershed Health with Sustainable Livestock and Agroforestry Production project in Mexico (GEF ID 10735).

131. **Risks related to fragility and conflict can lead to delays, additional costs, and stolen equipment.** The GEF IEO Evaluation on GEF Engagement in Fragile and Conflict-Affected Situations highlighted many of these risks quantitatively and anecdotally (GEF IEO 2020). With respect to engagement of marginalized groups, the Mexico and Pakistan case studies highlighted that during conflict women often face particular risks (e.g., of sexual violence) that restrict their movement and thus their ability to participate in or benefit from GEF-supported projects.

132. **Projects, such as those undertaken as a part of the SGP, have demonstrated an ability to adapt their participation activities to the negative effects of violence and conflict.** For example, the evaluation team interviewed project staff in Mexico who allocated a portion of the budget for protection measures, maintaining a database of violent incidents against environmental defenders, investing in communication with stakeholders, and, in some cases, moving activities to virtual modalities.

133. **While fragility is generally associated with worse project outcomes, the engagement of marginalized groups helps offset this negative effect.** Fragility status is negatively associated with project outcomes. This means that, on average, projects achieve better outcomes in non-fragile contexts. However, the positive link between engagement and project outcomes lessens the magnitude of the negative association with fragility.

134. **Agencies have expanded their guidance on fragile and conflict-affected situations, including their work with marginalized groups.** Several GEF Agencies have developed dedicated frameworks for operating in fragile and conflict-affected situations, with a shared focus on protecting vulnerable populations including women, Indigenous Peoples, ethnic minorities, and persons with disabilities. Recent examples include the IDB's Framework to Support Populations in Situations of Fragility, Conflict, and Criminal Violence, ADB's Fragile and Conflict-Affected Situations and Small Island Developing States Approach, and comparable strategies from the African Development Bank, IFAD, and FAO.

### 3.4.2 National policies

135. **National policies can both support and impede engagement of marginalized groups.** Over half of projects cited supportive policies that aligned with goals of involving these groups, such as those working to secure the rights of IPLCs and their access to natural resources. For example, UNDP's PARCS project in Croatia (GEF ID 4842) effectively incorporated the principles of the National Policy for Gender Equality (2011–2015), which aims to eliminate discrimination against women and promote gender equality through equal opportunity policies. Other projects pointed to policy gaps such as lack of recognition of Indigenous Peoples or absence of FPIC requirements as significant barriers. Consequently, some projects worked to address these gaps by supporting policy reforms. For example, UNDP's Developing a Comprehensive Framework for

Practical Implementation of the Nagoya Protocol project in Cambodia (GEF ID 9741) which aimed to develop a gender-inclusive national access and benefit sharing framework for implementation of the Nagoya Protocol under the Convention on Biological Diversity (CBD). In contrast, projects in Iraq and Afghanistan struggled with restrictive national policies, particularly around gender engagement.

### 3.4.3 Additional factors

136. **Meaningful engagement takes time, but the operational cost lies in its depth rather than its mere presence.** An efficiency analysis of completed projects (Annex 8) found that nominal engagement — a single participation activity — does not correlate with longer project timelines. However, each additional implemented participation activity or systemic measure is associated with an average of 7 to 8 additional weeks to project completion. Notably, this correlation holds only for implemented activities, not planned ones, and the number of co-benefits has no effect on timelines. While stakeholders broadly agreed that a balance must be struck, there was no consensus on what constitutes sufficient engagement, but there was general agreement that the level of effort put towards engagement activities needs to be weighed against the time and resources required to undertake them.

137. **The most commonly reported barriers to engagement in completed projects include entrenched societal norms, insufficient or delayed financial resources or time, and lack of staff expertise.** 18 percent of completed projects reported culture as a barrier to engagement. Entrenched societal norms, particularly around women, acted as a barrier to their engagement even when project teams had identified them as a target audience. The role of women was limited in the World Bank's Tunisia Oases Ecosystems and Livelihood Project (GEF ID 5266) because of traditional values and procedures that prioritize male control of land. 12 percent of completed projects cited insufficient or delayed resources or time as a barrier and 5 percent reported lack of staff expertise. Sufficient time, in particular, is important to develop stakeholder relationships. UNDP's Sustainable Management of Land and Semi-arid Ecosystems of Northern Togo project (GEF ID 10416) recognized this need in its Stakeholder Engagement Plan, identifying the importance of building trust-based relationships with stakeholders as a time intensive process.

138. **Additional cited barriers to engagement include COVID-19, lack of adequate analysis, political unrest, language barriers and low education levels.** Barriers can be interconnected, such as political unrest that leads to a need to delay project implementation and thus a reduction in time for the project overall. External events such as economic blockades in Nepal, violent demonstrations following a post-election crisis in Mali, and civil conflict in Myanmar have been reported as affecting project implementation. GEF Secretariat and Agency stakeholders

highlighted that given the important role of governments, particularly the operational focal point, in signing off on projects, they can act either as enablers or barriers to projects. Multiple CSO survey respondents highlighted language barriers, particularly the reliance on English, and the low education levels as barriers to marginalized groups, particularly Indigenous Peoples, who are actively seeking to participate in GEF-supported projects.

### **3.5 LINKAGES BETWEEN ENGAGEMENT AND PROJECT PERFORMANCE**

**139. Effective engagement is associated with improved interventions and better outcome ratings.** To demonstrate this empirically on a sample of GEF projects, the evaluation team carried out a regression analysis to assess the relationship between various measures of engagement on project outcome ratings. Outcome ratings are given on a six-point scale where a rating of one corresponds to a highly unsatisfactory outcome and a rating of six representing highly satisfactory outcome rating. Results from regression analysis on the three dimensions of the engagement framework are presented alongside findings from other sources, followed by an analysis on whether lack of engagement leads to dropped or cancelled projects.

#### **3.5.1 Link between participation activities and performance**

**140.** As a starting point for the analysis, **the evaluation team carried out regression analysis to test the relationship between the core dimensions of engagement on project outcome ratings.** The core dimensions of engagement are identified in Figure 2.2 – participation activities, systemic measures, and socioeconomic co-benefits. Initial analysis of participation activities and project outcome ratings found limited significance, suggesting that no individual participation activity is associated with a better likelihood of achieving higher outcome ratings. Given that these activities do not occur in isolation and based on the literature and trends emerging from document reviews and interviews, the individual participation activities were then grouped into the categories outlined in the evaluation framework (inform, consult, collaborate) and analyzed based on what was planned at design and carried out during implementation, based on reports in project documents (Annex 6, Equation 5).

**141. GEF-supported projects that involve women, IPLCs, and youth are associated with improved performance.** A significant relationship emerged when the analysis considered both design-stage plans and reported implementation.<sup>19</sup> To capture participation activities across a project's full lifecycle, the evaluation team tested whether the interaction between planned and implemented participation categories affects the likelihood of achieving better outcomes (Annex 6, Equation 6). The results show that neither a higher number of planned participation categories

---

<sup>19</sup> Every reference to implemented activities refers to what is reported in project documents, unless otherwise noted (for example in regards to field validations from country case studies).

alone, nor a higher number of implemented participation categories alone yields a statistically significant association with better outcomes; but combining an increasing number of planned and implemented participation categories is associated with an increased likelihood of achieving better outcome ratings. Adding one planned participation category alongside one corresponding implemented category is associated with increased odds of achieving a higher outcome rating — statistically significant at the 95 percent confidence level. In other words, a project that planned and reported participation activities across three categories would have higher odds of achieving better outcomes than one that did so across only one or two categories (Annex 6, Table 5).

**142. Projects that combined multiple categories of participation and engaged diverse disadvantaged groups were more likely to achieve stronger results.** The analysis found that projects with planned participation activities across all categories and marginalized groups show an increasing probability of moving from an outcome rating of 5 (satisfactory) to an outcome rating of 6 (highly satisfactory) as it increases the number of categories covered during the implementation phase. Conversely, a project with no activities in any planned participation category for any group remains nearly incapable of moving from an outcome rating of 5 to an outcome rating equal to 6, regardless of the number of implemented participation categories. A project lacking planned participation categories may still have marginally better odds of going from the minimum outcome rating of 1 to a slightly better rating of 2 by implementing more participation categories. (Annex 6, Figure 7).

### **3.5.2 Link between systemic measures and performance**

**Projects that incorporate systemic measures are more likely to incorporate diverse categories of participation activities, which are associated with an increased likelihood of better outcomes.** The regression analysis found that systemic measures (Figure 2.2) are associated with increased adoption of participation activities, which have been linked to improved likelihood of higher outcome ratings as discussed in previous paragraphs (Annex 6, Equation 9). The analysis showed that for each additional planned systemic measure, the odds of a project having an additional planned participation category are multiplied by 1.6, holding all other factors in the model constant. It also showed that for each additional implemented systemic measure, the odds of a project having an additional implemented participation category are multiplied by 2 holding all other factors in the model constant (Annex 6 Table 6). These findings suggest that systemic measures act as a catalyst for participation activities, which in turn is correlated with better outcomes.

### 3.5.3 Links between participation activities, systemic measures, and socioeconomic co-benefits

143. **Participation activities are associated with a higher likelihood of generating more socioeconomic co-benefits for marginalized groups, which drives enhanced project performance.** Recent IEO evaluation findings showed that the long-term impact of global environmental benefits depends on whether projects generate meaningful socioeconomic co-benefits (GEF IEO 2025d). The evaluation team tested the relationship between socioeconomic co-benefits and participation activities and the relationship between socioeconomic co-benefits and systemic measures across several analytical approaches as reflected in the equations and results presented below.

144. The analysis examined the relationship between participation categories and systemic measures and socioeconomic co-benefits through three specifications. The first tested each co-benefit individually using participation categories and systemic measures as independent variables (Annex 6, Equation 10); the second aggregated these relationships across all co-benefits (Annex 6, Equation 11); and the third focused specifically on the collaborate category — representing more robust forms of participation such as co-design — and its association with the total number of socioeconomic co-benefits (Annex 6, Equation 12).

145. **The results consistently show that greater participation and systemic measures are associated with more socioeconomic co-benefits across groups.** For instance, two additional implemented participation categories for IPLCs are associated with twice the likelihood of achieving an additional socioeconomic co-benefit, while two additional systemic measures for IPLCs are associated with a four-fold increase in that likelihood (Annex 6, Tables 9 and 10).

146. **The relationship is even stronger for more robust forms of engagement.** When a project plans any activities in the collaborate category, the likelihood of achieving an additional socioeconomic co-benefit is 1.3, 2, or 1.8 times higher for women, IPLCs, and youth, respectively; when those activities are implemented, the likelihood increases by 0.6, 2.5, and 1.7 times for each group (Annex 6, Table 11). This suggests that collaborate category activities may serve as a catalyst for socioeconomic co-benefits — a finding consistent with the literature on co-design and co-creation (Dunphy et al. 2025; Di Maddaloni and Davis 2018; Lee 2021; Nwachi 2021; Pratt et al. 2016; Reed et al. 2024).

147. **While uncommon, lack of engagement or mistreatment of marginalized groups can contribute to projects being canceled, suspended, or dropped.** Specific issues have included insufficient FPIC, denial of land access, sexual harassment, and failure to meet stakeholder engagement requirements. For example, UNDP's Building Resilience of Communities project in Afghanistan (GEF ID 5664) was cancelled after the Taliban takeover made it impossible to meet

gender equality and stakeholder engagement standards. Engagement-related issues also feature in approximately 15 percent of GEF grievance cases. Of 48 non-confidential cases covering 2017–2025, eleven involved marginalized groups — nine related to IPLCs, one to women, and one to both — with alleged violations including FPIC breaches, violent attacks, sexual harassment, and denial of land access. Two of these projects have since closed and one was suspended.

#### **3.5.4 Engagement and sustainability**

**148. Field visits demonstrate the linkages between engagement and project sustainability.** Data limitations prevented a quantitative analysis of sustainability, but evidence drawn from country case studies suggested that a consistent lesson emerges: meaningful engagement is connected to the sustainability of environmental outcomes. Where these groups are integrated into project governance, decision-making, and implementation from the outset, environmental gains proved more sustainable. In Nepal (GEF IDs 5111), women empowered as technical leads in Farmers Field Schools established their own agro-companies and secured additional funding after GEF support ended; in Pakistan (GEF 9516), where Indigenous-led Forest Protection Committees created self-sustaining conservation oversight. In Mexico (GEF ID 4792), linking smallholder producers and women's groups to traditional governance structures allowed subprojects to continue functioning after external financing closed, while in Kenya (GEF ID 10209), inclusive community-led restoration efforts yielded the recovery of over 300 km of riverbanks and 500 hectares of wetlands. In Zimbabwe, where marginalized groups were integrated from the outset—not just consulted but empowered with training and decision-making roles—communities showed greater resilience in maintaining project activities after external support was tapered off through the example of community-managed wetlands and erosion control structures were still functional and cared for in areas where local training had been inclusive, and benefit-sharing was transparent as seen in an SGP subproject in Shurugwi. Conversely, where engagement was tokenistic, delayed, or absent, sustainability was measurably undermined: in Zimbabwe, restored sites deteriorated lacking erosion control after project withdrawal in communities where marginalized groups had been excluded from planning (GEF ID 4960). Taken together, these country case studies demonstrate that engagement, when genuine and embedded in project design from the start, creates the community ownership, economic incentives, and institutional foundations that allow environmental outcomes to persist long after GEF financing ends.

## 4 CONCLUSIONS AND RECOMMENDATIONS

### 4.1 Conclusions

149. **The engagement of marginalized groups has been mainstreamed progressively in GEF-funded projects.** Reflecting a growing recognition of its importance, such engagement has expanded across regions, modalities, programmatic approaches, and most focal areas. This trend has been driven primarily by a substantial increase in the engagement of women, with more modest gains for IPLCs and youth.

150. **Meaningful engagement—when both planned at design and effectively implemented—is consistently associated with stronger project performance.** Evidence from both quantitative analysis and fieldwork indicates that such engagement improves project design, enhances implementation, and contributes to more sustainable outcomes. In contrast, fragmented or superficial approaches to engagement are not associated with improved results.

151. **The three dimensions of engagement (engagement activities, systemic measures, and socioeconomic co-benefits) are mutually reinforcing in improving project performance.** Systemic measures are strongly correlated with increased engagement, while engagement is associated with both improved performance and the delivery of socioeconomic co-benefits. Such measures often serve as the entry point at the design stage. Socioeconomic co-benefits for marginalized groups, historically treated as an afterthought, are important for meaningful engagement and for supporting the realization of global environmental benefits.

152. **Effective engagement of disadvantaged groups is complex and requires adequate time, resources, and context-specific understanding, particularly in conflict-affected in fragile contexts.** A critical starting point is robust context analysis, particularly stakeholder identification and assessment. In fragile and conflict-affected contexts, where stakeholders face constraints related to insecurity, violence, and limited resources, projects tend to show higher levels of engagement across marginalized groups. Evidence suggests that such engagement helps mitigate the negative relationship between fragility and project outcomes.

153. **Despite overall progress, engagement of disadvantaged groups remains uneven in depth and specificity.** While most projects demonstrate solid attention to women, some gaps persist. More broadly, approaches do not always sufficiently differentiate across the diverse needs and capacities of specific groups. For example, persons with disabilities are often aggregated with other groups in policies and project documents, which can limit a nuanced understanding of their particular barriers and opportunities. In addition, ambiguities in GEF

guidance, as well as variations in Agency practices, have created uncertainty regarding the application of relevant requirements to Enabling Activities.

154. **GEF policies and Secretariat oversight have played an important role in strengthening engagement in GEF-supported projects.** At a general level, projects largely comply with the requirements of the key GEF policies, such as the Policies on Environmental and Social Safeguards, Stakeholder Engagement, and Gender Equality. The GEF Secretariat has actively supported compliance through targeted reviews and substantive recommendations, particularly at the design stage, most of which are adopted. This has contributed to the engagement of women, reflecting both the presence of a standalone Gender Equality Policy and sustained attention in Secretariat feedback.

155. **A key gap lies in knowledge management. While experience on engagement has expanded, it is not systematically captured, analyzed, or translated into operational guidance.** Across the Partnership, there remains a significant gap in systematically capturing, managing, and disseminating knowledge on what works, for whom, and under what conditions. Existing experience is not consistently translated into operational guidance, particularly for less-represented groups such as persons with disabilities. Strengthening knowledge management and targeted capacity building would therefore be critical to support more context-specific, effective, and scalable approaches across all groups.

156. **In spite of the progress made, there are gaps in current mechanisms for tracking the engagement of marginalized groups.** GEF policies and practices place strong emphasis on the project planning stage, where compliance with relevant requirements is reviewed by the Secretariat and addressed by Agencies. However, between CEO Endorsement and Terminal Evaluation, there is limited systematic tracking, particularly for aspects not captured in project logical frameworks but emerging during implementation. Existing monitoring approaches, such as sex-disaggregated indicators and self-tags, represent important steps but remain insufficient. For example, relatively few projects include indicators related to IPLCs, youth, or persons with disabilities. Similarly, self-tags currently apply only to women and IPLCs and, as presently designed, show varying levels of utility and accuracy in tracking engagement.

## 4.2 Recommendations

157. **Recommendation 1: Develop and update guidance to support the engagement of marginalized groups.** The GEF Secretariat should expand existing guidance to better address groups that are currently underrepresented, ensuring their specific needs and contexts are more effectively reflected. Requirements for Enabling Activities should be clearly articulated in relevant guidance and templates. The Principles and Guidelines for Engagement with Indigenous Peoples should be updated and considered for elevation to a formal policy.

158. **Recommendation 2: Strengthen review processes to support whole of society engagement beyond the design stage.** The GEF Secretariat should expand the current review model to systematically cover all marginalized groups and ensure follow-through during implementation. This includes integrating relevant activities and indicators into project results frameworks and strengthening the monitoring of engagement through annual and midterm reviews. Doing so would enable projects, Agencies, and the Secretariat to assess progress, identify needed adjustments, and better understand how and why approaches evolve, while also providing a stronger basis for evaluating effectiveness and impacts at the Terminal Evaluation stage.

159. **Recommendation 3: Invest in knowledge management and learning to strengthen understanding of what works, for whom, and under what conditions.** Across the GEF partnership, there is a gap in practical knowledge on how to effectively engage diverse marginalized groups. The GEF Secretariat should leverage its knowledge and learning activities, as well as the global platforms of Indigenous Peoples and other strategic programs to more effectively integrate inclusion aspects within GEF programming, policies and strategies. This should include identifying and promoting good practices across contexts and ensuring that lessons learned are translated into clear, actionable operational guidance.

## ANNEXES

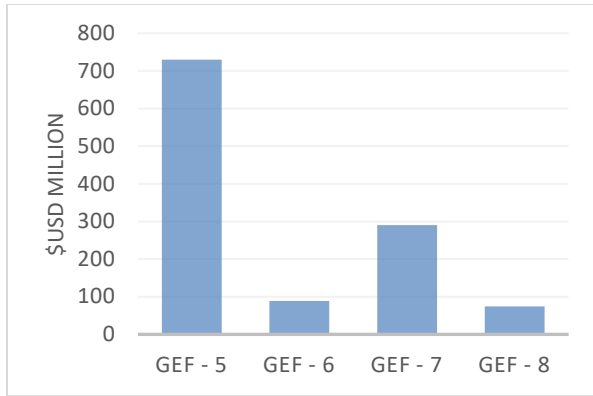
### ANNEX 1: EVALUATION PORTFOLIO

The evaluation portfolio of 300 randomly sampled projects (200 completed and 100 ongoing) accounts for \$1,182,867,941 (\$1.2 billion) in GEF financing and \$6,693,487,334 (\$6.7 billion) in co-financing. The majority of the funding for the projects (75 percent) came from the GEF Trust Fund. 17 percent came from the Least Developed Countries Fund (LDCF) (Figure A2). The remaining nine percent of funding for projects came from the Special Climate Change Fund (SCCF), the Multi-trust Fund (MTF), the Capacity-building Initiative for Transparency (CBIT), and the Nagoya Protocol Implementation Fund (NPIF). These percentages are comparable to the breakdown of the entire GEF portfolio value by fund.

Multifocal area projects accounted for the largest percentage of the evaluation portfolio sample value (26 percent), followed by biodiversity and climate change adaptation (both 21 percent), and climate change mitigation (18 percent) (Figure A3). The Multifocal focal area had a smaller share in the sample by value relative to its representation in the overall GEF portfolio for the same period (38 percent) while biodiversity projects had a greater share in the portfolio value compared to the overall GEF portfolio (10 percent). International waters accounted for only 0.09 percent of the sample value with 1 project. By region (Figure A4), Asia accounted for the largest share of funding (39 percent), followed by Africa (29 percent) and Latin America and the Caribbean (21 percent). Europe and Central Asia accounted for only 11 percent of GEF funding in the evaluation portfolio. Projects in Asia had a greater share in the portfolio value compared to the overall GEF portfolio (28 percent) while projects in Africa had a smaller share in the portfolio by value relative to its representation in the overall GEF portfolio for the same period (36 percent).

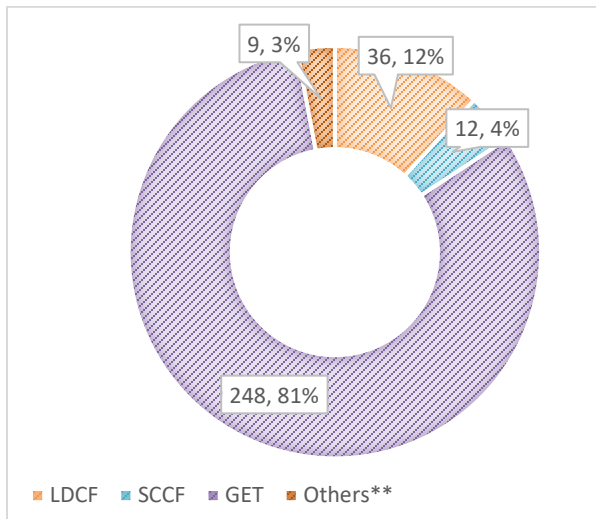
By modality, 86 percent of GEF funding in the evaluation portfolio was for full-sized projects (FSPs) (or 57 percent of the number of projects), 11 percent was for medium-sized projects (MSPs) (31 percent of number of projects), and 3 percent for enabling activities (EAs) (12 percent of the projects) (Figure A5). By Agency (Figure A6), UNDP accounted for over half of the share of the portfolio financing (52 percent) with 58 percent of projects. The World Bank accounted for 23 percent by financing amount and 11 percent of the projects, and the FAO accounted for 13 percent of the portfolio financing as well as 13 percent of projects. UNDP has a relatively greater share in the evaluation portfolio relative to the overall GEF portfolio (39 percent). By fragility status (Figure A7), 27 percent of the value of the evaluation portfolio financing was implemented in countries considered fragile according to OECD's "States of Fragility" Index at the time of CEO endorsement/approval.

Figure A1. Portfolio funding by replenishment period



Source: GEF Portal.

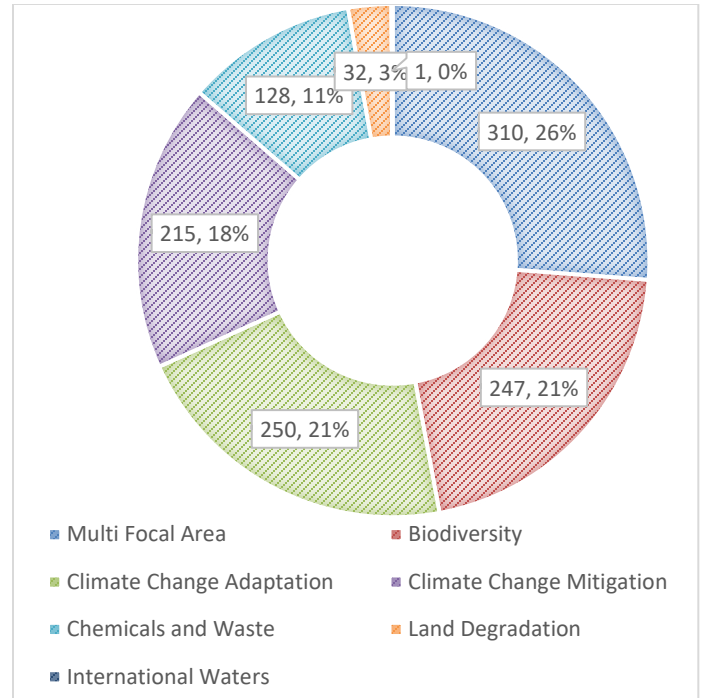
Figure A2. Portfolio funding by source, \$USD Million



Source: GEF Portal.

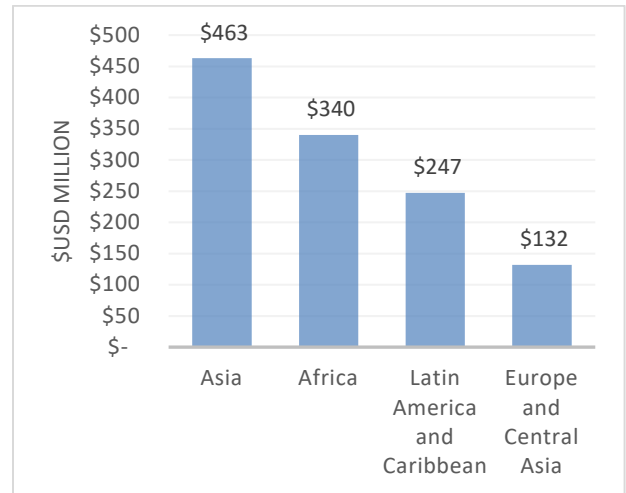
\*\* Includes the Capacity-building Initiative for Transparency (CBIT) Trust Fund and the Nagoya Protocol Implementation Fund (NPIF).

Figure A3. Portfolio funding by focal area, \$USD Million



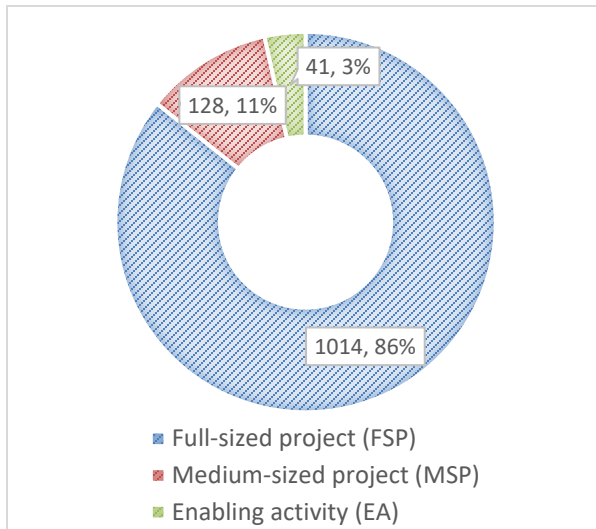
Source: GEF Portal.

Figure A4. Portfolio funding by region



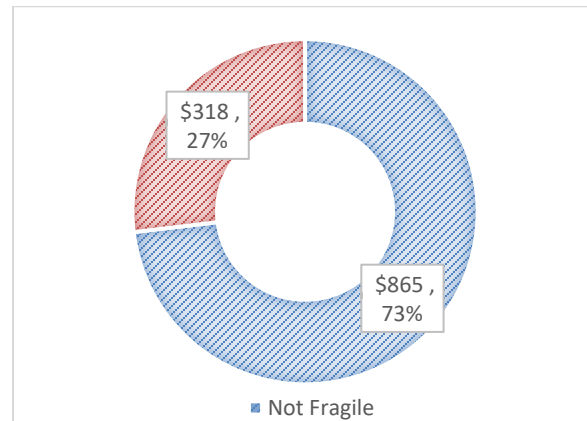
Source: GEF Portal.

Figure A5. Portfolio funding by modality, \$USD Million



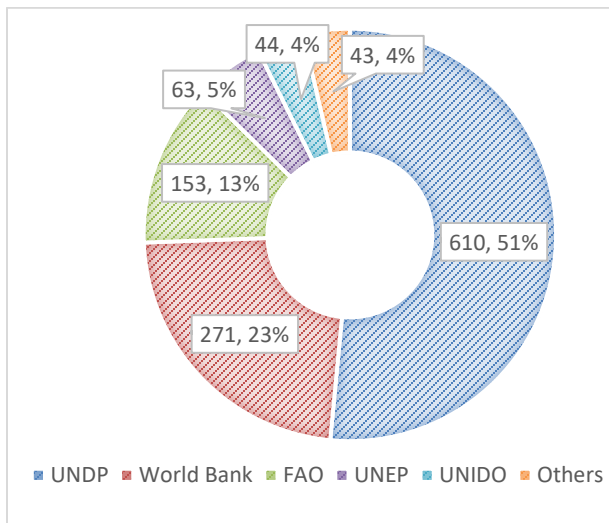
Source: GEF Portal.

Figure A7. Portfolio distribution by fragility status, \$USD Million



Source: GEF Portal.

Figure A6. Portfolio distribution by Agency, \$USD Million



Others includes CI (5 projects); IUCN (4 projects) IADB (2 projects); as well as AfDB, IFAD, CAF, and ADB (1 project each). Please note that the Cities-IAP: Sustainable Cities Initiative (GEF ID 9123) involves two GEF Agencies (World Bank and UNIDO).

Source: GEF Portal

The evaluation reviewed 300 randomly selected projects. These included 200 single-country projects from GEF-5 and GEF-6 with validated Terminal Evaluations (the Completed cohort) and 100 single-country projects from GEF-7 and GEF-8 (the Ongoing cohort).

GEF ID	GEF Period	Title	Lead Agency	Country	Focal Area	Fund	Modality	Funding (mil. US\$)	
								GEF	Co-finance
3701	GEF - 5	Enhancing Climate Risk Management and Adaptation in Burundi (ECRAMB)	AfDB	Burundi	Climate Change	LDCF	FSP	3.53	15.66
4330	GEF - 5	Strengthening National Frameworks for IAS Governance - Piloting in Juan Fernandez Archipelago	UNDP	Chile	Biodiversity	GET	FSP	4.62	8.18
4344	GEF - 5	Promoting Sustainable Bio-energy Production from Biomass	UNDP	Timor Leste	Climate Change	GET	FSP	1.98	6.65
4356	GEF - 5	Securing Biodiversity Conservation and Sustainable Use in China's Dongting Lake Protected Areas	FAO	China	Biodiversity	GET	FSP	3.30	7.60
4377	GEF - 5	Development and Commercialization of Bioenergy Technologies in the Municipal Sector in Ukraine	UNDP	Ukraine	Climate Change	GET	FSP	5.27	30.04
4392	GEF - 5	Protect Human Health and the Environment from Unintentional Releases of POPs Originating from Incineration and Open Burning of Health Care- and Electronic-waste	UNDP	Egypt	Chemicals and Waste	GET	FSP	4.64	17.57
4417	GEF - 5	Development of National Capacity for the Environmentally Sound Management and Disposal of PCBs	UNDP	Colombia	Chemicals and Waste	GET	FSP	3.85	16.21
4431	GEF - 5	Increasing Climate Change Resilience of Maldives through	UNDP	Maldives	Climate Change	LDCF	MSP	1.82	1.65

		Adaptation in the Tourism Sector							
4434	GEF - 5	Strengthening the Adaptive Capacity and Resilience of Rural Communities Using Micro Watershed Approaches to Climate Change and Variability to Attain Sustainable Food Security	FAO	Cambodia	Climate Change	LDCF	FSP	5.69	25.73
4441	GEF - 5	Dioxins Reductions from the Pulp and Paper Industry in China	World Bank	China	Chemicals and Waste	GET	FSP	16.50	66.00
4442	GEF - 5	NIP Update, Integration of POPs into National Planning and Promoting Sound Healthcare Waste Management in Kazakhstan	UNDP	Kazakhstan	Chemicals and Waste	GET	FSP	3.88	35.01
4447	GEF - 5	Strengthening Climate Resilience and Reducing Disaster Risk in Agriculture to Improve Food Security in Haiti Post Earthquake	FAO	Haiti	Climate Change	LDCF	FSP	3.00	9.33
4459	GEF - 5	Development of Sustainable Renewable Energy Power Generation (SREPGen)	UNDP	Bangladesh	Climate Change	GET	FSP	4.65	49.60
4468	GEF - 5	Landscape Approach to Management of Peatlands Aiming at Multiple Ecological Benefits	UNDP	Belarus	Multi Focal Area	GET	FSP	3.05	9.38
4469	GEF - 5	Integrated Approach to Management of Forests, with Demonstration in High Conservation Value Forests in the Mediterranean Region	UNDP	Türkiye	Multi Focal Area	GET	FSP	7.97	21.43
4477	GEF - 5	Comprehensive Reduction and Elimination of Persistent Organic Pollutants in Pakistan	UNDP	Pakistan	Chemicals and Waste	GET	FSP	5.75	34.23
4479	GEF - 5	Sustainable Forest Management and	UNDP	Guatemala	Multi Focal Area	GET	FSP	4.96	13.72

		Multiple Global Environmental Benefits							
4492	GEF - 5	Adaptation of Nicaragua's Water Supplies to Climate Change	World Bank	Nicaragua	Climate Change	SCCF	FSP	6.60	31.25
4505	GEF - 5	Strengthening Sustainable Management of the Guano Islands, Isles and Capes National Reserve System (RNSIIPG)	World Bank	Peru	Biodiversity	GET	FSP	10.00	7.00
4514	GEF - 5	Greening the COP17 in Durban	UNIDO	South Africa	Climate Change	GET	MSP	1.10	1.35
4517	GEF - 5	Reducing Barriers to Accelerate the Development of Biomass Markets in Serbia	UNDP	Serbia	Climate Change	GET	FSP	3.22	27.63
4544	GEF - 5	Improved Management Effectiveness of the Chobe-Kwando-Linyanti Matrix of Protected Areas	UNDP	Botswana	Biodiversity	GET	FSP	2.10	6.99
4551	GEF - 5	Community Based Flood and Glacial Lake Outburst Risk Reduction	UNDP	Nepal	Climate Change	LDCF	FSP	7.00	20.35
4554	GEF - 5	Effective Governance for Small Scale Rural Infrastructure and Disaster Preparedness in a Changing Climate	UNDP	Lao PDR	Climate Change	LDCF	FSP	5.30	30.87
4562	GEF - 5	Network of Managed Resource Protected Areas	UNDP	Mongolia	Biodiversity	GET	FSP	1.50	4.94
4585	GEF - 5	Enhancing the Resilience of Tourism-reliant Communities to Climate Change Risks	UNDP	Samoa	Climate Change	LDCF	MSP	2.20	17.29
4600	GEF - 5	Reducing Pressures on Natural Resources from Competing Land Use in Non-irrigated Arid Mountain, Semi-desert and Desert Landscapes	UNDP	Uzbekistan	Land Degradation	GET	FSP	2.60	9.88

4605	GEF - 5	Management and Protection of Key Biodiversity Areas	World Bank	Belize	Multi Focal Area	GET	FSP	6.83	16.00
4610	GEF - 5	Adaptation to Climate Impacts in Water Regulation and Supply for the Area of Chingaza - Sumapaz – Guerrero	IADB	Colombia	Climate Change	SCCF	FSP	4.64	23.71
4616	GEF - 5	Climate Change Adaptation to Reduce Land Degradation in Fragile Micro-Watersheds Located in the Municipalities of Texistepeque and Candelaria de la Frontera	FAO	El Salvador	Multi Focal Area	MTF	FSP	1.73	6.44
4617	GEF - 5	Municipal Solid Waste Management	World Bank	China	Chemicals and Waste	GET	FSP	13.45	50.92
4619	GEF - 5	Third National Communication to the UNFCCC	UNDP	Colombia	Climate Change	GET	FSP	2.20	1.68
4631	GEF - 5	Watershed Approach to Sustainable Coffee Production in Burundi	World Bank	Burundi	Multi Focal Area	GET	FSP	4.62	20.80
4637	GEF - 5	Marine and Coastal Protected Areas	World Bank	Brazil	Biodiversity	GET	FSP	20.02	99.66
4642	GEF - 5	Sustainable Agriculture and Climate Change Mitigation Project	World Bank	Uzbekistan	Multi Focal Area	GET	FSP	13.97	107.96
4645	GEF - 5	Hwange-Sanyati Biological Corridor (HSBC) Project	World Bank	Zimbabwe	Multi Focal Area	GET	FSP	6.43	23.17
4651	GEF - 5	A Landscape Approach to Wildlife Conservation in Northeastern China	World Bank	China	Biodiversity	GET	FSP	3.30	17.58
4655	GEF - 5	CBPF-MSL: Strengthening the Management Effectiveness of the Sub-system of Wetland Protected Areas for Conservation of Globally Significant Biodiversity	UNDP	China	Biodiversity	GET	FSP	2.97	16.80
4677	GEF - 5	GMS-FBP: Strengthening Capacity and Incentives for Wildlife Conservation	UNDP	Thailand	Multi Focal Area	GET	FSP	8.00	24.23

		in the Western Forest Complex							
4696	GEF - 5	Strengthening the Resilience of Small Scale Rural Infrastructure and Local Government Systems to Climatic Variability and Risk	UNDP	Timor Leste	Climate Change	LDCF	FSP	5.19	52.27
4700	GEF - 5	Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh	UNDP	Bangladesh	Climate Change	LDCF	FSP	6.27	47.00
4716	GEF - 5	Conservation and Sustainable Use of Biodiversity in Coastal and Marine Protected Areas (MPAs)	UNDP	Guatemala	Biodiversity	GET	FSP	5.99	16.19
4718	GEF - 5	Production of Sustainable, Renewable Biomass-based Charcoal for the Iron and Steel Industry in Brazil	UNDP	Brazil	Climate Change	GET	FSP	7.92	36.80
4720	GEF - 5	Land Rehabilitation and Rangelands Management in Small Holders Agropastoral Production Systems in Southwestern Angola	FAO	Angola	Land Degradation	GET	FSP	3.46	17.29
4730	GEF - 5	Increasing Representation of Effectively Managed Marine Ecosystems in the Protected Area System	UNDP	Azerbaijan	Biodiversity	GET	FSP	1.50	6.49
4731	GEF - 5	Advancing Landscape Approaches in Ecuador's National Protected Area System to Improve Conservation of Globally Endangered Wildlife	UNDP	Ecuador	Biodiversity	GET	FSP	5.00	19.77
4742	GEF - 5	Green Urban Lighting	UNDP	Armenia	Climate Change	GET	FSP	1.82	8.50
4744	GEF - 5	Mainstreaming Biodiversity Conservation, SFM and Carbon Sink Enhancement into	FAO	Mongolia	Multi Focal Area	GET	FSP	4.00	19.79

		Mongolia's Productive Forest Landscapes							
4745	GEF - 5	Promoting Utility-Scale Power Generation from Wind Energy	UNDP	Sudan	Climate Change	GET	FSP	3.98	213.95
4749	GEF - 5	Small Decentralized Renewable Energy Power Generation	UNDP	Lebanon	Climate Change	GET	FSP	1.65	11.62
4760	GEF - 5	Conservation of Critical Wetland PAs and Linked Landscapes	UNDP	Viet Nam	Biodiversity	GET	FSP	3.61	14.89
4765	GEF - 5	Strengthening National and Decentralized Management for Global Environmental Benefits	UNDP	Togo	Multi Focal Area	GET	MSP	0.87	0.95
4766	GEF - 5	Implementation of Eco-industrial Park Initiative for Sustainable Industrial Zones in Vietnam	UNIDO	Viet Nam	Multi Focal Area	GET	FSP	3.88	49.60
4768	GEF - 5	Strengthening of Governance for the Protection of Biodiversity through the Formulation and Implementation of the National Strategy on Invasive Alien Species (NSIAS)	FAO	Argentina	Biodiversity	GET	FSP	4.40	18.25
4771	GEF - 5	Enhancing National Capacities to Manage Invasive Alien Species (IAS) by Implementing the National Strategy on IAS	UNDP	Mexico	Biodiversity	GET	FSP	6.00	26.05
4775	GEF - 5	Promotion of Climate-smart Livestock Management Integrating Reversion of Land Degradation and Reduction of Desertification Risks in Vulnerable Provinces	FAO	Ecuador	Multi Focal Area	MTF	FSP	4.33	22.16
4779	GEF - 5	Sustainable Forest and Landscape Management	World Bank	Bosnia-Herzegovina	Multi Focal Area	GET	FSP	6.13	18.40
4780	GEF - 5	Promoting the Application of the Nagoya Protocol on Access to Genetic	UNDP	Panama	Biodiversity	NPIF	MSP	1.10	3.42

		Resources and Benefit Sharing in Panama							
4801	GEF - 5	Promotion of Non-fired Brick (NFB) Production and Utilization	UNDP	Viet Nam	Climate Change	GET	FSP	3.18	36.08
4810	GEF - 5	Strengthening the Marine Protected Area System to Conserve Marine Key Biodiversity Areas	UNDP	Philippines	Biodiversity	GET	FSP	8.98	25.83
4816	GEF - 5	Reduction of Mercury Emissions and Promotion of Sound Chemical Management in Zinc Smelting Operations	UNIDO	China	Chemicals and Waste	GET	MSP	1.08	4.00
4823	GEF - 5	Developing National Biodiversity Strategy and Action Plan and Mainstreaming Biodiversity Conservation into Provincial Planning	UNDP	Viet Nam	Biodiversity	GET	MSP	0.00	0.00
4827	GEF - 5	Enhancing Wildlife Conservation in the Productive Southern Kenya Rangelands through a Landscape Approach	UNDP	Kenya	Biodiversity	GET	FSP	4.50	24.82
4832	GEF - 5	Sustainable Management of Namibia's Forested Lands	UNDP	Namibia	Land Degradation	GET	FSP	5.00	20.00
4835	GEF - 5	Expansion and Improved Management Effectiveness of the Achara Region's Protected Areas	UNDP	Georgia	Biodiversity	GET	FSP	1.50	13.72
4836	GEF - 5	Conservation, Sustainable Use of Biodiversity, and Maintenance of Ecosystem Services of Internationally Important Protected Wetlands	UNDP	Costa Rica	Biodiversity	GET	FSP	4.20	17.19
4839	GEF - 5	Establishing Integrated Models for Protected	UNDP	Afghanistan	Multi Focal Area	GET	FSP	7.24	53.30

		Areas and their Co-management							
4840	GEF - 5	Energy Efficient Production and Utilization of Charcoal through Innovative Technologies and Private Sector Involvement	UNDP	Sierra Leone	Climate Change	GET	FSP	2.00	9.00
4841	GEF - 5	Strengthening the Effectiveness of the National Protected Area System by Including a Landscape Approach to Management	UNDP	Uruguay	Biodiversity	GET	FSP	1.89	8.87
4842	GEF - 5	Strengthening the Institutional and Financial Sustainability of the National Protected Area System	UNDP	Croatia	Biodiversity	GET	FSP	5.59	18.01
4862	GEF - 5	Reduction of POPs and PTS Release by Environmentally Sound Management throughout the Life Cycle of Electrical and Electronic Equipment and Associated Wastes in China	UNDP	China	Chemicals and Waste	GET	FSP	13.06	47.00
4867	GEF - 5	Enhancing the Protected Area System in Sulawesi (E-PASS) for Biodiversity Conservation	UNDP	Indonesia	Biodiversity	GET	FSP	7.00	43.70
4869	GEF - 5	Urban-Scale Building Energy Efficiency and Renewable Energy	World Bank	China	Climate Change	GET	FSP	13.20	138.59
4870	GEF - 5	CBPF-MSL: Strengthening the Management Effectiveness of the Wetland Protected Area System in Hubei Province	UNDP	China	Biodiversity	GET	FSP	3.00	18.16
4892	GEF - 5	Transforming Effectiveness of Biodiversity Conservation in Priority Sumatran Landscapes	UNDP	Indonesia	Biodiversity	GET	FSP	10.01	53.45

4901	GEF - 5	India: Sustainable Livelihoods and Adaptation to Climate Change (SLACC)	World Bank	India	Climate Change	SCCF	FSP	8.80	52.20
4945	GEF - 5	Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation in the Cardamom Mountains, Upper Prek Thnot River Basin	UNDP	Cambodia	Land Degradation	GET	FSP	1.20	4.94
4950	GEF - 5	Strengthening Liberia's Capability to Provide Climate Information and Services to Enhance Climate Resilient Development and Adaptation to Climate Change	UNDP	Liberia	Climate Change	LDCF	FSP	7.51	11.86
4954	GEF - 5	Community Agricultural Resource Management and Competitiveness (CARMAC)	World Bank	Armenia	Land Degradation	GET	MSP	0.99	18.30
4967	GEF - 5	Scaling up Risk Transfer Mechanisms for Climate Vulnerable Agriculture-based Communities in Mindanao	UNDP	Philippines	Climate Change	SCCF	FSP	1.21	16.25
4985	GEF - 5	Reducing Global and Local Environmental Risks from Primary Mercury Mining in Khaidarkan the Kyrgyz Republic	UNEP	Kyrgyz Republic	Chemicals and Waste	GET	MSP	1.04	3.01
4992	GEF - 5	Strengthening Climate Information and Early Warning Systems to Support Climate Resilient Development and Adaptation to Climate Change	UNDP	Ethiopia	Climate Change	LDCF	FSP	5.50	33.34
4994	GEF - 5	Strengthening Climate Information and Early Warning Systems in Malawi to Support Climate Resilient Development and	UNDP	Malawi	Climate Change	LDCF	FSP	4.51	11.29

		Adaptation to Climate Change							
5004	GEF - 5	Strengthening Climate Information and Early Warning Systems in Sao Tome and Principe for Climate Resilient Development and Adaptation to Climate Change	UNDP	Sao Tome and Principe	Climate Change	LDCF	FSP	4.51	40.30
5014	GEF - 5	Integrating Climate Resilience into Agricultural and Pastoral Production for Food Security in Vulnerable Rural Areas Through the Farmers Field School Approach.	FAO	Burkina Faso	Climate Change	LDCF	FSP	4.30	19.44
5026	GEF - 5	MENA: Badia Ecosystem and Livelihoods Project (BELP)	World Bank	Jordan	Multi Focal Area	GET	FSP	3.60	11.35
5031	GEF - 5	Ensuring Global Environmental Concerns and Best Practices Mainstreamed in the Post-conflict Rapid Development Process of Sri Lanka through Improved Information Management	UNDP	Sri Lanka	Multi Focal Area	GET	MSP	0.90	1.39
5034	GEF - 5	Enhancing the Forest Nature Reserves Network for Biodiversity Conservation in Tanzania	UNDP	Tanzania	Biodiversity	GET	FSP	4.65	19.60
5038	GEF - 5	Implementation of BAT and BEP for Reduction of UP-POPs Releases from Open Burning Sources in Armenia	UNIDO	Armenia	Chemicals and Waste	GET	MSP	0.99	3.39
5040	GEF - 5	Investment Promotion on Environmentally Sound Management of Electrical and Electronic Waste: Up-Scale and Promotion of Activities and Initiatives on Environmentally Sound Management of Electrical and Electronic Waste	UNIDO	Ethiopia	Chemicals and Waste	GET	MSP	1.10	1.96

5048	GEF - 5	Capacity Building for the Strategic Planning and Management of Natural Resources in Belize	UNDP	Belize	Multi Focal Area	GET	MSP	0.86	0.64
5065	GEF - 5	Strengthening the National Protected Areas System of Swaziland	UNDP	Eswatini	Biodiversity	GET	FSP	6.09	23.60
5091	GEF - 5	Mainstreaming Biodiversity Conservation and Sustainable Use into NTFP and AFS Production Practices in Multiple-Use Forest Landscapes of High Conservation Value	UNDP	Brazil	Biodiversity	GET	FSP	6.10	27.80
5096	GEF - 5	Payment for Watershed Services in the Chishui River Basin for the Conservation of Globally Significant Biodiversity	UNDP	China	Biodiversity	GET	MSP	2.20	16.00
5098	GEF - 5	Towards Carbon Neutral Tourism	UNDP	Montenegro	Climate Change	GET	FSP	3.49	121.91
5101	GEF - 5	Strengthened Environmental Management Information System for Coastal Development to Meet Rio Convention Objectives	UNDP	Cote d'Ivoire	Multi Focal Area	GET	MSP	0.63	0.70
5105	GEF - 5	Addressing Climate Change Vulnerabilities and Risks in Vulnerable Coastal Areas of Tunisia	UNDP	Tunisia	Climate Change	SCCF	FSP	6.16	73.93
5106	GEF - 5	National Capacity Development for Implementing Rio Conventions Through Environmental Governance	UNDP	Bangladesh	Multi Focal Area	GET	MSP	0.75	0.66
5111	GEF - 5	Reducing Vulnerability and Increasing Adaptive Capacity to Respond to Impacts of Climate Change and Variability for Sustainable Livelihoods in Agriculture Sector in Nepal	FAO	Nepal	Climate Change	LDCF	FSP	3.00	12.99

5123	GEF - 5	Sustainable Cropland and Forest Management in Priority Agro-ecosystems of Myanmar	FAO	Myanmar	Multi Focal Area	GET	FSP	6.90	13.61
5124	GEF - 5	Strengthening Capacity for Climate Change Adaptation through Support to Integrated Watershed Management Programme in Lesotho	FAO	Lesotho	Climate Change	LDCF	FSP	4.00	8.44
5150	GEF - 5	Delivering the Transition to Energy Efficient Lighting	UNEP	Chile	Multi Focal Area	GET	FSP	2.75	9.42
5159	GEF - 5	Strengthening Sustainability of Protected Area Management	UNDP	Myanmar	Biodiversity	GET	FSP	6.71	17.90
5166	GEF - 5	Capacity Building for Mainstreaming MEA Objectives into Inter-ministerial Structures and Mechanisms	UNDP	Fiji	Multi Focal Area	GET	MSP	0.70	1.18
5178	GEF - 5	Strengthening Capacities to Measure, Report and Verify Indicators of Global Environment Benefits	UNDP	Papua New Guinea	Multi Focal Area	GET	MSP	0.57	0.65
5184	GEF - 5	Enhancing Capacities of Rural Communities to Pursue Climate Resilient Livelihood Options in the Sao Tome and Principe Districts of Caué, Me-Zochi, Principe, Lemba, Cantagalo, and Lobata (CMPLCL)	UNDP	Sao Tome and Principe	Climate Change	LDCF	FSP	4.46	16.28
5187	GEF - 5	GGW: Community Based Rural Development Project 3rd Phase with Sustainable Land and Forestry Management	World Bank	Burkina Faso	Multi Focal Area	GET	FSP	8.00	97.35
5192	GEF - 5	Strengthening the Resilience of Women Producer Group's and Vulnerable Communities in Mali	UNDP	Mali	Climate Change	LDCF	FSP	6.12	16.50

5215	GEF - 5	GGW: Forests and Adjacent Lands Management Project	World Bank	Benin	Multi Focal Area	GET	FSP	6.00	46.45
5222	GEF - 5	Pilot Project on the Development of Mercury Inventory in the Russian Federation (RF)	UNEP	Russian Federation	Chemicals and Waste	GET	MSP	1.10	3.42
5225	GEF - 5	Mozambique Conservation Areas for Biodiversity and Development Project	World Bank	Mozambique	Multi Focal Area	GET	FSP	6.92	61.50
5229	GEF - 5	Sustainable Land Management in the Qaroun Catchment	UNDP	Lebanon	Land Degradation	GET	FSP	3.60	18.05
5266	GEF - 5	Oases Ecosystems and Livelihoods Project	World Bank	Tunisia	Multi Focal Area	GET	FSP	6.31	59.05
5270	GEF - 5	GGW Natural Resources Management in a Changing Climate in Mali	World Bank	Mali	Multi Focal Area	MTF	FSP	9.10	13.00
5276	GEF - 5	Sustainable Land Use Management in the Semi-arid Region of North-east Brazil (Sergipe)	UNDP	Brazil	Land Degradation	GET	FSP	4.27	17.33
5292	GEF - 5	MENA: Morocco GEF Social and Integrated Agriculture (ASIMA)	World Bank	Morocco	Multi Focal Area	GET	FSP	6.96	35.54
5295	GEF - 5	Generating, Accessing and Using Information and Knowledge Related to the Three Rio Conventions	UNDP	Cambodia	Multi Focal Area	GET	MSP	1.11	1.30
5316	GEF - 5	Promotion and Up-scaling of Climate-resilient, Resource Efficient Technologies in a Tropical Island Context	UNDP	Seychelles	Climate Change	GET	MSP	1.99	10.26
5326	GEF - 5	Generating Global Environmental Benefits from Improved Decision Making Systems and Local Planning in Pakistan	UNDP	Pakistan	Multi Focal Area	GET	MSP	1.12	0.94
5332	GEF - 5	Supporting Rural Community Adaptation to Climate Change in	UNDP	Djibouti	Climate Change	LDCF	FSP	6.00	28.63

		Mountain Regions of Djibouti							
5337	GEF - 5	Enhancing Biodiversity Conservation and Sustenance of Ecosystem Services in Environmentally Sensitive Areas	UNDP	Sri Lanka	Biodiversity	GET	FSP	2.99	16.65
5340	GEF - 5	NAMA Support for the Tunisian Solar Plan	UNDP	Tunisia	Climate Change	GET	FSP	4.00	65.38
5345	GEF - 5	De-risking Renewable Energy NAMA for the Nigerian Power Sector	UNDP	Nigeria	Climate Change	GET	FSP	4.96	213.55
5348	GEF - 5	Conserving Biodiversity and Enhancing Ecosystem Functions through a "Ridge to Reef" Approach in the Cook Island	UNDP	Cook Islands	Multi Focal Area	GET	FSP	4.82	14.95
5358	GEF - 5	Mainstreaming Climate Change in the National Logistics Strategy and Roll-Out of Integrated Logistics Platforms	UNDP	Morocco	Climate Change	GET	FSP	2.60	121.28
5362	GEF - 5	Obsolete Pesticides Management Project	World Bank	Cote d'Ivoire	Chemicals and Waste	GET	FSP	7.83	25.00
5365	GEF - 5	Energy Efficiency Improvement in Commercial and High-Rise Residential Buildings	UNDP	Viet Nam	Climate Change	GET	FSP	3.61	21.50
5372	GEF - 5	Belarus Green Cities: Supporting Green Urban Development in Small and Medium Sized Cities in Belarus	UNDP	Belarus	Climate Change	GET	FSP	3.47	12.44
5378	GEF - 5	Fourth National Communication and Biennial Update Reports to the United Nations Framework Convention on Climate Change (UNFCCC)	UNDP	Brazil	Climate Change	GET	FSP	8.24	22.89
5399	GEF - 5	Improvement of the Decision-making Process through Introduction of Mechanisms of Economic Assessment of	UNDP	Kazakhstan	Multi Focal Area	GET	MSP	0.57	0.65

		Fulfilling National Obligations under Global Environmental Agreements							
5417	GEF - 5	Economy-wide Integration of Climate Change Adaptation and DRM/DRR to Reduce Climate Vulnerability of Communities in Samoa	UNDP	Samoa	Climate Change	LDCF	FSP	13.65	90.00
5419	GEF - 5	Reducing the Vulnerability of Cambodian Rural Livelihoods through Enhanced Sub-national Climate Change Planning and Execution of Priority Actions	UNDP	Cambodia	Climate Change	LDCF	FSP	5.17	15.86
5458	GEF - 5	Conservation, Management and Rehabilitation of Fragile Lomas Ecosystems	UNDP	Peru	Multi Focal Area	GET	MSP	2.28	13.52
5501	GEF - 5	Promoting Sustainable Rural Energy Technologies (RETs) for Household and Productive Uses	UNDP	Ethiopia	Climate Change	GET	FSP	4.59	69.05
5505	GEF - 5	GEF UNIDO Cleantech Programme for SMEs in Turkey	UNIDO	Türkiye	Climate Change	GET	MSP	1.08	2.95
5516	GEF - 5	Payment for Ecosystem Services to Support Forest Conservation and Sustainable Livelihoods	FAO	Mozambique	Multi Focal Area	GET	FSP	4.13	37.60
5518	GEF - 5	Removing Barriers to Promote and Support Energy Management Information Systems in Municipalities (EMIS) throughout Serbia	UNDP	Serbia	Climate Change	GET	FSP	2.63	19.60
5529	GEF - 5	Gambia Protected Areas Network and Community Livelihood Project	UNDP	Gambia	Biodiversity	GET	MSP	1.48	4.69
5546	GEF - 5	Sustainable Production Systems and Conservation of Biodiversity	World Bank	Panama	Biodiversity	GET	FSP	10.50	19.38

5555	GEF - 5	Local Development and Promotion of LED Technologies for Advanced General Lighting	UNDP	Viet Nam	Climate Change	GET	MSP	1.76	6.63
5566	GEF - 5	Strengthening Land & Ecosystem Management Under Conditions of Climate Change in the Niayes and Casamance Regions- Republic of Senegal	UNDP	Senegal	Climate Change	LDCF	FSP	4.65	13.20
5570	GEF - 5	Mainstreaming Rio Convention Provisions into National Sectoral Policies	UNDP	Jordan	Multi Focal Area	GET	MSP	1.15	1.13
5579	GEF - 5	Mainstreaming Global Environmental Priorities into National Policies and Programmes	UNDP	Palau	Multi Focal Area	GET	MSP	0.64	0.63
5581	GEF - 5	Community Resilience to Climate and Disaster Risk in Solomon Islands Project	World Bank	Solomon Islands	Climate Change	LDCF	FSP	7.99	7.33
5604	GEF - 5	Technology Transfer for Climate Resilient Flood Management in Vrbas River Basin	UNDP	Bosnia-Herzegovina	Climate Change	SCCF	FSP	5.64	77.26
5613	GEF - 5	Strengthening the Implementation of the Nagoya Protocol on Access to Genetic Resources and Benefit Sharing in the Cook Islands	UNDP	Cook Islands	Biodiversity	NPIF	MSP	1.05	1.50
5624	GEF - 5	China's Compliance with the Stockholm Convention	UNIDO	China	Chemicals and Waste	GET	MSP	2.19	4.00
5638	GEF - 5	Establishing Albania's Environmental Information Management and Monitoring System Aligned with the Global Environmental Reporting	UNDP	Albania	Multi Focal Area	GET	MSP	1.10	5.43
5653	GEF - 5	Capacity Building for the Implementation of the Nagoya Protocol on	UNDP	Viet Nam	Biodiversity	GET	MSP	2.27	9.85

		Access and Benefit Sharing							
5660	GEF - 5	Sustainable Forest Management to Secure Multiple Benefits in High Conservation Value Forests	UNDP	Pakistan	Multi Focal Area	GET	FSP	9.35	49.42
5662	GEF - 5	Defining and Demonstrating Best Practices for Exchange of Information on Chemicals in Textile Products	UNEP	China	Chemicals and Waste	GET	MSP	1.10	4.40
5663	GEF - 5	R2R Integrated Environmental Management of the Fanga'uta Lagoon Catchment	UNDP	Tonga	Multi Focal Area	GET	MSP	1.92	6.65
5665	GEF - 5	A New Green Line: Mainstreaming Biodiversity Conservation Objectives and Practices into China's Water Resources Management Policy and Planning Practice	FAO	China	Biodiversity	GET	FSP	3.00	25.98
5669	GEF - 5	Enabling Solid State Lighting Market Transformation and Promotion of Light Emitting Diode Lighting	UNDP	China	Climate Change	GET	FSP	7.00	26.46
5677	GEF - 5	Rehabilitation of Degraded Agricultural Lands in Kandy, Badulla and Nuwara Eliya Districts in the Central Highlands (CH)	FAO	Sri Lanka	Land Degradation	GET	MSP	1.56	9.86
5700	GEF - 5	Land Degradation Offset and Mitigation in Western Mongolia	UNDP	Mongolia	Land Degradation	GET	MSP	1.50	5.28
5712	GEF - 5	Improve Sustainability of Mangrove Forests and Coastal Mangrove Areas in Liberia through Protection, Planning and Livelihood Creation- as a Building Block Towards Liberia's Marine and Coastal Protected Areas	CI	Liberia	Biodiversity	GET	MSP	1.15	3.65

5716	GEF - 5	Generate Global Environmental Benefits through Environmental Education and Raising Awareness of Stakeholders	UNDP	Armenia	Multi Focal Area	GET	MSP	0.88	0.72
5726	GEF - 5	Sustainable Management Models for Local Government Organisations to Enhance Biodiversity Protection and Utilization in Selected Eco-regions of Thailand	UNDP	Thailand	Biodiversity	GET	MSP	2.00	7.56
5728	GEF - 5	Accelerating the Development and Commercialization of Fuel Cell Vehicles in China	UNDP	China	Climate Change	GET	FSP	9.18	53.50
5741	GEF - 5	Energy Efficient Low-Carbon Transport	UNIDO	Malaysia	Climate Change	GET	MSP	2.24	28.72
5751	GEF - 5	Maintaining and Increasing Carbon Stocks in Agro-silvopastoral Systems in Rural Communities of the Selva Zoque - Sumidero Canyon Complex as a Climate Change Mitigation Strategy	CI	Mexico	Climate Change	GET	MSP	1.15	3.96
5789	GEF - 5	Using SLM to Improve the Integrity of the Makgadikgadi Ecosystem and to Secure the Livelihoods of Rangeland Dependent Communities	UNDP	Botswana	Land Degradation	GET	MSP	0.87	6.80
5792	GEF - 5	PSG-Sustainable Landscape Management Project under SAWAP	World Bank	Mauritania	Multi Focal Area	GET	FSP	5.19	19.20
5812	GEF - 5	Geothermal Resource Development in Saint Lucia	World Bank	St. Lucia	Climate Change	GET	MSP	1.10	32.58
5819	GEF - 5	Promoting Sustainable Electricity Generation in Malian Rural Areas through Hybrid Technologies	UNDP	Mali	Climate Change	GET	MSP	1.34	24.01
5826	GEF - 5	Strengthening National Systems to Improve	UNDP	Philippines	Biodiversity	GET	MSP	2.00	5.03

		Governance and Management of Indigenous Peoples and Local Communities Conserved Areas and Territories							
5841	GEF - 5	NAMA Pilot Implementation of Technology Transfer Projects in the Industrial Sector of the Cundinamarca-Bogotá Region	UNDP	Colombia	Climate Change	GET	MSP	2.00	12.13
5846	GEF - 5	Enhancing Biodiversity Protection through Strengthened Monitoring, Enforcement and Uptake of Environmental Regulations in Guyana's Gold Mining Sector	UNDP	Guyana	Biodiversity	GET	MSP	0.88	3.54
6915	GEF - 6	Southeast Europe and Central Asia Catastrophe Risk Insurance Facility	World Bank	Kazakhstan	Climate Change	SCCF	FSP	5.48	15.00
6940	GEF - 6	Sustainable Forest and Land Management in the Dry Dipterocarp Forest Ecosystems of Southern Lao PDR	UNDP	Lao PDR	Multi Focal Area	GET	FSP	12.00	78.99
6945	GEF - 6	Strengthening Capacities of Rural Aqueduct Associations' (ASADAS) to Address Climate Change Risks in Water Stressed Communities of Northern Costa Rica	UNDP	Costa Rica	Climate Change	SCCF	FSP	5.64	26.66
6955	GEF - 6	Strengthening the Adaptive Capacity to Climate Change in the Fisheries and Aquaculture Sector	FAO	Chile	Climate Change	SCCF	FSP	2.85	15.74
6960	GEF - 6	Supporting Climate Resilient Livelihoods in Agricultural Communities in Drought-prone Areas	UNDP	Turkmenistan	Climate Change	SCCF	FSP	3.50	20.83
6966	GEF - 6	UPOPs Reduction through BAT/BEP and PPP-based Industry Chain Management in	UNDP	China	Chemicals and Waste	GET	FSP	14.06	52.45

		Secondary Copper Production Sector in China							
6971	GEF - 6	Generating Global Environment Benefits through Improved Environmental Information, Planning and Decision Making Systems	UNDP	Mali	Multi Focal Area	GET	MSP	1.20	2.55
8015	GEF - 6	Enhancing Resilience of Liberia Montserrado County Vulnerable Coastal Areas to Climate Change Risks	UNDP	Liberia	Climate Change	LDCF	MSP	2.19	2.16
9114	GEF - 6	Capacity Development for Improved Implementation of Multilateral Environmental Agreements (MEAs)	UNDP	Serbia	Multi Focal Area	GET	MSP	1.10	0.98
9121	GEF - 6	Enabling Transboundary Cooperation and Integrated Water Resources Management in the White Drin and the Extended Drin Basin	UNDP	Kosovo	International Waters	GET	MSP	1.10	7.85
9123	GEF - 6	Cities-IAP: Sustainable Cities Initiative	World Bank	Senegal	Multi Focal Area	GET	FSP	9.70	51.78
9282	GEF - 6	Safeguarding Biodiversity in the Galapagos Islands by Enhancing Biosecurity and Creating the Enabling Environment for the Restoration of Galapagos Island Ecosystems	CI	Ecuador	Biodiversity	GET	FSP	3.73	18.40
9289	GEF - 6	Enhancing Financial Sustainability of the Protected Area System	UNDP	Albania	Biodiversity	GET	MSP	1.59	7.02
9314	GEF - 6	Strengthening of Multisector and Decentralised Environmental Management and Coordination to Achieve the Objectives of the Rio	UNDP	Comoros	Multi Focal Area	GET	MSP	1.70	1.53

		Conventions in the Union of Comoros							
9335	GEF - 6	Strengthening Institutional Capacity for Effective Implementation of Rio Conventions in Uganda	UNDP	Uganda	Multi Focal Area	GET	MSP	1.04	1.05
9352	GEF - 6	Strengthening Capacities for Implementation of the Nagoya Protocol in Nepal	IUCN	Nepal	Biodiversity	GET	MSP	1.50	3.07
9354	GEF - 6	Public Lighting Energy Efficiency Program: Public Lighting Replacement of Low-Efficiency VSAP Bulbs with High-Efficiency LEDs in Colombia	IADB	Colombia	Climate Change	GET	MSP	2.19	25.85
9467	GEF - 6	Monitoring and Assessment of MEA Implementation and Environmental Trends in Antigua and Barbuda	UNDP	Antigua and Barbuda	Multi Focal Area	GET	MSP	1.02	0.90
9567	GEF - 6	Renewable Energy for the City of Marrakech's Bus Rapid Transit System	UNDP	Morocco	Climate Change	GET	MSP	1.50	56.17
9674	GEF - 6	Strengthening National Capacity in Kenya to Meet the Transparency Requirements of the Paris Agreement and Sharing Best Practices in the East Africa Region	CI	Kenya	Climate Change	CBIT	MSP	1.14	1.10
9712	GEF - 6	Complete HCFC Phase-out in Tajikistan through Promotion of Zero ODS Low GWP Energy Efficient Technologies	UNDP	Tajikistan	Chemicals and Waste	GET	MSP	1.79	5.77
9724	GEF - 6	Phase out of Endosulfan in China	UNDP	China	Chemicals and Waste	GET	MSP	2.17	7.92
9739	GEF - 6	Building Institutional and Technical Capacities to Enhance Transparency in the Framework of the Paris Agreement	UNDP	Uruguay	Climate Change	CBIT	MSP	1.23	0.76
9741	GEF - 6	Developing a Comprehensive Framework for Practical	UNDP	Cambodia	Biodiversity	GET	MSP	1.00	1.96

		Implementation of the Nagoya Protocol							
9795	GEF - 6	Forest Resources Assessment and Monitoring to Strengthen Forest Knowledge Framework in Azerbaijan	FAO	Azerbaijan	Multi Focal Area	GET	MSP	1.68	7.00
9833	GEF - 6	Strengthening Capacity in the Agriculture and Land-Use Sectors for Enhanced Transparency in Implementation and Monitoring of Nationally Determined Contributions (NDCs) under the Paris Agreement in Papua New Guinea	FAO	Papua New Guinea	Climate Change	CBIT	MSP	1.00	2.60
9834	GEF - 6	Strengthening Capacity in the Agricultural and Land-use Sectors for Enhanced Transparency in Implementation and Monitoring of Mongolia's Nationally Determined Contribution (NDC)	FAO	Mongolia	Climate Change	CBIT	MSP	1.00	0.46
9923	GEF - 6	Building and Strengthening Liberia's National Capacity to Implement the Transparency Elements of the Paris Climate Agreement	CI	Liberia	Climate Change	CBIT	MSP	1.52	1.60
9950	GEF - 6	Growing Green Business in Montenegro	UNDP	Montenegro	Climate Change	GET	MSP	0.85	4.64
10029	GEF - 6	Establishing Transparency Framework for the Republic of Serbia	UNDP	Serbia	Climate Change	CBIT	MSP	1.20	0.10
10042	GEF - 6	Strengthening Institutional and Technical Macedonian Capacities to Enhance Transparency in the Framework of the Paris Agreement	UNDP	North Macedonia	Climate Change	CBIT	MSP	1.45	1.41
10075	GEF - 7	Strengthening Management and	FAO	Chile	Biodiversity	GET	FSP	4.00	21.83

		Governance for the Conservation and Sustainable Use of Globally Significant Biodiversity in Coastal Marine Ecosystems in Chile							
10082	GEF - 7	Enhancing Environmental Performance in the Expanded and Extruded Polystyrene Foam Industries in Turkey	UNIDO	Türkiye	Chemicals and Waste	GET	FSP	3.63	26.26
10087	GEF - 7	Accelerating Investment in Efficient and Renewable District Energy Systems in Chile	UNEP	Chile	Climate Change	GET	FSP	2.40	16.36
10120	GEF - 7	Enhancing Equatorial Guinea's Institutional and Technical Capacity in the Agriculture, Forestry and Other Land-Use Sector for Enhanced Transparency under the Paris Agreement	FAO	Equatorial Guinea	Climate Change	GET	MSP	1.00	0.54
10126	GEF - 7	Minamata Initial Assessment in Lebanon	UNIDO	Lebanon	Chemicals and Waste	GET	EA	0.22	0.02
10135	GEF - 7	National Action Plan on Mercury in the Artisanal and Small-Scale Gold Mining Sector in Angola	UNIDO	Angola	Chemicals and Waste	GET	EA	0.55	0.06
10138	GEF - 7	Building Armenia's National Transparency Framework under Paris Agreement	UNDP	Armenia	Climate Change	GET	MSP	1.08	0.57
10140	GEF - 7	Development of Kazakhstan's Eighth National Communication and Preparation of Two (Fourth and Fifth) Biennial Reports to the UNFCCC	UNDP	Kazakhstan	Climate Change	GET	EA	0.93	0.92
10141	GEF - 7	Circular Economy Approaches for the Electronics Sector in Nigeria	UNEP	Nigeria	Chemicals and Waste	GET	MSP	2.24	13.09
10165	GEF - 7	Strengthening Resilience to Climate Change of	FAO	Togo	Climate Change	LDCF	FSP	10.00	41.00

		Coastal Communities in Togo							
10177	GEF - 7	Promoting Climate-Resilient Livelihoods in Rice-Based Communities in the Tonle Sap Region	FAO	Cambodia	Climate Change	LDCF	FSP	10.00	66.40
10191	GEF - 7	Moldova Agriculture Competitiveness Project GEF Additional Financing	World Bank	Moldova	Land Degradation	GET	FSP	3.40	25.00
10236	GEF - 7	Catalyzing Optimum Management of Nature Heritage for Sustainability of Ecosystem, Resources and Viability of Endangered Wildlife Species (CONSERVE)	UNDP	Indonesia	Biodiversity	GET	FSP	7.00	51.00
10237	GEF - 7	Integrated Landscape Management of Heart of Borneo Landscapes in Sabah and Sarawak	UNDP	Malaysia	Multi Focal Area	GET	FSP	8.25	65.11
10254	GEF - 7	Transforming Landscapes and Livelihoods: A Cross-Sector Approach to Accelerate Restoration of Malawi's Miombo and Mopane Woodlands for Sustainable Forest and Biodiversity Management	FAO	Malawi	Multi Focal Area	GET	FSP	7.14	47.70
10260	GEF - 7	Strengthening the National Greenhouse Gas Inventory of the Republic of Mauritius to Improve Climate Reporting and Transparency	UNDP	Mauritius	Climate Change	GET	MSP	1.45	0.80
10312	GEF - 7	Community-Based Climate-Responsive Livelihoods and Forestry (CCLF)	UNDP	Afghanistan	Climate Change	LDCF	FSP	10.00	16.00
10392	GEF - 7	Promoting Carbon Reduction through Energy Efficiency (EE) Techniques in Baghdad City	UNDP	Iraq	Climate Change	GET	FSP	3.55	27.31

10401	GEF - 7	Establishing a Circular Economy Framework for the Plastics Sector in Ghana	UNIDO	Ghana	Multi Focal Area	GET	FSP	7.88	81.92
10416	GEF - 7	Sustainable Management of Drylands in Northern Togo	UNDP	Togo	Multi Focal Area	GET	FSP	6.13	14.87
10422	GEF - 7	Development of National Action Plan for the Artisanal and Small-Scale Gold Mining in Mexico	UNEP	Mexico	Chemicals and Waste	GET	EA	0.55	0.00
10442	GEF - 7	Effective National Implementation of the Access and Benefit Sharing and Traditional Knowledge Regime in Niger in Accordance with the Nagoya Protocol	UNEP	Niger	Biodiversity	GET	MSP	1.00	3.70
10459	GEF - 7	Accelerating Cleantech Innovation and Entrepreneurship in Start-ups and SMEs in Indonesia	UNIDO	Indonesia	Climate Change	GET	MSP	1.99	18.07
10515	GEF - 7	Enabling Sustainable Production Landscapes in Eastern Highlands and Western Highlands Provinces for Biodiversity, Human Livelihoods and Well-being	FAO	Papua New Guinea	Biodiversity	GET	FSP	7.30	36.20
10526	GEF - 7	Eliminate Mercury Use and Adequately Manage Mercury and Mercury Wastes in the Chlor Alkali Sector in Mexico	UNEP	Mexico	Chemicals and Waste	GET	FSP	13.41	128.16
10542	GEF - 7	Conservation of Atoll Ecosystems through an Effectively Managed National Protected Area Estate (CATENATE)	IUCN	Maldives	Biodiversity	GET	FSP	2.41	7.27
10552	GEF - 7	Natural Capital Values of Coastal and Marine Ecosystems in Sri Lanka Integrated into Sustainable Development Planning	IUCN	Sri Lanka	Multi Focal Area	GET	FSP	3.00	9.33

10596	GEF - 7	Strengthening Trinidad and Tobago's Capacity in Transparency for Climate Change Mitigation and Adaptation	UNEP	Trinidad and Tobago	Climate Change	GET	MSP	1.21	0.39
10627	GEF - 7	Programme to Sustainably Manage and Restore Land and Biodiversity in the Guadalquivir Basin	FAO	Bolivia	Land Degradation	GET	MSP	1.75	21.20
10629	GEF - 7	Accelerating the Introduction of Low-Emission and Climate-Resilient Electric Mobility in Grenada	UNEP	Grenada	Climate Change	GET	MSP	1.20	6.14
10650	GEF - 7	Conservation and Sustainable Management of Wetlands with Focus on High-Nature Value Areas in the Prut River Basin	UNDP	Moldova	Multi Focal Area	GET	MSP	1.00	20.72
10674	GEF - 7	Sustainable Integrated Management of Biodiversity in the Indio-Maíz Biological Reserve	FAO	Nicaragua	Biodiversity	GET	FSP	3.37	14.49
10680	GEF - 7	Promotion of Climate Adaptation Technology and Business Model Innovations and Entrepreneurship in Sierra Leone	UNIDO	Sierra Leone	Climate Change	LDCF	FSP	10.00	26.99
10682	GEF - 7	POPs and Mercury-Free Solutions for Environmentally Sound Waste Management in Paraguay	UNIDO	Paraguay	Chemicals and Waste	GET	FSP	4.51	70.10
10688	GEF - 7	Restoring and Enhancing the Value of Degraded Lands and Forest Ecosystems for Enhanced Climate Resilience in Benin (PIRVaTEFoD-Benin)	UNDP	Benin	Multi Focal Area	MTF	FSP	10.11	48.27
10690	GEF - 7	Building the Resilience of Forest Biodiversity to the Threats of Climate Change in Tanzania's Nature Forest Reserves	UNDP	Tanzania	Biodiversity	GET	FSP	5.46	27.69

10696	GEF - 7	Inclusive Conservation of Sea Turtles and Seagrass Habitats in the North and North-west of Madagascar	UNEP	Madagascar	Biodiversity	GET	FSP	3.80	19.37
10734	GEF - 7	Strengthening Capacities in the Agriculture, Forestry and Other Land Use Sector of the Democratic Republic of the Congo to Enhance Transparency and Tracking of the Nationally Determined Contribution under the Paris Agreement	FAO	Congo DR	Climate Change	GET	MSP	2.19	0.11
10735	GEF - 7	Connecting Watershed Health with Sustainable Livestock and Agroforestry Production	World Bank	Mexico	Multi Focal Area	GET	FSP	15.00	99.01
10742	GEF - 7	Funafuti Water and Sanitation Project	ADB	Tuvalu	Climate Change	LDCF	FSP	5.00	8.33
10754	GEF - 7	Strengthening In-situ Biodiversity Conservation in the Yangtze River Economic Belt	IUCN	China	Biodiversity	GET	FSP	3.75	56.15
10770	GEF - 7	China Energy Transition Towards Carbon Neutrality Project	World Bank	China	Climate Change	GET	FSP	19.00	302.00
10771	GEF - 7	Strengthening the Adaptive Capacity of Communities by Up-scaling Integrated Landscape Management and Restoration in South-west Region of Central African Republic	FAO	Central African Republic	Climate Change	LDCF	FSP	10.00	10.44
10773	GEF - 7	Mainstreaming of Biosafety and Institutional Capacity Building to Strengthen Effective Implementation of Cartagena Protocol on Biosafety	UNEP	India	Biodiversity	GET	MSP	2.24	6.70
10779	GEF - 7	Advancing Climate Resilience of Water	UNDP	Bhutan	Climate Change	LDCF	FSP	10.00	25.13

		Sector in Bhutan (ACREWAS)							
10787	GEF - 7	Promote Wildlife Conservation and Responsible Nature Based Tourism for Sustainable Development in Vietnam	UNDP	Viet Nam	Biodiversity	GET	FSP	8.00	105.07
10789	GEF - 7	Building Community Based Integrated and Climate Resilient Natural Resources Management and Enhancing Sustainable Livelihood in the South-Eastern Escarpments and Adjacent Coastal Areas of Eritrea	FAO	Eritrea	Multi Focal Area	MTF	FSP	17.42	36.41
10815	GEF - 7	Mainstreaming Biodiversity in Belize's Maya Golden Landscape	FAO	Belize	Biodiversity	GET	MSP	1.64	2.80
10854	GEF - 7	Conservation and Sustainable Management of Land Resources and High Value Ecosystems in Lake Sevan Basin for Multiple Benefits	UNDP	Armenia	Multi Focal Area	GET	FSP	4.05	29.70
10856	GEF - 7	Achieving a Rapid Decarbonization of the Energy Sector in Saint Kitts and Nevis	UNEP	St. Kitts and Nevis	Climate Change	GET	FSP	3.70	11.12
10869	GEF - 7	Promoting Sustainability in the Agave-Mezcal Value Chain through Restoration and Integrated Management of Biocultural Landscapes in Oaxaca	UNEP	Mexico	Multi Focal Area	GET	FSP	5.10	31.87
10870	GEF - 7	Promoting Sustainable Approaches to Ecosystem Conservation in the Imatong landscape of South Sudan	UNEP	South Sudan	Multi Focal Area	GET	FSP	4.00	15.10
10871	GEF - 7	Strengthening Biodiversity Governance Systems for the Sustainable Management of Living	UNDP	Cabo Verde	Biodiversity	GET	FSP	3.98	24.66

		Natural Resources in Cabo Verde							
10887	GEF - 7	Namibia's First Biennial Transparency Report (BTR1) and Fifth National Communication (NC5) to the UNFCCC	UNDP	Namibia	Climate Change	GET	EA	0.57	0.20
10906	GEF - 7	Mainstreaming Marine and Coastal Natural Capital Assessment and Accounting into Viet Nam's Development Planning for Blue Economic Growth of Key Sectors	UNEP	Viet Nam	Biodiversity	GET	MSP	1.55	12.65
10926	GEF - 7	Ecosystem Based Adaptation for Improved Livelihood in Tuvalu	UNEP	Tuvalu	Climate Change	LDCF	FSP	5.00	14.12
10967	GEF - 7	Strengthening the Capacity of the Republic of Tajikistan to Comply with the Enhanced Transparency Framework under the Paris Agreement	FAO	Tajikistan	Climate Change	GET	MSP	1.50	0.50
10979	GEF - 7	Integration of Natural Capital Accounting into Lesotho's Policy and Decision Making for Sustainable Development	UNEP	Lesotho	Biodiversity	GET	MSP	1.40	3.40
10989	GEF - 7	Promoting Technology Innovation and Entrepreneurship to Mitigate Climate Change and Combat Land Degradation in Informal Settlements and Peri-urban Areas	UNIDO	Namibia	Multi Focal Area	GET	MSP	1.04	3.34
11040	GEF - 7	Towards a Sustainable City through Energy Efficiency in Kairouan	UNDP	Tunisia	Climate Change	GET	MSP	0.98	3.22
11046	GEF - 8	RESILAND: Armenia Resilient Landscapes Project	World Bank	Armenia	Multi Focal Area	GET	FSP	6.03	30.47
11048	GEF - 8	Global Opportunities for Long-Term Development of the Artisanal and Small-Scale Gold Mining	UNEP	Zimbabwe	Chemicals and Waste	GET	FSP	5.64	18.80

		Sector in Zimbabwe- GEF planetGOLD Zimbabwe							
11051	GEF - 8	Climate Resilience Enhancement for Building Adaptive Capacity in Agri-Value Chains in Cambodia (CREA)	IFAD	Cambodia	Climate Change	LDCF	FSP	5.46	11.56
11052	GEF - 8	Conservation of the Atlantic Forest through the Sustainable Management of Cocoa Agroforestry Landscapes	FAO	Brazil	Multi Focal Area	GET	FSP	5.31	20.97
11056	GEF - 8	Support the Urgent UN-Brokered SAFER Salvage Operation to Prevent an Environmental, Humanitarian and Economic Oil Spill Disaster in the Southern Red Sea	UNDP	Yemen	Biodiversity	GET	FSP	5.00	55.50
11057	GEF - 8	Fourth National Communication, First and Second Biennial Transparency Report (4NC&1BTR + 2BTR)	UNDP	El Salvador	Climate Change	GET	EA	1.35	0.00
11059	GEF - 8	Development of the First Biennial Transparency Report of Bosnia and Herzegovina and the Fifth National Communication and Second Biennial Transparency Report as Combined Report under the UNFCCC (BTR1 – NC5/BTR2)	UNDP	Bosnia-Herzegovina	Climate Change	GET	EA	1.35	0.00
11069	GEF - 8	Development of the First Biennial Transparency Report and the Combined Fourth National Communication and Second Biennial Transparency Report of Serbia under the UNFCCC	UNDP	Serbia	Climate Change	GET	EA	1.35	0.00
11101	GEF - 8	Eastern Province Jurisdictional Sustainable Landscape Program	World Bank	Zambia	Land Degradation	GET	MSP	2.19	22.00

11302	GEF - 8	First and Second Biennial Transparency Report and Fifth Communication National (1BTR + 5NC & 2BTR)	UNDP	Paraguay	Climate Change	GET	EA	1.35	0.00
11305	GEF - 8	Lebanon's First Biennial Transparency Reports, Fifth National Communication and Second Biennial Transparency Reports, to the United Nations Framework Convention on Climate Change (UNFCCC)	UNDP	Lebanon	Climate Change	GET	EA	1.35	0.00
11306	GEF - 8	CBIT 2 - Building Institutional and Technical Capacities to Meet the Commitments under the Paris Agreement's Enhanced Transparency Framework	UNDP	Uruguay	Climate Change	GET	MSP	2.08	1.10
11309	GEF - 8	Development of the First Biennial Transparency Report and the Combined Fifth National Communication and Second Biennial Transparency Report of Armenia to the UNFCCC	UNDP	Armenia	Climate Change	GET	EA	1.35	0.00
11310	GEF - 8	Tunisian First Biennial Transparency Report (BTR1) and a Combined Second Biennial Transparency Report (BTR2) /Fifth National Communication (NC5) (BTR1_NC5/BTR2)	UNDP	Tunisia	Climate Change	GET	EA	1.35	0.00
11311	GEF - 8	Cuban First and Second Biennial Transparency Reports and Fourth National Communication (1BTR + 2BTR&4NC)	UNDP	Cuba	Climate Change	GET	EA	1.35	0.00
11312	GEF - 8	Development of the First Biennial Transparency Report of Honduras and the Fourth National Communication and Second Biennial Transparency Report as Combined Report under	UNDP	Honduras	Climate Change	GET	EA	1.35	0.00

		the UNFCCC (1BTR and 4NC/2BTR)							
11313	GEF - 8	Enabling the Republic of Türkiye to Prepare Its First Biennial Transparency Report (BTR1) and the Joint Ninth National Communication and Second Biennial Transparency Report (NC9/BTR2) to the UNFCCC	FAO	Türkiye	Climate Change	GET	EA	1.35	0.00
11315	GEF - 8	Development of the Fourth National Communication and the First Transparency Report (4NC/1BTR) as a Combined Report and the Second Biennial Transparency Report (2BTR) of Botswana under the UNFCCC	UNDP	Botswana	Climate Change	GET	EA	1.35	0.00
11317	GEF - 8	Elaboration of Combined Third National Communication (NC3) and First Biennial Transparency Report (BTR1) from the Bolivarian Republic of Venezuela to the United Nations Framework Convention on Climate Change (UNFCCC)	FAO	Venezuela	Climate Change	GET	EA	0.69	0.00
11318	GEF - 8	Preparation of Belize's First Biennial Transparency Report and a Combined Second Biennial Transparency Report and Fifth National Communication (BTR1 and BTR2/NC5) to the United Nations Framework Convention on Climate Change (UNFCCC)	UNEP	Belize	Climate Change	GET	EA	1.35	0.00
11320	GEF - 8	First and Second Biennial Transparency Reports (1BTR+ 2BTR) of Uruguay to the UNFCCC, according to the Paris Agreement's Enhanced	UNDP	Uruguay	Climate Change	GET	EA	1.31	0.00

		Transparency Framework							
11321	GEF - 8	Development of the First Biennial Transparency Report, the Second Biennial Transparency Report and Fourth National Communication of Sri Lanka to UNFCCC (Sri Lanka: BTR1 + BTR2/NC4)	UNDP	Sri Lanka	Climate Change	GET	EA	1.35	0.00
11330	GEF - 8	Development of Egypt's First Biennial Transparency Report (1BTR), and a Combined Second Biennial Transparency and Fifth National Communication Report to the UNFCCC (2BTR+5NC)	UNDP	Egypt	Climate Change	GET	EA	1.35	0.00
11334	GEF - 8	Fourth National Communication (4NC), and First and Second Biennial Transparency Report (1BTR and 2BTR) of the Plurinational State of Bolivia to the UNFCCC	UNDP	Bolivia	Climate Change	GET	EA	1.35	0.00
11346	GEF - 8	Restoring Ecological Integrity of Protected Areas of Galapagos, through Strengthening Capacities for Translocations of Birds and Snakes	CAF	Ecuador	Biodiversity	GET	MSP	2.00	14.00
11377	GEF - 8	Enhancing Climate Change Transparency in Mongolia	FAO	Mongolia	Climate Change	GET	MSP	2.00	1.41
11479	GEF - 8	Oman: Preparation of the First Biennial Transparency Report and the Third National Communication under the United Nations Framework Convention on Climate Change	UNIDO	Oman	Climate Change	GET	EA	0.69	0.00
11480	GEF - 8	Enabling the Kingdom of Bhutan to Prepare its Fourth National Communication (4NC) and First and Second Biennial Transparency	FAO	Bhutan	Climate Change	GET	EA	1.35	0.00

		Report (BTR1-2) to the UNFCCC							
11482	GEF - 8	Development of the First Biennial Transparency Report of Jordan and the Fifth National Communication and Second Biennial Transparency Report as Combined Report under the UNFCCC (BTR1 – 5NC/BTR2)	UNDP	Jordan	Climate Change	GET	EA	1.35	0.00
11485	GEF - 8	Support to the Elaboration of the First Biennial Transparency Report (BTR1), the Combined Second Biennial Transparency and the Fourth National Communication report (BTR2/NC4) of Algeria to the UNFCCC	UNDP	Algeria	Climate Change	GET	EA	1.35	0.00
11486	GEF - 8	Fifth National Communication and First and Second Biennial Transparency Report and (5CN-1BTR/2BTR)	FAO	Nicaragua	Climate Change	GET	EA	1.35	0.00
11488	GEF - 8	Thailand's First Biennial Transparency Report (1BTR) and Combined Fifth National Communication and Second Biennial Transparency Report (5NC/2BTR) to UNFCCC	UNDP	Thailand	Climate Change	GET	EA	1.35	0.00
11492	GEF - 8	First Biennial Transparency Report "BTR1" and "BTR II/Fourth National Communication"	UNDP	Colombia	Climate Change	GET	EA	1.35	0.00
11494	GEF - 8	National Action Plan for the Artisanal and Small-Scale Gold Mining (ASGM) Sector in South Africa	UNEP	South Africa	Chemicals and Waste	GET	EA	1.10	0.00
11496	GEF - 8	Preparation of the First Biennial Transparency Report and the Combined Fifth National Communication and Second Biennial	UNDP	Tajikistan	Climate Change	GET	EA	1.35	0.00

		Transparency Report of the Republic of Tajikistan under Article 13 of the Paris Agreement to the UNFCCC							
11502	GEF - 8	Development of North Macedonia's First Biennial Transparency Report and the Combined Second Biennial Transparency Report and Fifth National Communication on Climate Change under the UNFCCC (BTR1 and BTR2/NC5)	UNDP	North Macedonia	Climate Change	GET	EA	1.35	0.00
11542	GEF - 8	Development of Minamata Convention Initial Assessment (MIA) for the Kingdom of Bahrain	UNEP	Bahrain	Chemicals and Waste	GET	EA	0.22	0.00
11646	GEF - 8	Development of the First Biennial Transparency Report and the Fourth National Communication and Second Biennial Transparency Report as Combined Report under the UNFCCC (1BTR - 4NC/2BTR)	UNDP	Guatemala	Climate Change	GET	EA	1.35	0.00
11649	GEF - 8	First and Second Biennial Transparency Report and Fifth National Communication (1BTR + 5NC & 2BTR)	UNDP	Togo	Climate Change	GET	EA	1.35	0.00
11652	GEF - 8	Enabling China to Prepare Its First Biennial Transparency Reports on Climate Change under UNFCCC	UNDP	China	Climate Change	GET	EA	0.27	0.00

## ANNEX 2: REFERENCES

- Aceron, Joy. n.d. “‘Constructive Accountability’: Sandwich Strategy for Textbook Delivery in the Philippines.”
- Agarwal, Bina. 2009. “Gender and Forest Conservation: The Impact of Women’s Participation in Community Forest Governance.” *Ecological Economics* 68 (11): 2785–99. <https://doi.org/10.1016/j.ecolecon.2009.04.025>.
- Aguilar Delgado, Natalia, and Paola Perez-Aleman. 2021. “Inclusion in Global Environmental Governance: Sustained Access, Engagement, and Influence in Decisive Spaces.” *Sustainability* 13(18): 10052. <https://doi.org/10.3390/su131810052>.
- Andelman and Bierbaum. 2025. Strengthening GEF Support for Indigenous Peoples: Issues of Governance, Project Design, Financial Access, and Livelihood Benefits. A STAP Information Note. Scientific and Technical Advisory Panel to the Global Environment Facility. Washington, DC.
- Ansell, Christopher, and Jacob Torfing. 2021. *Public Governance as Co-Creation: A Strategy for Revitalizing the Public Sector and Rejuvenating Democracy*. Cambridge Studies in Comparative Public Policy. Cambridge: Cambridge University Press. <https://doi.org/10.1017/9781108765381>.
- Arnstein, Sherry R. 1969. “A Ladder of Citizen Participation,” *Journal of the American Planning Association* 35(4): 216-224. <https://doi.org/10.1080/01944366908977225>.
- Aron, Elisa, Iokiñe Rodríguez, Valeria Arza, Francisco Herrera, and Myriam Sanchez. 2011. *Innovation, Sustainability, Development and Social Inclusion: Lessons from Latin America*. STEPS Centre. <https://ri.conicet.gov.ar/handle/11336/239922>.
- Asari, Eva Maria. n.d. “Inform, Consult, Involve, Collaborate, Empower.” INTOSAI Journal (blog). Accessed May 2, 2025. <https://www.intosaijournal.org/journal-entry/inform-consult-involve-collaborate-empower/>.
- Asian Development Bank (ADB). 2024. Evaluation of ADB’s Support for Accelerating Progress in Gender Equality. Independent Evaluation Department. [https://www.adb.org/sites/default/files/Evaluation%20Document/937836/files/te\\_gender-equality.pdf](https://www.adb.org/sites/default/files/Evaluation%20Document/937836/files/te_gender-equality.pdf)
- Barracough, Alicia Donnellan, Melina Sakiyama, Lisen Schultz, and Inger Elisabeth Måren. 2021. “Stewards of the Future: Accompanying the Rising Tide of Young Voices by Setting Youth-Inclusive Research Agendas in Sustainability Research.” *Sustainable Earth* 4 (1): 2. <https://doi.org/10.1186/s42055-021-00041-w>.
- Beattie, Madeline, Julia E. Fa, Ian Leiper, Álvaro Fernández-Llamazares, Kerstin K. Zander, and Stephen T. Garnett. 2023. “Even after Armed Conflict, the Environmental Quality of Indigenous Peoples’ Lands in Biodiversity Hotspots Surpasses That of Non-Indigenous Lands.” *Biological Conservation* 286 (October): 110288. <https://doi.org/10.1016/j.biocon.2023.110288>.
- Becvarik, Z. A., L. V. White, and A. Lal. 2024. “The Health and Wellbeing Co-Benefits of Policies and Programs to Address Climate Change in Urban Areas: A Scoping Review.” *Environmental Research Letters* 19 (11): 113001. <https://doi.org/10.1088/1748-9326/ad78ef>
- Ćerimović, Emina. 2023. “At Risk and Overlooked: Children with Disabilities and Armed Conflict.” *International Review of the Red Cross* 105 (922): 192–216. <https://doi.org/10.1017/S181638312200087X>.

- CDC. n.d. "Disability and Health Overview." CDC.  
[https://www.cdc.gov/ncbddd/disabilityandhealth/disability.html#:~:text=What%20is%20disability%3F,arouund%20them%20\(participation%20restrictions\).](https://www.cdc.gov/ncbddd/disabilityandhealth/disability.html#:~:text=What%20is%20disability%3F,arouund%20them%20(participation%20restrictions).)
- Clinical and Translational Science Awards Consortium Community Engagement Key Function Committee Task Force on the Principles of Community Engagement. 2011. *Principles of Community Engagement Second Edition*. NIH Publication No. 11-7782.
- Cohen, Brett, Annette Cowie, Mustafa Babiker, Adrian Leip, and Pete Smith. 2021. "Co-Benefits and Trade-Offs of Climate Change Mitigation Actions and the Sustainable Development Goals." *Sustainable Production and Consumption* 26 (April):805–13.  
<https://doi.org/10.1016/j.spc.2020.12.034>.
- Colfer, Carol J. Pierce, Resources for the Future, Inc, and Center for International Forestry Research, eds. 2005. *The Equitable Forest: Diversity, Community, and Resource Management*. Washington, DC: Resources for the Future [u.a.].
- Cortez, Clifton, Rana, Trishna R., Nasir, Rudaba Zehra; Arzinos, and John Ioannis. 2023. "Sexual Orientation and Gender Identity (SOGI) Inclusion and Gender Equality. Gender Thematic Policy Notes." Washington, DC:World Bank. <http://hdl.handle.net/10986/40384> License: CC BY-NC 3.0 IGO.
- Daskin, Joshua H., and Robert M. Pringle. 2018. "Warfare and Wildlife Declines in Africa's Protected Areas." *Nature* 553 (7688): 328–32. <https://doi.org/10.1038/nature25194>.
- Dawson, Neil M., Brendan Coolsaet, Eleanor J. Sterling, Robin Loveridge, Nicole D Gross-Camp, Supin Wongbusarakum, Kamaljit K. Sangha, et al. 2021. "The Role of Indigenous Peoples and Local Communities in Effective and Equitable Conservation." *Ecology and Society* 26 (3): art19.  
<https://doi.org/10.5751/ES12625-260319>.
- Derak, Mchich, Jordi Cortina, Lahcen Taiqui, and Antonio Aledo. 2017. "A Proposed Framework for Participatory Forest Restoration in Semi-arid Areas of North Africa." *Restoration Ecology* 25 (S2): S29–S38. <https://doi.org/10.1111/rec.12486>.
- De Vente, J., M. S. Reed, L. C. Stringer, S. Valente, and J. Newig. 2016. "How Does the Context and Design of Participatory Decision-Making Processes Affect Their Outcomes? Evidence from Sustainable Land Management in Global Drylands." *Ecology and Society* 21 (2): 24.  
<https://doi.org/10.5751/ES-08053-210224>
- Dillard, Jesse, Veronica Dujon, and Eileen M. Brennan. 2013. "Introduction to Social Sustainability: A Multilevel Approach to Social Inclusion." In *Social Sustainability*. Routledge.
- Di Maddaloni, Francesco, and Kate Davis. 2024. "Fostering Project Social Sustainability through Stakeholder Inclusion." In Gilbert Silvius and Martina Huemann (eds.), *Research Handbook on Sustainable Project Management*, 114-131. Routledge.  
<https://www.elgaronline.com/edcollchap/book/9781800885455/book-part-9781800885455-17.xml>.
- Drake, Anna. 2021. *Activism, Inclusion, and the Challenges of Deliberative Democracy*. UBC Press.
- Dunphy, Niall P., Breffní Lennon, Alexandra Revez, and Bin Bin J. Pearce. 2025. "Participation and Energy Citizenship." In Niall P. Dunphy, Breffní Lennon, Alexandra Revez, and Bin Bin J. Pearce (eds.), *Energy Citizenship: Envisioning Citizens' Participation in the Energy System*, 67–95. Cham: Springer Nature Switzerland. [https://doi.org/10.1007/978-3-031-70153-5\\_4](https://doi.org/10.1007/978-3-031-70153-5_4).

- FAO (Food and Agriculture Organization of the United Nations). 2025. "FAO Framework on Inclusion." FAO: Rome, Italy. <https://openknowledge.fao.org/handle/20.500.14283/cd3861en>.
- Farzaneh, Hooman, Eric Zusman, and Yeora Chae (eds.). 2021. *Aligning Climate Change and Sustainable Development Policies in Asia*. Singapore: Springer Singapore Pte. Limited.
- Fox, Jonathan A. 2015. "Social Accountability: What Does the Evidence Really Say?" *World Development* 72 (August):346–61. <https://doi.org/10.1016/j.worlddev.2015.03.011>
- Fuchs, Christian, Regina Bernhaupt, Christiana Hartwig, and Mark A. M. Kramer. 2006. "Broadening eParticipation: Rethinking ICTs and Participation." ICT&S Center, Research Paper No.2.
- Gaskin, Cadeyrn J., Davina Taylor, Susan Kinnear, Julie Mann, Wendy Hillman, and Monica Moran. 2017. "Factors Associated with the Climate Change Vulnerability and the Adaptive Capacity of People with Disability: A Systematic Review." *Weather, Climate, and Society* 9 (4): 801–14. <https://doi.org/10.1175/WCAS-D-16-0126.1>.
- Garnett, Stephen T., Neil D. Burgess, Julia E. Fa, Álvaro Fernández-Llamazares, Zsolt Molnár, Cathy J. Robinson, James EM Watson et al. "A spatial overview of the global importance of Indigenous lands for conservation." *Nature Sustainability* 1, no. 7 (2018): 369-374.
- GEF. 2012. "Principles and Guidelines for Engagement with Indigenous Peoples." GEF/C.42/Inf.03/Rev.1. [https://www.thegef.org/sites/default/files/council-meeting-documents/C.42.Inf\\_03.Rev\\_1\\_Principles\\_and\\_Guideline\\_for\\_Engagement\\_with\\_Indigenous\\_Peoples.Sept\\_10%2C\\_2012.pdf](https://www.thegef.org/sites/default/files/council-meeting-documents/C.42.Inf_03.Rev_1_Principles_and_Guideline_for_Engagement_with_Indigenous_Peoples.Sept_10%2C_2012.pdf)
- . 2017a. "Policy on Gender Equality." GEF/C.53/04. [https://www.thegef.org/sites/default/files/councilmeeting-documents/EN\\_GEF.C.53.04\\_Gender\\_Policy.pdf](https://www.thegef.org/sites/default/files/councilmeeting-documents/EN_GEF.C.53.04_Gender_Policy.pdf).
- . 2017b. "Policy on Stakeholder Engagement." C53. Washington D.C. [https://www.thegef.org/sites/default/files/documents/Stakeholder\\_Engagement\\_Policy\\_0.pdf](https://www.thegef.org/sites/default/files/documents/Stakeholder_Engagement_Policy_0.pdf)
- . 2018a. "GEF Gender Implementation Strategy." GEF/C.54/06. [https://www.thegef.org/sites/default/files/council-meetingdocuments/EN\\_GEF.C.54.06\\_Gender\\_Strategy\\_1.pdf](https://www.thegef.org/sites/default/files/council-meetingdocuments/EN_GEF.C.54.06_Gender_Strategy_1.pdf)
- . 2018b. "Guidance to Advance Gender Equality in GEF Projects and Programs." [https://www.thegef.org/sites/default/files/publications/GEF\\_GenderGuidelines\\_Dec2018\\_CRA\\_web.pdf](https://www.thegef.org/sites/default/files/publications/GEF_GenderGuidelines_Dec2018_CRA_web.pdf)
- . 2019. "Policy on Environmental and Social Safeguards." [https://www.thegef.org/sites/default/files/documents/gef\\_environmental\\_social\\_safeguards\\_policy.pdf](https://www.thegef.org/sites/default/files/documents/gef_environmental_social_safeguards_policy.pdf)
- . 2022. "GEF-7 Corporate Scorecard." [https://www.thegef.org/sites/default/files/documents/2022-06/GEF\\_Corporate\\_Scorecard\\_June\\_2022.pdf](https://www.thegef.org/sites/default/files/documents/2022-06/GEF_Corporate_Scorecard_June_2022.pdf)
- . 2023a. "Gap Analysis of GEF Policies and Key Social Inclusion Issues." GEF/C.66/10. Washington D.C., USA. [https://www.thegef.org/sites/default/files/documents/2023-06/EN\\_GEF\\_C.64\\_Inf.12\\_Gap%20Analysis%20of%20GEF%20Policies%20and%20Key%20Social%20Inclusion%20Issues\\_0.pdf](https://www.thegef.org/sites/default/files/documents/2023-06/EN_GEF_C.64_Inf.12_Gap%20Analysis%20of%20GEF%20Policies%20and%20Key%20Social%20Inclusion%20Issues_0.pdf)
- . 2023b. "Programming Directions for the Global Biodiversity Framework Fund." GEF/C.64/06/Rev.02. Washington D.C., USA.

- [https://www.thegef.org/sites/default/files/documents/2023-09/EN\\_GEF.C.64.06.Rev\\_02\\_GBF\\_Fund\\_Programming\\_Directions.pdf](https://www.thegef.org/sites/default/files/documents/2023-09/EN_GEF.C.64.06.Rev_02_GBF_Fund_Programming_Directions.pdf)
- . 2023c. “Winners of Inclusive GEF Assembly Challenge Program announced in Vancouver.” <https://www.thegef.org/newsroom/press-releases/winners-inclusive-gef-assembly-challenge-program-announced-vancouver>
- . 2024a. “GEF Council provides funding boost for pollution and other priorities, kicks off ninth replenishment.” <https://www.thegef.org/newsroom/press-releases/gef-council-provides-funding-boost-pollution-and-other-priorities-kicks>
- . 2024b. “GEF Risk Appetite.” GEF/C.66/13. [https://www.thegef.org/sites/default/files/documents/2024-01/EN\\_GEF.C.66.13\\_GEF\\_Risk\\_Appetite.pdf](https://www.thegef.org/sites/default/files/documents/2024-01/EN_GEF.C.66.13_GEF_Risk_Appetite.pdf)
- . 2024c. “GEF-8 Scorecard.” [https://www.thegef.org/sites/default/files/documents/2024-12/GEFScorecard\\_Dec%202024\\_12.11.2024.pdf](https://www.thegef.org/sites/default/files/documents/2024-12/GEFScorecard_Dec%202024_12.11.2024.pdf)
- . 2024d. “Guidance Note on Fragile and Conflict-Affected Situations.” [https://www.thegef.org/sites/default/files/documents/2024-11/Guidance%20Note%20on%20Fragile%20and%20Conflict-Affected%20Situations\\_2024.pdf](https://www.thegef.org/sites/default/files/documents/2024-11/Guidance%20Note%20on%20Fragile%20and%20Conflict-Affected%20Situations_2024.pdf)
- . 2024e. “How Conservation Trust Funds are Driving Progress for Nature.” [https://www.thegef.org/sites/default/files/documents/2024-10/GEF\\_Conservation%20Trust%20Fund%20f300dpi%2010.28.24.pdf](https://www.thegef.org/sites/default/files/documents/2024-10/GEF_Conservation%20Trust%20Fund%20f300dpi%2010.28.24.pdf)
- . 2024f. “Streamlining the GEF Project Cycle: Report from the Working Group on the Streamlining Process.” GEF/C.68/05/Rev.01. [https://www.thegef.org/sites/default/files/documents/2024-12/EN\\_GEF.68.05\\_Rev.01\\_Streamlining%20the%20GEF%20Project%20Cycle\\_0.pdf](https://www.thegef.org/sites/default/files/documents/2024-12/EN_GEF.68.05_Rev.01_Streamlining%20the%20GEF%20Project%20Cycle_0.pdf)
- . 2024g. “The Small Grants Programme Results Report 2023-2024.” [https://www.thegef.org/sites/default/files/documents/2024-12/2024\\_AMR\\_Infographic\\_FINAL.pdf](https://www.thegef.org/sites/default/files/documents/2024-12/2024_AMR_Infographic_FINAL.pdf)
- . 2025a. “Annual Report on Grievance Cases Involving GEF-Funded Projects.” GEF/C.70/Inf.11. [https://www.thegef.org/sites/default/files/documents/2025-11/EN\\_GEF.C.70.Inf\\_11\\_Annual%20Report%20on%20Grievance%20Cases%20Involving%20GEF-Funded%20Projects.pdf](https://www.thegef.org/sites/default/files/documents/2025-11/EN_GEF.C.70.Inf_11_Annual%20Report%20on%20Grievance%20Cases%20Involving%20GEF-Funded%20Projects.pdf)
- . 2025b. “First Meeting for the Ninth Replenishment of the GEF Trust Fund.” GEF/R.9/05. [https://www.thegef.org/sites/default/files/documents/2025-04/GEF.R.9.05-%20Draft%20GEF-9%20Strategic%20Positioning%20and%20Programming%20Directions\\_0.pdf](https://www.thegef.org/sites/default/files/documents/2025-04/GEF.R.9.05-%20Draft%20GEF-9%20Strategic%20Positioning%20and%20Programming%20Directions_0.pdf)
- . 2025c. “GEF Council approves innovative work program.” <https://www.thegef.org/newsroom/news/gef-council-approves-innovative-work-program>
- . 2025d. “Indigenous stewardship and leadership at the heart of new project in Brazil.” [https://www.thegef.org/newsroom/news/indigenous-stewardship-and-leadership-heart-new-project-brazil?utm\\_source=Master+List&utm\\_campaign=c32ec0f345-EMAIL\\_CAMPAIGN\\_2025\\_03\\_20\\_05\\_30&utm\\_medium=email&utm\\_term=0\\_-c32ec0f345-128126251](https://www.thegef.org/newsroom/news/indigenous-stewardship-and-leadership-heart-new-project-brazil?utm_source=Master+List&utm_campaign=c32ec0f345-EMAIL_CAMPAIGN_2025_03_20_05_30&utm_medium=email&utm_term=0_-c32ec0f345-128126251)

- . 2025e. “Progress Report on Advancing Gender Equality and Women’s Empowerment.”  
[https://www.thegef.org/sites/default/files/documents/2025-11/EN.GEF.C.70.Inf.07\\_Progress%20Report%20Gender%20%282%29.pdf](https://www.thegef.org/sites/default/files/documents/2025-11/EN.GEF.C.70.Inf.07_Progress%20Report%20Gender%20%282%29.pdf)
- . 2025f. “Policy Directions for GEF-9”  
[https://www.thegef.org/sites/default/files/documents/2025-12/GEF.R.9.13\\_%20Policy%20Directions%20for%20GEF-9.pdf](https://www.thegef.org/sites/default/files/documents/2025-12/GEF.R.9.13_%20Policy%20Directions%20for%20GEF-9.pdf)
- . 2025g. “Guidelines on Actions by Indigenous Peoples and Local Communities.”  
[https://www.thegef.org/sites/default/files/documents/2025-12/EN\\_GEF.GBFF.C.05.Inf.04\\_Guidelines%20on%20Actions%20by%20IPLCs.pdf](https://www.thegef.org/sites/default/files/documents/2025-12/EN_GEF.GBFF.C.05.Inf.04_Guidelines%20on%20Actions%20by%20IPLCs.pdf)
- . 2025h. “GEF-9 Programming Directions.”  
[https://www.thegef.org/sites/default/files/documents/2025-12/GEF.R.9.12\\_%20Programming%20Directions.pdf](https://www.thegef.org/sites/default/files/documents/2025-12/GEF.R.9.12_%20Programming%20Directions.pdf)
- GEF IEO. 2016. “Evaluation of the GEF-Civil Society Organization (CSO) Network.” Evaluation Report. No. 108. <https://www.gefio.org/content/dam/partners/ieo/docs/mgr/eval/cso-network-2016-vol1.pdf>
- . 2018a. “Evaluation of GEF Engagement with Indigenous Peoples.” Evaluation Report. No. 119. <https://www.gefio.org/sites/default/files/documents/evaluations/indigenous-peoples-2017.pdf>
- . 2018b. “Evaluation of Gender Mainstreaming in the GEF.” Evaluation Report. No. 118. <https://www.gefio.org/content/dam/partners/ieo/docs/mgr/eval/gender-study-2017.pdf>
- . 2018c. “Review of the GEF Policy on Agency Minimum Standards on Environmental and Social Safeguards.” Evaluation Report No. 116. <https://www.gefio.org/content/dam/partners/ieo/docs/mgr/eval/safeguards.pdf>
- . 2020. Evaluation of GEF Engagement in Fragile and Conflict-Affected Situations. <https://www.gefio.org/content/dam/partners/ieo/docs/mgr/support-docs/fragility-2020-approach-paper.pdf>
- and UNDP IEO. 2021. Third Joint GEF-UNDP Evaluation of the Small Grants Programme. <https://www.gefio.org/content/dam/partners/ieo/docs/mgr/eval/sgp-2021.pdf>
- . 2022a. “GEF Institutional Policies and Engagement.” Evaluation Report No. 150. <https://www.gefio.org/en/types/evaluations/gef-policies-2020>
- . 2022b. “Seventh Comprehensive Evaluation of the GEF: Working Toward a Greener Global.” <https://www.gefio.org/content/dam/partners/ieo/docs/mgr/eval/ops7.pdf>
- . 2024a. “Annual Report on Grievance Cases Involving GEF-Funded Projects.” GEF/C.68/Inf.11. <https://www.thegef.org/sites/default/files/documents/2024-11/EN%20GEF%20C68%20Inf11%20-%20Annual%20Report%20on%20Grievance%20Cases%20Involving%20GEF-funded%20Projects%20-%20November%2018%202024.pdf>
- . 2024b. “Assessing Inclusion of Marginalized Groups in GEF-Supported Projects, with Attention to Fragile and Conflict-Affected Situations Approach Paper.” <https://www.gefio.org/content/dam/partners/ieo/docs/mgr/support-docs/inclusion-2024-approach-paper.pdf>
- . 2024c. “Evaluation of Community Based Approaches (CBA) at the GEF.”

- <https://www.gefio.org/en/types/evaluations/community-based-approaches>
- . 2024d. "IEO Evaluation Update."  
<https://www.thegef.org/sites/default/files/documents/2024-02/IEO.pdf>
- . 2024e. "Report on GEF Support in Fragile and Conflict-Affected Situations." Evaluation Report No. 151. <https://www.gefio.org/evaluations/fragility-2020>.
- . 2025a. "Evaluating the Transition to Small Grants Programme 2.0." GEF/E/C.70/Inf 01.  
[https://www.thegef.org/sites/default/files/documents/2025-11/EN\\_GEF\\_%20E\\_C.70\\_SGP\\_report\\_Final\\_0.pdf](https://www.thegef.org/sites/default/files/documents/2025-11/EN_GEF_%20E_C.70_SGP_report_Final_0.pdf)
- . 2025b. "Evaluation of GEF Food Systems Programs." GEF/E/C.70/02.  
<https://www.gefio.org/content/dam/partners/ieo/docs/mgr/cncl/EN-GEF-E-C70-02-Food-Systems-Final-Nov-18.pdf>
- . 2025c. "Evaluation of GEF Support for Technological Innovation." GEF/E/C.70/Inf.02.  
[https://www.thegef.org/sites/default/files/documents/2025-11/GEF\\_IEO\\_technological\\_innovation\\_Final\\_Nov19\\_2025.pdf](https://www.thegef.org/sites/default/files/documents/2025-11/GEF_IEO_technological_innovation_Final_Nov19_2025.pdf)
- . 2025d. "Evaluation of the Socioeconomic Co-Benefits of GEF-Funded Interventions." GEF/E/C.69/03. [https://www.thegef.org/sites/default/files/documents/2025-05/EN\\_GEF\\_C69\\_E\\_03\\_IEO\\_Eval\\_of\\_SocioEco\\_Cobenefits\\_of\\_GEF1.pdf](https://www.thegef.org/sites/default/files/documents/2025-05/EN_GEF_C69_E_03_IEO_Eval_of_SocioEco_Cobenefits_of_GEF1.pdf)
- . 2025e. "Integration for Greater Impact: Eighth Comprehensive Evaluation of the GEF."  
<https://www.gefio.org/content/dam/partners/ieo/docs/mgr/cncl/GEF-E-C70-01-OPS8.pdf>
- Green Climate Fund Independent Evaluation Unit. 2025. "Independent Evaluation of the Green Climate Fund's Approach to Indigenous Peoples."  
[https://ieu.greenclimate.fund/sites/default/files/document/250221-ips-final-report-top-web\\_0.pdf](https://ieu.greenclimate.fund/sites/default/files/document/250221-ips-final-report-top-web_0.pdf)
- Hanson, Thor, Thomas M. Brooks, Gustavo A. B. Da Fonseca, Michael Hoffmann, John F. Lamoreux, Gary Machlis, Cristina G. Mittermeier, Russell A. Mittermeier, and John D. Pilgrim. 2009. "Warfare in Biodiversity Hotspots." *Conservation Biology* 23 (3): 578–87. <https://doi.org/10.1111/j.1523-1739.2009.01166.x>.
- Huda, Mirza Sadaqat. 2021. "An ecological response to ethno-nationalistic populism: grassroots environmental peacebuilding in south Asia." *International Affairs*, Volume 97, Issue 1, Pages 119–138, <https://doi.org/10.1093/ia/iiaa176>
- IAP2 (International Association for Public Participation) International Federation. 2018. "IAP2 Public Participation Spectrum." <https://iap2.org.au/resources/spectrum/>.
- Ide, Tobias, Carl Bruch, Alexander Carius, Ken Conca, Geoffrey D Dabelko, Richard Matthew, and Erika Weinthal. 2021. "The Past and Future(s) of Environmental Peacebuilding." *International Affairs*, Volume 97, Issue 1, January 2021, Pages 1–16, <https://doi.org/10.1093/ia/iiaa177>
- Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). 2020. "Summary For Policymakers of the IPBES Global Assessment Report on Biodiversity and Ecosystem Services." [https://files.ipbes.net/ipbes-web-prod-public-files/2020-02/ipbes\\_global\\_assessment\\_report\\_summary\\_for\\_policymakers\\_en.pdf](https://files.ipbes.net/ipbes-web-prod-public-files/2020-02/ipbes_global_assessment_report_summary_for_policymakers_en.pdf)
- International Association for Public Participation (IAP2). n.d. "Public Participation Spectrum." [IAP2 IAP2 Public Participation Spectrum - IAP2 Australasia](https://iap2.org.au/resources/spectrum/).
- IUCN. 2024. "New GEF program will scale up environmental solutions from youth, women, and

- Indigenous People.” <https://www.thegef.org/newsroom/press-releases/gef-council-provides-funding-boost-pollution-and-other-priorities-kicks>
- Jensen, David, and Silja Halle, eds. 2013. *Women and Natural Resources: Unlocking the Peacebuilding Potential*. Nairobi, Kenya: UNEP, UN Women, PBSO, and UNDP.  
<https://www.unep.org/resources/report/women-and-natural-resources-unlocking-peacebuilding-potential>
- Keeyes, Lynn A., and Martina Huemann. 2017. “Project Benefits Co-Creation: Shaping Sustainable Development Benefits.” *International Journal of Project Management* 35 (6): 1196–1212.  
<https://doi.org/10.1016/j.ijproman.2017.02.008>.
- Kelly, Rachel, Laura G. Elsler, Andrei Polejack, Sander Van Der Linden, Kajsa Tönnesson, Sarah E. Schoedinger, Francesca Santoro, et al. 2022. “Empowering Young People with Climate and Ocean Science: Five Strategies for Adults to Consider.” *One Earth* 5 (8): 861–74.  
<https://doi.org/10.1016/j.oneear.2022.07.007>.
- Last, Suzan. 2019. “5.5 Stakeholder Engagement and Consultation.”  
<https://ua.pressbooks.pub/technicalwritingessentials/chapter/stakeholderengagement/>.
- Lee, So-Young. 2021. “Creating Social Co-Benefits for Sustainable and Just Society.” In Hooman Farzaneh, Eric Zusman, and Yeora Chae (eds.), *Aligning Climate Change and Sustainable Development Policies in Asia*, 149–61. Singapore: Springer. [https://doi.org/10.1007/978-981-16-0135-4\\_9](https://doi.org/10.1007/978-981-16-0135-4_9).
- Leisher, Craig, Gheda Temsah, Francesca Booker, Michael Day, Leah Samberg, Debra Prosnitz, Bina Agarwal, et al. 2016. “Does the Gender Composition of Forest and Fishery Management Groups Affect Resource Governance and Conservation Outcomes? A Systematic Map.” *Environmental Evidence* 5 (1): 6. <https://doi.org/10.1186/s13750-016-0057-8>.
- Mansuri, Ghazala, and Vijayendra Rao. 2013. *Localizing Development: Does Participation Work?* Washington, D.C: World Bank.
- Mirzoev, Tolib, Kerina I. Tull, Neil Winn, Ghazala Mir, Natalie V. King, Judy M. Wright, and Yun Yun Gong. 2022. “Systematic Review of the Role of Social Inclusion within Sustainable Urban Developments.” *International Journal of Sustainable Development & World Ecology* 29 (1): 3–17.  
<https://doi.org/10.1080/13504509.2021.1918793>.
- Nwachi, Louis. 2021. “Relationship between Participation and Social Inclusion.” *Open Journal of Social Sciences* 9 (10): 46–77. <https://doi.org/10.4236/jss.2021.910004>.
- OECD. 2022 *States of Fragility 2020*. <https://doi.org/10.1787/ba7c22e7-en>.
- OECD. 2025 *States of Fragility 2025*  
[https://www.oecd.org/content/dam/oecd/en/publications/reports/2025/02/states-of-fragility-2025\\_c9080496/81982370-en.pdf](https://www.oecd.org/content/dam/oecd/en/publications/reports/2025/02/states-of-fragility-2025_c9080496/81982370-en.pdf).
- Oliveira, Rita Vasconcellos, May Thorseth, and Helge Brattebø. 2018. “The Potential of Co-Benefits in Climate Change Mitigation Strategy: An Opportunity for Environmental and Social Justice.” *Journal of Social Sciences Naresuan University* 14 (1): 14\_163-191.
- Özçatalbaş, Orhan, and Babou Sogué. 2020. “Improving Women’s Role in Agricultural Production and Food Security Promotion.” In *Gender Equality*, edited by Walter Leal Filho, Anabela Marisa Azul, Luciana Brandli, Amanda Lange Salvia, and Tony Wall, 1–14. Encyclopedia of the UN Sustainable

- Development Goals. Cham: Springer International Publishing. [https://doi.org/10.1007/978-3-319-70060-1\\_77-1](https://doi.org/10.1007/978-3-319-70060-1_77-1).
- Pham, Ha, and Marc Saner. 2024. "Framework and Proposed Indicators for the Comprehensive Evaluation of Inclusiveness: The Case of Climate Change Adaptation." *FACETS* 9:1-15. <https://doi.org/10.1139/facets-2023-0017>.
- Pratt, Bridget, Maria Merritt, and Adnan A. Hyder. 2016. "Towards Deep Inclusion for Equity-Oriented Health Research Priority-Setting: A Working Model." *Social Science & Medicine* (1982) 151 (February):215–24. <https://doi.org/10.1016/j.socscimed.2016.01.018>.
- Reed, Mark S., Steven Vella, Edward Challies, Joris De Vente, Lynne Frewer, Daniela Hohenwallner-Ries, Tobias Huber, et al. 2018. "A Theory of Participation: What Makes Stakeholder and Public Engagement in Environmental Management Work?" *Restoration Ecology* 26 (S1). <https://doi.org/10.1111/rec.12541>.
- Salvatore, Chiara, and Gregor Wolbring. 2022. "Coverage of Disabled People in Environmental-Education-Focused Academic Literature." *Sustainability* 14 (3): 1211. <https://doi.org/10.3390/su14031211>
- Scheidel, Arnim, Álvaro Fernández-Llamazares, Anju Helen Bara, Daniela Del Bene, Dominique M. David-Chavez, Eleonora Fanari, Ibrahim Garba, et al. 2023. "Global Impacts of Extractive and Industrial Development Projects on Indigenous Peoples' Lifeways, Lands, and Rights." *Science Advances* 9 (23): eade9557. <https://doi.org/10.1126/sciadv.ade9557>.
- SDG Resource Centre. "Physical Disability." n.d. <https://sdgresources.relx.com/physical-disability>
- Smith, Pete, Katherine Calvin, Johnson Nkem, Donovan Campbell, Francesco Cherubini, Giacomo Grassi, Vladimir Korotkov, et al. 2020. "Which Practices Co-deliver Food Security, Climate Change Mitigation and Adaptation, and Combat Land Degradation and Desertification?" *Global Change Biology* 26 (3): 1532–75. <https://doi.org/10.1111/gcb.14878>.
- Sterling, Eleanor J., Erin Betley, Amanda Sigouin, Andres Gomez, Anne Toomey, Georgina Cullman, Cynthia Malone, Adam Pekor, Felicity Arengo, Mary Blair, Chris Filardi, Kimberley Landrigan, and Ana Luz Porzecanski. 2017. "Assessing the Evidence for Stakeholder Engagement in Biodiversity Conservation." *Biological Conservation* 209:159-171.
- Terada, Taketo. 2025. "Development of Leads to Social Inclusion Why Do Similar Projects Have Different Outcomes? A Perspective on Local Government Actors." *Policy & Governance Review* 9 (2): 160–81. <https://doi.org/10.30589/pgr.v9i2.1224>.
- Tynes, Robert, and Bryan R. Early. 2011. "Tactical Innovation and the Use of Child Soldiers in Civil Wars." APSA 2011 Annual Meeting Paper. Social Science Research Network. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1900386](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1900386).
- United Nations. 2006. "Convention on the Rights of Persons with Disabilities." A/RES/61/106. New York. <https://www.un.org/disabilities/documents/convention/convoptprot-e.pdf>.
- . 2013. "Definition of Youth." <https://www.un.org/esa/socdev/documents/youth/fact-sheets/youthdefinition.pdf>.
- . 2015. "General Assembly resolution 70/1: Transforming our world: the 2030 Agenda for Sustainable Development". A/RES/70/1/ (21 October 2015). [https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A\\_RES\\_70\\_1\\_E.pdf](https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_RES_70_1_E.pdf)

- . 2022. "Transforming our world: the 2030 Agenda for Sustainable Development."  
<https://sdgs.un.org/2030agenda>
- United Nations Environment Programme (UNEP) Evaluation Office. 2022. "Independent Evaluation of UNEP's Policy & Strategy for Gender Equality and the Environment."  
<https://wedocs.unep.org/handle/20.500.11822/40571>
- United Nations Environment Programme (UNEP) Evaluation Office. 2024. "Gender Stories: Positive experiences in gender mainstreaming: cases from projects evaluated by the Evaluation Office of UNEP."  
<https://wedocs.unep.org/bitstream/handle/20.500.11822/46387/Gender%20Stories%20from%20UNEP%2028%20June%202024.pdf?sequence=1&isAllowed=y>
- UNICEF. n.d. "How Youths Define Themselves Varies According to Their Local Contexts."  
<https://www.unicef.org/niger/how-youths-define-themselves-varies-according-their-local-contexts>.
- US EPA (U.S. Environmental Protection Agency). 2014. "Public Participation Guide: Selecting the Right Level of Public Participation." Overviews and Factsheets. March 10, 2014.  
<https://www.epa.gov/international-cooperation/public-participation-guide-selecting-right-level-public-participation>.
- . 2024. "Public Involvement Spectrum."  
<https://www.epa.gov/sites/default/files/2015-09/documents/spectrum508.pdf>.
- Wessells, Michael G. 2016. "Children and Armed Conflict: Introduction and Overview." *Peace and Conflict: Journal of Peace Psychology* 22 (3): 198–207. <https://doi.org/10.1037/pac0000176>.
- World Bank. 2023. "Addressing Gender Inequalities in Countries Affected by Fragility, Conflict and Violence: An Evaluation of the World Bank Group's Support, Independent Evaluation Group."  
<https://ieg.worldbankgroup.org/sites/default/files/Data/Evaluation/files/gender-in-FCV.pdf>
- . 2025. "Social Inclusion." <https://www.worldbank.org/en/topic/social-inclusion>
- . n.d. "The Social Inclusion Assessment Tool SiAT."  
<https://thedocs.worldbank.org/en/doc/478071540591164260-0200022018/original/SiATSocialInclusionAssessmentTool.pdf>
- Young, Iris Marion. 2002. *Inclusion and Democracy*. Oxford University Press.

### **ANNEX 3: INTERVIEWEES**

These interviews were conducted between September 2024 and June 2025.

#### **Global Environment Facility (GEF) Secretariat**

- Alope Barnwal, Senior Climate Change Specialist
- Verona Collantes, Senior Gender Specialist
- Adriana Goncalves Moreira, Lead Specialist, Partnerships
- Ikuko Matsumoto, Knowledge and Policy Officer
- Gabriella Richardson Temm, Senior Operations Officer
- Sarah Wyatt, Senior Biodiversity Specialist

#### **GEF AGENCIES**

##### **Conservation International**

- Ian Kissoon, Senior Director, Environmental and Social Framework
- Juliana Rios-Amaya, Manager, Environmental and Social Management Framework

##### **Brazilian Biodiversity Fund**

- Fabio Leite, GEF Coordinator
- Helio Hara, Head of Communications and Marketing

##### **Food and Agriculture Organization of the United Nations**

- Ydidiya Abera, Programme Officer
- Jeffrey Griffin, Senior Coordinator, FAO-GEF Unit
- Phillip Priestley, Conflict Analyst, Conflict and Peace Unit (CPU)
- Maude Veyret-Picot, Regional Lead for Africa and the Near East

##### **Foreign Economic Cooperation Office, Ministry of Environmental Protection of China**

- Wei Yan, Senior Project Manager

##### **Inter-American Development Bank**

- Gisela Ferrari, Gender and Diversity Focal Point, Climate Change Division
- Alexandra Ortega Rada, Operations Specialist, IDB-GEF Technical Coordination Team, Climate Change and Sustainable Development Sector

##### **International Union for Conservation of Nature**

- Linda Klare, Global Coordinator Environmental and Social Management System
- Debsamita Boral Rolland, Regional Portfolio Manager, Multilateral Finance
- Anshuman Saikia, Regional Portfolio Manager, Asia and Oceania

##### **United Nations Development Programme**

- Terence Hay-Edie, Programme Advisor, UNDP/GEF Small Grants Programme
- Phemo Kgomotso, Principal Technical Advisor and Global Lead for Integrated Landscape Management, Nature Hub
- Diana Salvemini, Global Technical Advisor, Local Action, Nature Hub
- Angelica Shamerina, Programme Advisor for Climate Change and Regional Focal Point (Latin America and Caribbean), GEF Small Grants Programme

#### **World Bank**

- Tracy Hart, Senior Environmental Specialist
- Clifton John Cortez, Global Adviser on Sexual Orientation and Gender Identity

#### **World Wildlife Fund**

- Heike Lingertat, Lead Specialist
- Nathalie Simoneau, Director, Gender and Social Inclusion

#### **GEF-RELATED ORGANIZATIONS**

##### **GEF Indigenous Peoples Advisory Group**

- Alisi Rabukawaqa, Deputy Chair
- Giovanni Reyes, Chair
- David Sheppard, Independent Consultant

##### **Global Biodiversity Framework Fund (Youth Observer)**

- Mega Ayu Lestari, Global Youth Biodiversity Network

##### **GEF Civil Society Organization Network**

- Arturo Arreola, Regional Focal Point - Mesoamerica
- Delfin Ganapin, Global Manager, GEF Small Grants Programme
- Mamsamba Joof, Regional Focal Point - Western Africa
- Muhammad Ameen Keryo, Regional Focal Point - South Asia
- Faizal Parish, Chair and Regional Focal Point - Southeast Asia
- Maria Leichner Reynal, Vice-Chair

#### **OTHER**

##### **Green Climate Fund**

- Jennifer Rubis, Indigenous Peoples Specialist

Additional annexes available upon publication