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GEF Support to Sustainable Forest Management



GEF Support to Sustainable Forest Management

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Foreword

Forests are essential to life on our planet, and the role of forests is prioritized in a large and increasingly coherent set of international environmental and development agreements for their role in livelihood security, biodiversity conservation, and addressing climate change.

As a financial mechanism for the three Rio conventions on biodiversity, climate change, and land degradation and desertification, forests have been central to the Global Environment Facility's (GEF's) work. The GEF has supported sustainable forest management (SFM) for almost 30 years. Although the focus of this support has been diverse and has evolved, GEF SFM strategies have consistent goals of forest protection, restoration, sustainable use, and international cooperation.

This evaluation was the first comprehensive evaluation of GEF support to SFM; it aimed to understand the policy, governance, and practice of SFM and its impact on forests, forest-related environmental services, forest-dependent people, and economies.

The evaluation assessed the results of the GEF's diverse portfolio of SFM activities and provides strategic insights for future forest-related interventions. It covered the 30-year span from the GEF pilot phase to GEF-7 and offers useful lessons for future GEF investments in SFM.

The evaluation was presented to the GEF Council in May 2022. The Council took note of its conclusions and endorsed its recommendations. Through this report, the GEF IEO intends to share the lessons from the evaluation with a wider audience.



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Anupam Anand, Senior Evaluation Officer in the Global Environment Facility Independent Evaluation Office (GEF IEO), led this evaluation. The core team consisted of Peixuan Zhou, Evaluation Analyst, GEF IEO; and expert consultants from the International Institute for Environment and Development (IIED).

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The GEF IEO is grateful to all these individuals and institutions for their contributions. The final responsibility for this report remains firmly with the Office.

Abbreviations

ARPA	Amazon Region Protected Areas	PIF	project identification form
ASL	Amazon Sustainable Landscapes	PNGATI	National Plan for Environmental and Territorial Management in Indigenous Lands
CBD	Convention on Biological Diversity	REDD	reducing emissions from deforestation and forest degradation
CEO	Chief Executive Officer	REDD+	reducing emissions from deforestation and forest degradation, plus the sustainable management of forests, and the conservation and enhancement of forest carbon stocks
CO ₂	carbon dioxide	SDG	Sustainable Development Goal
FAO	Food and Agriculture Organization of the United Nations	SFM	sustainable forest management
FLEGT	Forest Law Enforcement, Governance and Trade Action Plan	SIDS	small island developing states
FOLUR	Food Systems, Land Use, and Restoration	tCO ₂ e	tons of carbon dioxide equivalent
FUNBIO	Brazilian Biodiversity Fund (Fundo Brasileiro para a Biodiversidade)	UN	United Nations
GATI	Indigenous Environmental and Territorial Management Project	UNDP	United Nations Development Programme
GEF	Global Environment Facility	UNEP	United Nations Environment Programme
Gt	gigaton	UNFF	United Nations Forum on Forests
ha	hectare		
IEO	Independent Evaluation Office		
IUCN	International Union for the Conservation of Nature		
km	kilometer		
M&E	monitoring and evaluation		
MEA	multilateral environmental agreement		
NGO	nongovernmental organization		
OECD DAC	Organisation for Economic Co-operation and Development Development Assistance Committee		

GEF replenishment periods

Pilot phase: 1991–94	GEF-5: 2010–14
GEF-1: 1995–98	GEF-6: 2014–18
GEF-2: 1999–2002	GEF-7: 2018–22
GEF-3: 2003–06	GEF-8: 2022–26
GEF-4: 2006–10	

Executive summary

The Global Environment Facility (GEF) has supported sustainable forest management (SFM) for almost 30 years. This is the first comprehensive evaluation of GEF support to SFM; it assesses the outcomes and performance of the GEF's diverse portfolio of SFM activities and provides strategic insights and lessons for future forest-related interventions. It covers the entire span from the pilot phase to GEF-7 and offers useful pointers for GEF-8.

SFM is vital in several regards:

- **Biodiversity conservation.** Forests host 60 percent of vascular plant species, 68 percent of all mammal species, 80 percent of amphibian species, and 75 percent of bird species.
- **Climate change mitigation.** Forests act as a net carbon sink of -7.6 ± 49 gigatons of carbon dioxide equivalent per year, just less than the annual emissions from transport.
- **Land degradation neutrality.** Almost all countries with land degradation neutrality targets recognize the need to increase and enhance forest cover.
- **Agricultural commodities.** Beef, soya bean, and palm oil are the main agricultural commodities driving deforestation. Over the last 30 years, 420 million hectares of forest have been

lost—the rate of permanent forest loss in primary forests remaining unchecked during that period.

Over the years, the GEF has supported 640 SFM projects with a value of \$3.654 billion. The portfolio covers a wide diversity of geographies, implementing Agencies, focal areas, and financial values. Of these 640 projects, 314 have completed implementation (49 percent), 138 are under implementation (22 percent), and 188 are still in the pipeline (29 percent). The median grant size is \$4.58 million; the largest grant made is \$60.33 million. GEF-7 has the largest proportion of SFM projects (25 percent) and funds (26 percent), and Latin America and the Caribbean is the region that has received the most grants (28 percent) and funds (34 percent). The World Bank, the United Nations Development Programme, and the Food and Agriculture Organization of the United Nations have received the greatest proportion of SFM funds (with 35 percent, 28 percent, and 11 percent, respectively), and the largest share of projects (28 percent, 34 percent, and 12 percent, respectively).

The primary evidence for this evaluation was provided by the 243 terminal evaluations that have been produced to date from 314 completed

projects. These completed terminal evaluations were the basis for a detailed portfolio analysis; this information was supplemented by key informant interviews addressing all projects and SFM strategy and case studies in two key biomes, the Amazon and the Congo Basin. A framework of evaluative questions was developed to guide each of these evaluation activities and their synthesis, drawing on the experience of several other GEF evaluations relevant to SFM.

FINDINGS

The following aggregate positive contributions of the GEF's SFM portfolio have been identified:

- **Protecting forests.** GEF support contributed to at least 78 million ha of forests coming under new protected area status and/or improved protected area management.
- **Restoring forest landscapes.** GEF support helped restore at least 1.9 million ha of forests.
- **Environmental security.** Forty-one percent of GEF SFM projects achieved notable biodiversity gains, with gains in soil and water conservation and other protective functions in 25 percent of projects.
- **Economic gains.** Twenty-four percent of SFM projects together created at least 139,300 new formal jobs, with local community income increases also reported for 55 percent of all projects.
- **Empowerment and equity.** Significant community empowerment was identified by terminal evaluations in 55 percent of projects, and improved gender equity in 37 percent.
- **Policy, institutions, and capacity.** Twenty-one percent of projects were identified by terminal evaluations as achieving transformative (deep, systemic, and lasting) change. Moreover, 75 percent of projects were evaluated to have been well aligned with

government priorities and 11 percent to be partially aligned.

Evaluation of the 243 projects with terminal evaluations was not extrapolated to all 640 SFM projects, although key informant interviews indicate promising results from other GEF SFM projects, especially recently. There were variation and inconsistencies across terminal evaluations, with some barely touching on likely results areas, and using differing evaluation methodologies and metrics that did not allow aggregation of results beyond area data and numbers of beneficiaries. All of this suggests that the above estimate of portfolio results is conservative.

Overall, the routinely assessed **performance rating** of GEF SFM projects was very similar to the entire GEF project portfolio average across all GEF replenishment periods. The outcomes of 81.2 percent of SFM projects are rated in the satisfactory range, with 57.6 percent of projects likely to sustain their outcomes. Sixty-five percent of the SFM projects received scores in the satisfactory range for monitoring and evaluation (M&E) design and slightly higher (nearly 69 percent) for M&E implementation; this is comparable to the GEF portfolio as a whole.

The GEF's SFM portfolio has become increasingly **relevant** over time where it has become focused on the major forest assets (biomes) and main threats (drivers of deforestation) that are central to achieving the multilateral environmental agreements as well as most countries' sustainable development priorities. Relevance is reduced where lengthy delays between project design and implementation hamper adjustment to rapid changes in political and economic drivers of deforestation, project modalities do not adequately reach or empower local stakeholders' organizations across contested lands, and/or important forest types are "left behind."

Coherence is high where GEF has emphasized a best fit with, and steady support of, government SFM capacity and where it has continually improved integration of multilateral environmental agreement aims with locally valued socioeconomic benefits. Such integration has been limited by the lack of a clear and coherent portfolio-wide SFM strategy and/or theory of change that differentiates between regions and forest types.

The GEF's SFM portfolio has mainly contributed to institutional and governance, financial, socioeconomic, innovation, and environmental **additionalities**. These include flexible and innovative methods, tools, and institutional arrangements; long-term capacity and new financial flows that support integrated approaches; and mobilizing local knowledge and tradition. About a fifth of evaluated projects has been transformative. However, with the lack of comprehensive terminal evaluations and the absence of postcompletion evaluations, a complete picture of GEF additionality in SFM is not yet available. In addition, several other impact areas, beyond increases in protected and restored forest area, are not well monitored and/or are difficult to aggregate at the portfolio level.

There are many examples of the GEF's SFM portfolio **effectiveness** in terms of environmental and socioeconomic outcomes, such as improved forest protection and management (63 percent) and increased income (55 percent). These examples tend to play to the strengths of the GEF Agency, engage across sectors, and work through partnerships. However, effectiveness has been more limited where little attention has been paid to political economy understanding and strategy, limited capacities, local engagement and rights insecurity, project design, and strong M&E.

All project funding sizes exhibit **good value** for money—especially in jobs created by small grants, area of forest protected and restored by medium

grants, and transformational change for larger grants. Small grants, despite their high return to the GEF's investment in securing new jobs, have too often been limited by their restricted institutional reach. Larger grants are limited by lengthy, procedural requirements that delay procurement and disbursement.

Only half of the GEF SFM project terminal evaluations indicated creation of conditions for social, institutional, and/or environmental **sustainability** beyond the project period. Sustainability is mainly associated with attention being paid to engaging with and investing in national institutions and broader policy frameworks enabling SFM, and creating and disseminating knowledge. About half of GEF SFM projects are likely to sustain their outcomes across all replenishment periods. Achieving sustainability of the GEF's SFM activities remains a challenge in the face of changing political, legal, and business environments that shape deforestation drivers. It is significantly compromised where stakeholder empowerment and capacity have been neglected—notably for indigenous peoples and local communities. Relying on a single policy or regulatory provision has been risky where commitments change over time.

The GEF's goals, guidelines, and procedures for **equity** are robust and, where SFM projects have followed them, distributional outcomes have been equitable, especially through governance and management innovations that empower marginalized groups. However, SFM projects have not always been able to address the entrenched marginalization of key indigenous peoples and local community forest stakeholders, support financially robust indigenous peoples and local community organizations, or take SFM-based small enterprises to scale.

CONCLUSIONS

Conclusion 1: The GEF is well positioned as a natural and effective integrator of many goals concerning forests. The GEF offers a way to integrate international environment and development goals related to forests, notably the multilateral environmental agreements, the Sustainable Development Goals, and governance and transparency initiatives such as the Capacity-building Initiative for Transparency. Within countries, the GEF helps manage trade-offs between international commitments and the myriad individual and collective needs and aspirations of people's livelihoods and businesses in forest-dependent areas. Within governments, the GEF's integrated approach has helped with the critical bridging of institutional silos that is needed for multi-objective SFM—supporting long-term capacity development, providing continuity of funding over periods that are far longer than those of traditional development assistance, and mainstreaming many SFM issues into policy debate and planning.

Conclusion 2: Continued support, a substantial and diverse portfolio, and extensive scope of SFM activities call for articulating a clear and visible long-term vision and theory of change for SFM. In the GEF's three decades of support to SFM, there has been an evolution of approaches which has adapted to the GEF's programming directions, the context of global policies, and donor and country priorities. Although the GEF's SFM activities and modalities have tended to become more complex and ambitious in scale, there is not yet a clear and long-term vision for SFM. The recent focus on major biomes with intact high conservation value forests (the Amazon and the Congo Basin), with additional regions included based on complementary criteria (the Commodities and Food Systems, Land Use, and Restoration Impact Programs) is a welcome change, but the lack of a clearly articulated and comprehensive long-term vision and

strategy linking GEF investments to its SFM portfolio has resulted in gaps in coverage.

While the design has improved with some impact program-wide theories of change, programs are complex and time-consuming, and their effectiveness is yet to be established. Many projects addressing critical SFM dimensions such as multiple benefits, engagement of indigenous peoples, and gender equity also exist outside the impact programs. The wide range of SFM activities in diverse governance regimes supported through both GEF projects and programs without an overarching vision makes it difficult to understand and assess the results of the GEF's SFM work in its entirety.

Conclusion 3: There have been new developments in design, but scope for improving M&E and learning remains. This evaluation has clearly demonstrated the challenges in creating an SFM portfolio post hoc and assessing its performance. Good provisions for monitoring, evaluation, and learning at the project level were identified by terminal evaluations as a positive factor in achieving SFM outcomes. But evidence shows that M&E systems often lack standardized outcome and impact indicators, with inconsistent terminal evaluations and data along key SFM dimensions—including on trade-offs and benefits that are either unavailable or not collected. At the corporate level, the core indicators in GEF-7 are an improvement, but progress is currently measured mainly by area-based indicators over short time horizons. The gaps in M&E also constrain the SFM-related learning and knowledge management necessary for uptake and dissemination. Impact programs offer improved design, and their regional platforms for lesson learning on SFM are a welcome change, but most programs are at the formative stage, requiring preparation for capacity building and partnerships, and their additionality is yet to be seen.

Conclusion 4: Managing trade-offs and maintaining benefits of SFM interventions in the longer term remains a challenge. Evidence-based frameworks to guide trade-off diagnostics, dialogues, and decision making among country stakeholders remain a rarity. Good SFM project design exists but often does not get translated into action because of national capacity and implementation challenges. Evidence shows that even when many interventions deliver short-term benefits, these suffer from weak sustainability due to both factors internal to the projects and broader contextual factors.

RECOMMENDATIONS

Recommendation 1: Develop a comprehensive, clearly articulated long-term vision and strategy for SFM. The GEF's SFM strategy has evolved and promoted the integration of focal areas into multi-focal efforts as a starting point, and after GEF-5 and GEF-6 shifted from a scattered approach to funding projects to a consolidated approach in critical biomes. The GEF should now bring these elements together in a more comprehensive, clearly articulated, and long-term strategy for SFM going forward. This strategy should include

- A clear articulation of the SFM vision and approach, alignment with conventions' objectives and priority areas, and geographical focus;
- SFM-specific theory of change;
- Guidance on definitions of terms;
- Clear criteria for inclusion in the GEF SFM portfolio; and
- Guidance on indicators and monitoring results both for the intermediate and longer term, including for environmental, socioeconomic, and policy dimensions of SFM.

Recommendation 2: Strengthen monitoring of socioeconomic co-benefits and promote learning. The GEF should clarify and use relevant SFM indicators to capture multiple SFM dimensions, improving the measurement of socioeconomic benefits where possible and consistent with project size and scope. Where feasible the use of geospatial analysis and social impact monitoring should be considered. Lessons on methodological and science innovations and broad coverage of diverse contexts of the results of SFM support could be better disseminated. Communication on the GEF's SFM work is also needed to unblock awareness and barriers to practical SFM policy and practice.

Recommendation 3: Support specific national and local priorities to manage trade-offs and maintain benefits. The GEF should support national and local organizations to strengthen capacity, improve SFM enabling conditions, and maintain SFM-related benefits and manage trade-offs. This includes promoting and strengthening forest rights and land tenure, setting minimum threshold levels of SFM project funding for indigenous peoples and local communities, considering broadening the small grants, and providing more resources for adaptive management. GEF SFM support should also help engage with broader contextual factors such as political economy issues affecting forests. In addition, the GEF should continue working with government partners and agencies to influence upstream policies on forests and identify, track, and address drivers of deforestation beyond the forest sector.

Introduction

1.1 Purpose of this evaluation

This evaluation aimed to assess the outcomes and performance of the Global Environment Facility's (GEF's) portfolio of projects in support of sustainable forest management (SFM), and to provide insights and lessons for future forest-related interventions based on evaluative evidence generated by the analysis. This evaluation, undertaken by the Independent Evaluation Office (IEO) is the first independent and comprehensive evaluation of GEF support to SFM initiatives.

After nearly three decades of forest-related GEF investments, the evaluation seeks to learn what the GEF's main results have been in terms of the **understanding, policy, governance, and practice of SFM** and its impact on forests, forest-related environmental services, forest-dependent people, and economies.

Although the focus of the work has been diverse and has evolved over time, GEF strategies have consistent goals of **forest protection, restoration, and sustainable use**. While the approach to monitoring, the issues covered, and the quality of data have also varied, this diverse portfolio offers

considerable learning about how people and nature can thrive together in forest contexts.

The evaluation is of potentially broader value, too. It offers evaluative **evidence of what has been achieved across 133 countries** that could be mainstreamed into future policy and practice. There is increasing international demand for greater action for forests to help tackle the twin climate and nature emergencies. Whether through societal pressure or political enlightenment, there are also new national policy openings for transformative shifts in the way forests are managed. Indigenous peoples and local communities are justifiably demanding greater rights, security, livelihood opportunities, and recognition of their stewardship of forests.

The remainder of this chapter introduces the changing global forest context and the evolving GEF approach to SFM, with a description of the GEF SFM portfolio to date. [Chapter 2](#) describes the evaluation methodology followed, [chapter 3](#) the findings, and [chapter 4](#) the conclusions and recommendations. [Volume 2](#) of this evaluation report presents a detailed description of the GEF SFM portfolio.

1.2 Context: Global forest challenges and opportunities¹

The GEF's mandate is to serve as the financial mechanism for the three Rio conventions on biodiversity, climate change, and land degradation and desertification. **Forests are central to achieving these conventions' objectives.** Thus, it is no surprise that forests have been central to the GEF's work since its establishment. The GEF's work on forests has been a testing ground for integrated approaches to programming and finance and has enabled an integration agenda to evolve within and between the conventions.

The Earth has a terrestrial surface area of just over 13 billion hectares (ha), of which approximately 9 billion ha involves forest and farm landscapes—5 billion ha of agriculture, and just over 4 billion ha of forest. In other words, **forests cover 31 percent of the global land area.** Recent estimates suggest that over 4.35 billion ha of land and forests globally are governed by indigenous peoples, local communities, and smallholders. Data are limited, however, to figures provided by the reporting countries, which do not include rights recognized in customary tenure. If these were to be included, it is clear that the land occupied by indigenous peoples, local communities, and smallholders easily exceeds 50 percent of forest and farm landscapes.

Forests host most of the world's terrestrial biodiversity. For example, 80 percent of amphibian species, 75 percent of bird species, and 68 percent

of mammal species are found in forests; 60 percent of all vascular plants are found in tropical forests alone. Primary forests, where ecological processes are not significantly disturbed, make up one-third of all forests and are especially significant.

While people have inhabited forests for millennia, they have taken to deforesting it on a grand scale only in recent decades—**some 420 million ha have been deforested in the last 30 years, much of it primary.** Recently, there has been a net 33 percent reduction in global deforestation rates (comparing 2015–20 with the decade to 2010), but this reflects an increasing imbalance of continued loss of biodiverse primary forests with increasing forest restoration (often with single-species plantations). A net 10 million ha of forest were still lost in each of the last five years.

Agricultural expansion is the prevailing driver of deforestation and forest fragmentation. Approximately 27 percent of global forest loss since 2001 involved permanent land use change for large-scale commodity production (primarily beef, soybean, palm oil, and wood fiber). The remaining temporary losses within the same land use involve forestry (26 percent), shifting smallholder agriculture (24 percent), and wildfire (23 percent).

Forests globally comprise a net carbon sink of -7.6 ± 49 gigatons of carbon dioxide equivalent per year ($\text{GtCO}_2\text{eyr}^{-1}$), reflecting a balance between gross carbon removals ($-15.6 \pm 49 \text{ GtCO}_2\text{eyr}^{-1}$) and gross emissions from deforestation and other disturbances ($8.1 \pm 2.5 \text{ GtCO}_2\text{eyr}^{-1}$). To put this in context, global emissions in 2018 reached $58 \text{ GtCO}_2\text{eyr}^{-1}$ primarily from the energy systems sector (34 percent) and industry (24 percent). The net carbon sink from forests is just less than the annual emissions from transport (14 percent) at $8.3 \text{ GtCO}_2\text{eyr}^{-1}$. In the absence of the world's forests, there would be a great deal more carbon dioxide in the atmosphere. Yet the scale of deforestation, forest degradation (including forest

¹ Principal references for this section are Begemann et al. (2021); Curtis et al. (2018); Fa et al. (2020); FAO and UNEP (2020); GEF IEO (2019a); Hansen et al. (2013); Harris et al. (2021); Macqueen et al. (2020); Macqueen and Mayers (2020); NYDF Assessment Partners (2019); Plumptre et al. (2021); Porter-Bolland et al. (2012); Pretty et al. (2020); Song et al. (2018); Sotirov et al. (2020); and WWF et al. (2021).

fires), and peatland burning are turning some of the world's major forest biomes into net sources of carbon rather than net sinks (e.g., the Brazilian Amazon). The emissions are further compounded by the foregone sequestration of hundreds of millions of tons of CO₂ that deforested areas would have provided each year had they been left uncleared.

Deforestation has caused major losses of forest biodiversity. Of 60,000 tree species, 20,000 are classified as threatened by the International Union for the Conservation of Nature (IUCN), and 1,400 are critically endangered. Populations of monitored forest animals fell by 53 percent between 1974 and 2014. Deforestation has also entailed material **risks to food security, water security, and energy security**, since forests underpin many ecological processes upon which most sectors and many people's jobs, livelihoods, and health depend, especially in rural areas. Resilience is compromised with the loss of forest insects, bats, and birds that pollinate crops; extensive forest root systems that prevent soil erosion; mangroves that provide resilience against coastal flooding; carbon storage, as described above; and wild foods that sustain 1 billion people.

Approximately 1.3 billion people live in forests, notably 500 million indigenous peoples and 800 million other people in local, forest-dependent communities. Over 250 million people living in forests and savannahs have incomes of less than \$1.25 per day, and vast numbers have insecure land and forest rights. There is increasing evidence that when granted local control, these people protect forests better than industrial-scale companies and generally outperform government-protected areas in carbon storage, biodiversity protection, and avoiding deforestation.

The **need to secure tenure for indigenous peoples and local communities** has been progressively recognized through numerous international

agreements such as the United Nations Forum on Forests (UNFF), the Convention on Biological Diversity (CBD), the International Science Policy Platform on Biodiversity and Ecosystem Services (IPBES), the Sustainable Development Goals (SDGs), the United Nations (UN) Reducing Emissions from Deforestation and Forest Degradation (REDD) program, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and UN member state endorsement of the Voluntary Guidelines on the Responsible Governance of Tenure (VGGT).

The fact that indigenous peoples and local communities likely control more than 50 percent of forest and farm landscapes demands greater attention, as does the gross annual value of smallholder crop, fuelwood, timber, and nontimber products from forests, which is conservatively estimated at between \$869 billion and \$1.29 trillion—substantially larger than the gross annual value of the world's largest companies. Local organizations are mobilizing to defend their members' interests and push for systemic change. These local organizations are also known to be highly innovative in their pursuit of all elements of the SDGs in ways not matched by the corporate private sector or state programs.

The majority of new infectious diseases affecting people, including Ebola, AIDS, and the SARS-CoV-2 virus that caused the current COVID-19 pandemic, are zoonotic, and their emergence is often linked to **forest loss, which has increased human exposure to wildlife**. The [One Health](#) approach has evolved to pursue a goal of achieving optimal health outcomes, recognizing the interconnections between people, animals, plants, and their shared environment. The role of forests in achieving One Health—and specifically in pandemic prevention—has recently gained prominence in policy debates. Moreover, the role of sustainably managed forests and trees in contributing to resilient social, health, environmental, and economic recovery in response

to the COVID-19 crisis—often as nature-based solutions or conservation-based development—is also well recognized.

Nature-based solutions emerged from the ecosystem approach, which underpins the CBD and considers both biodiversity conservation and human well-being to be dependent on functioning and resilient natural ecosystems. Nature-based solutions recently gained traction as an integrated set of actions to address climate change, reduce disaster risks, provide biodiversity benefits, and enhance human well-being—tailored to specific local contexts. The GEF Scientific and Technical Advisory Panel, in a recent report, offered guidelines to the GEF to integrate nature-based solutions in future interventions (GEF STAP 2020). Nevertheless, the concerns of indigenous peoples and local communities that nature-based solutions’ ecological framing could lead to further marginalization of the poor must be strongly borne in mind.

Approaches used to manage forests in protected areas are evolving. Eighteen percent of the world’s forest area, over 700 million ha, falls within protected areas such as national parks and reserves (IUCN categories I–IV) even if these areas are not yet fully representative of all forest ecosystems. Other effective area-based conservation measures (OECMs) were introduced into [Aichi Biodiversity Target 11](#), providing for many other ways of recognizing biodiversity conservation outside protected areas. Meanwhile, protected area policies face increasing public challenges to systems, structures, and practices that embody systemic racism—and the evidence of conservation’s prejudiced and exclusionary roots, whereby indigenous peoples and local communities were often evicted from newly established protected areas, depriving them of ancestral customary rights and access to resources.

The role of forests is prioritized in a large and increasingly coherent set of international

environment and development agreements. Moreover, there is **action on these agreements**. New finance and investment vehicles are proliferating and becoming mainstream for forests’ climate change roles, although less so for biodiversity. Governments have enacted a growing body of legislation and/or financial incentives to halt deforestation and the trade in products resulting from deforestation, as well as to invest in restoring degraded forests. For instance, the [Bonn Challenge](#) to restore 350 million ha of degraded forest lands by 2030 is reckoned to be on target, with 210 million ha already pledged.

The number and types of arrangements contributing to international or global forest governance have increased, ranging from hard international law (the Rio conventions, the International Tropical Timber Agreement, and the Convention on International Trade in Endangered Species), to hybrid regimes with nonstate actors (the European Union’s Forest Law Enforcement, Governance and Trade Action Plan [FLEGT] and timber legality regimes, and REDD+ and climate and forest regimes),² to soft international law (UNFF) and collaborative institutions (the Bonn Challenge, the [Tropical Forest Alliance](#), the [New York Declaration on Forests](#)), to the fully private self-regulation of nonstate actors (forest and food supply chain certification, and supply chain initiatives such as the [Consumer Goods Forum](#)).

While **collectively these arrangements have fallen short of achieving their shared overarching goal of stopping deforestation and forest degradation**, they have raised awareness, and have had some target group-specific effects and considerable influence over domestic policies. But profound differences remain between specific forest goals (e.g.,

² REDD+ entails reducing emissions from deforestation and forest degradation plus sustainable management of forests and the conservation and enhancement of forest carbon stocks in developing countries.

SFM) and forest-related sustainability goals (e.g., forest climate mitigation or zero gross deforestation in agricultural commodities). A strong need remains to make international forest-related cooperation more coherent and to integrate actions outside the forest sector with those of forest governance.

Progress toward SFM is not easy to measure, as no single quantifiable characteristic fully describes its many social, environmental, and economic dimensions.

- The proportion of forest area under long-term management plans is one measure used by the Food and Agriculture Organization of the United Nations (FAO)—with coverage now estimated to be 54 percent.
- The area under independent forest certification schemes is a second (overlapping) measure—globally, around 11 percent of forests are certified, although only 6 percent of these are in the tropics.
- The importance of SFM is recognized in the CBD’s draft [post-2020 global biodiversity framework](#), and a headline indicator on SFM—10.0.2 Progress toward sustainable forest management (proportion of forest area under a long-term forest management plan)—has been proposed to monitor progress.

However, these measures do not capture progress by communities and small enterprises, for which formal forest planning and certification are less appropriate.

At the forest level, progress is often about **empowering accountable local organizations** that provide governance and management at a landscape level and inclusive supply chains. In addition to a trend toward recognizing and deploying local traditional knowledge, innovations at the local level—such as forest integrity assessment checklists for

biodiversity—are increasingly helping small-scale operators be effective forest managers.

A growing number of businesses have mainstreamed **forest certification** and timber and food product supply chain certification to attest to sustainability. A few food businesses are following this by eliminating deforestation commodity chains, although food demand and production systems remain the biggest threat to forests and public benefits.

While finance for forests appears to have broadly risen over the last two decades, it is still low relative to the potential of forests to sustain us.

Tropical forests can provide up to 30 percent of the climate change mitigation needed to meet the Paris Agreement’s objectives. Yet finance for forests in countries where deforestation is a significant problem accounts for just over 1 percent of global mitigation-related development funding.

In 2019, the New York Declaration on Forests Assessment Partners reviewed progress in financial provision—looking at “green finance” aligned with forest and climate goals and comparing it with “gray finance” to land use sectors which have an unclear but potentially negative impact on forests. It found **gray finance for agriculture is 15 times greater than green finance for forests**, indicating the large economic incentives in sectors driving deforestation. Green finance for forests was under \$22 billion in 2019, an increase of only 9 percent since 2017 following years of declining funding from 2010 to 2017.

Support to address deforestation and protect forests in tropical countries now comprises less than 1.5 percent—only \$3.2 billion—of the \$256 billion committed by multilateral institutions and developed country donors since 2010 to climate change mitigation. Support for REDD+ implementation is particularly lacking beyond the GEF, the Green Climate Fund, and the Forest Investment Program.

The renewables sector alone has received over 100 times more committed finance than forests.

Moving forward, there is growing recognition of the need for **transformative action**—reform to shift from business-as-usual deforestation-driven economies to conservation-driven standing forest economies that support people and nature thriving together. This economic challenge is associated with an institutional challenge: the need to move away from siloed approaches to forests to being able to assess nexus issues and manage associated synergies and trade-offs. The CBD's recent [Global Biodiversity Outlook 5](#) and current International Science Policy Platform on Biodiversity and Ecosystem Services work are coming to grips with such transformations and trade-offs—bringing prospects closer for realizing forests' potential for simultaneous achievement of the SDGs for poverty, hunger, health, water, energy, climate, and biodiversity.

1.3 The GEF context: Evolving support to SFM

GEF support to SFM began with the GEF pilot phase and, over the years, can be grouped into three categories plus international cooperation:

- **Protection:** maintenance of forest resources (forest conservation)
- **Management:** sustainable management and use of forests
- **Restoration:** forest and landscape restoration
- **Cooperation:** regional and global cooperation on SFM.

Although SFM is not itself a GEF focal area, SFM initiatives have been supported through GEF focal area interventions in biodiversity, climate change, land degradation, and, increasingly, multifocal projects covering more than one of these three focal areas and through integrated approach

pilots and impact programs. Following REDD+ formalization with the [Warsaw Framework](#) in 2013, the GEF also provided increasing resources for REDD+ developing country pilot projects to reduce emissions from forested lands. The GEF SFM portfolio thus comprises both projects under several specific programs since GEF-4 and many other projects that were not part of these programs but also address many of the UNFF's thematic SFM elements.³ Some key points in the evolution of SFM from GEF-4 on are highlighted in [box 1.1](#).

1.4 GEF SFM portfolio

The evaluation team developed a **database of SFM projects**, as defined by UNFF criteria (see [footnote 3](#)), building on earlier work by the GEF Secretariat.⁴ This database was the starting point for a portfolio analysis of the SFM body of work to date. The evaluation identified projects addressing SFM within the GEF portfolio using two main selection criteria:

- **Contribution to SFM.** A project was considered a forest project if it addressed one or more of the UNFF's seven elements (see [footnote 3](#)).
- **SFM significance.** A project was considered significant if over \$1 million of funding (GEF funding

³ Seven thematic elements have been identified by the UNFF as common to all regional and international criteria for assessing SFM: extent of forest resources; biological diversity; forest health and vitality; protective functions of forests; productive functions of forests; socioeconomic functions; and legal, policy, and institutional framework; see the [United Nations Forest Instrument](#).

⁴ The boundaries of what is considered an SFM project are not clear. The GEF categorizes projects as SFM if they address at least one of the four categories listed in [section 1.3](#), but these are not necessarily sustainable. Projects have also been understood as SFM simply if they involve SFM incentive financing. While SFM was defined by the UNFF in 2007 in terms of seven elements, the GEF does not use this definition.

Box 1.1 Highlights in the evolution of GEF approaches to SFM since 2006

GEF-4

- Introduces the need for a **more strategic approach** to SFM, building on good but “fragmented” previous work, focusing not only on outcomes in the forest but also root causes and barriers to progress.
- Draws attention to the **importance of tackling land degradation**, “including deforestation,” and sustainable land management, “including SFM.”
- Introduces the **Tropical Forest Account** in 2007—the GEF’s pilot financial incentive for SFM.

GEF-5

- Introduces **multifocal area programming**, which helped incentivize countries to harness cross-focal area synergies to safeguard globally important forest landscapes.
- Aims to deliver multiple benefits at many levels, enabling **expansion beyond the protected area focus** (the biodiversity focal area had previously supplied 68 percent of all forest funding).
- Embraces climate change mitigation (with a tactical focus that tries to harness time-bound opportunities such as REDD+), integrated watershed management, **certification of forest products**, payments for ecosystem services, and strengthening sustainable (alternative) livelihoods for people dependent on forest resources.
- Introduces a \$250 million **SFM/REDD+ incentive mechanism** encouraging countries to invest portions of their GEF funds for biodiversity, climate change, and land degradation in integrated, multifocal SFM projects and programs—accounting for up to \$1 for every qualifying \$3 of System for Transparent Allocation of Resources (STAR) funds. Over 80 countries participate.
- Aims to further **converge forest investments** in more efficient and cost-effective programs, combining resources into multifocal area programs.

GEF-6

- Emphasizes **integrated approaches** at the landscape level, embracing ecosystem and livelihood principles, engaging relevant sectors, and empowering multiple stakeholders.
- Introduces SFM-focused **integrated approach pilots**, including Taking Deforestation out of Commodity Supply Chains, and a three-country Amazon Sustainable Landscapes Program.
- Links to (urban) **drivers of change**. Taking Deforestation out of Commodity Supply Chains

pilot aims to bring 23 million ha of land under SFM and to mitigate 80 million tCO₂e.

- Establishes \$250 million **SFM incentive program** building on the SFM/REDD+ incentive mechanism. It leverages \$825 million in GEF grant funding, with expected results of 844 million tCO₂e mitigated emissions and 284 million ha of forest under improved management.
- Strongly recognizes the importance of rights, tenure, local institutions, and the role of indigenous peoples and women in SFM, with a big push on **mainstreaming gender equality and women’s empowerment**.

GEF-7

- Introduces **SFM-focused impact programs** with large-scale and transformative ambition, covering multiple countries, value chains, and players collaborating at scale.
- Focuses on the **biome level** with SFM impact programs in three transboundary forest biomes—Amazon, Congo, and drylands—to maximize multiple global environment benefits, as well as ecosystem services to benefit indigenous peoples and local communities.
- Introduces Food Systems, Land Use, and Restoration Impact Program to **address commodity-based drivers of deforestation**, broadening the sustainable production and reduced deforestation goals of the GEF-6 program.

GEF-8 (indicative from current documentation)

- Promotes **blue and green recovery** from the pandemic through enhanced linkages across results areas, integrated planning and monitoring, greater inclusion of actors and vulnerable countries, system change beyond projects, and mobilization of the private sector and civil society.
- Develops integrated approaches to **tackling drivers of deforestation** and emphasis on creating a better enabling environment for country-level forest governance.
- Focuses on **intact forest landscapes** in globally critical forest biomes including in Amazon, Congo, Indo-Malaya, Meso-America, and Western Africa.
- Establishes **results framework** that includes assessment of socioeconomic co-benefits and monitoring levers of transformational change in economic systems driving environmental degradation.

and cofinance) was directed toward one or more of these seven elements.

At the time of this assessment, **the GEF SFM portfolio included 640 projects**, of which

- 314 projects had completed implementation (49 percent);
- 138 projects were under implementation (22 percent); and
- 188 projects were in the pipeline (29 percent).

Of the 314 completed projects, 243 have terminal evaluations.

The total value of GEF investment in SFM to date [when's to date] is \$3.65 billion. The median grant size is \$4.58 million, with a standard deviation from the mean of \$5.46 million. The largest grant made is \$60.33 million, and the smallest grant is \$555,000.

Each GEF replenishment period has seen an increase in the amount of funds dedicated to SFM. This increase is especially notable since GEF-5 ([table 1.1](#)), when an SFM financial incentive was

used as a catalyst to encourage countries to invest portions of their GEF funds for biodiversity, climate change, and land degradation in fully integrated, multifocal area SFM projects and programs. GEF-7 has the largest proportion of SFM projects (25 percent) and funds (26 percent) to date.

A map of the global distribution of GEF SFM projects is provided in [figure 1.1](#). **Latin America and the Caribbean have had both the largest number of SFM projects (181) and the largest amount of SFM funding (\$1.24 billion)**, amounting to 28 percent and 34 percent of the total, respectively. This is followed by Africa, with 174 projects and a much smaller share of funding (\$878 million, 24 percent of total SFM funding). Asia has fewer projects (156) and slightly less funding (\$856.6 million, 23 percent) than Africa ([figure 1.2](#)). See the [Relevance](#) subsection in chapter 3 for a discussion of the implications of this distribution of funding in relation to regional forest and environmental priorities.

GEF SFM work has covered a large number of countries—133 to date. The financial contributions made to the top 10 recipient countries total \$1.22 billion, but this is only 34 percent of the overall portfolio expenditure. Brazil and Colombia are the top two countries in terms of the number of SFM projects, each accounting for 3 percent of all SFM projects. Along with Mexico, they are the top three recipients of SFM funds: Brazil, 8 percent; Mexico, 5 percent; Colombia, 4 percent. Eight of the top 10 countries with the greatest number of SFM projects (i.e., all but Vietnam and Kenya) are also among the top 10 largest funding recipients, with the additions of India and Ecuador ([figure 1.3](#)). See the [Relevance](#) subsection in chapter 3 for a discussion of the implications of this distribution of funding in relation to national forest and environmental priorities.

There has been a trend toward investment in multicountry projects. This trend became substantial during GEF-7 and, for the first time, has

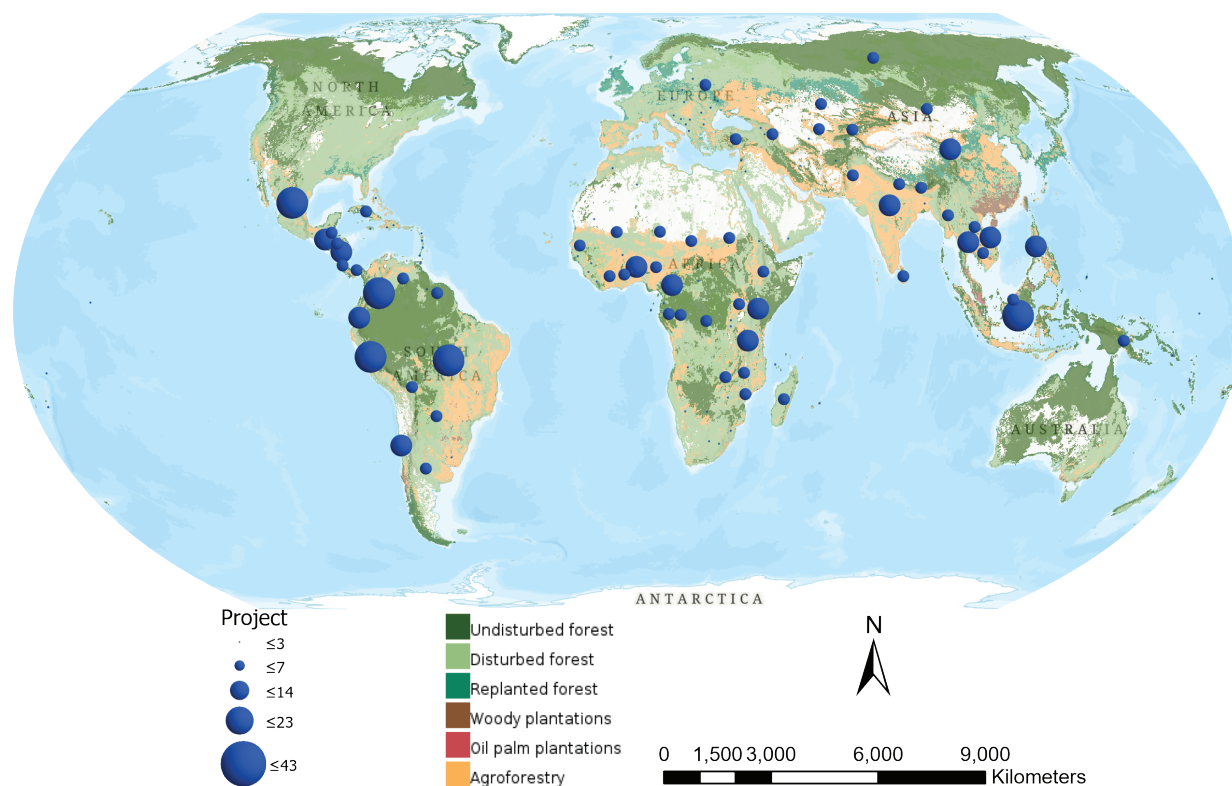
Table 1.1 Distribution of SFM grants and projects over the GEF replenishment periods

Period	Grants		Projects	
	Million \$	% of SFM funds	Number	% of SFM projects
Pilot	82.7	2	18	3
GEF-1	234.5	6	28	4
GEF-2	295.6	8	62	10
GEF-3	358.0	10	75	12
GEF-4	455.6	12	129	20
GEF-5	699.6	19	104	16
GEF-6	585.9	16	67	10
GEF-7	943.1	26	157	25

Source: GEF Portal, accessed May 2021.

Note: Grants include both GEF project grant amounts and project preparation grants. GEF-7 is still ongoing. All four GEF impact programs are included, as they address forest issues.

Figure 1.1 Map of global distribution of GEF SFM projects



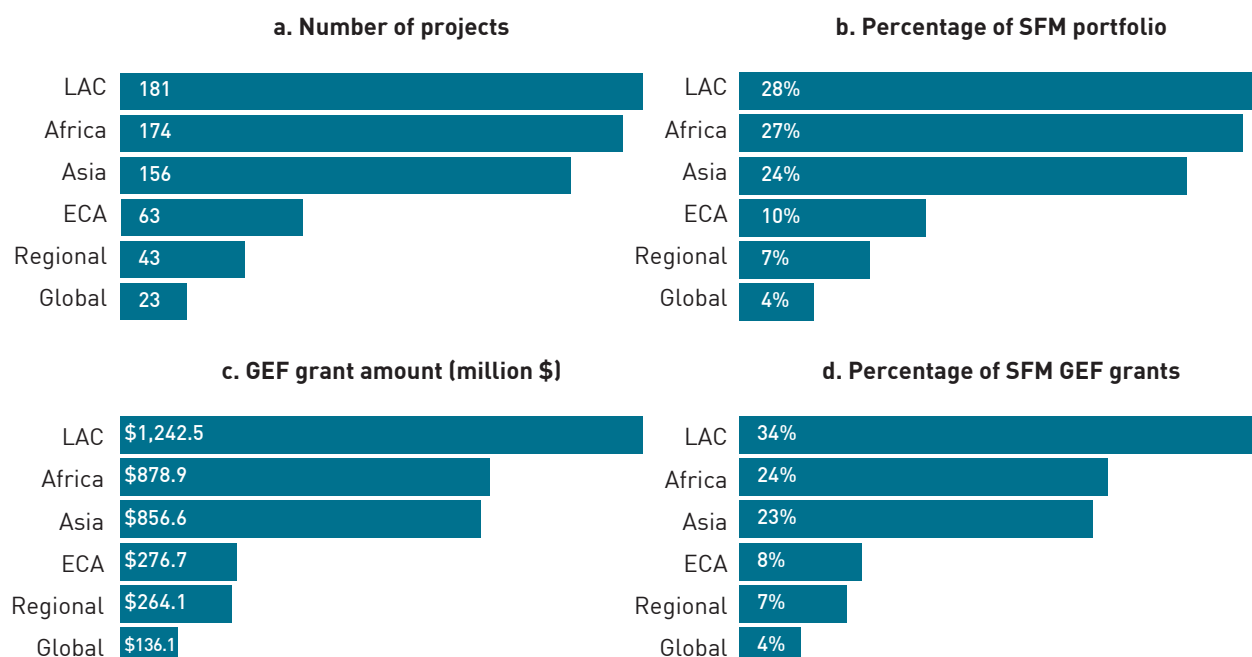
Sources: Esri, Airbus DS, HERE, Garmin, FAO, NOAA, USGS, NGA, NASA, CGIAR, N. Robinson, NCEAS, NLS, OS, NMA, Geodatastyrelsen, Rijkswaterstaat, GSA, Geoland, FEMA, Intermap, OpenStreetMap contributors, and the GIS user community.

become greater than the investment in single countries. A total of 191 multicountry projects (30 percent of the SFM portfolio) are valued at \$1.18 billion (32 percent of total SFM funding). These are divided into

- 43 regional grants (7 percent of the SFM portfolio), with a total value of \$276 million (7 percent of total SFM funding);
- 23 global grants (3 percent of the SFM portfolio), with a total value of \$136 million (4 percent of total SFM funding); and
- 125 single-country projects associated with multicountry parent projects (19 percent of the SFM portfolio), with a total value of \$770 million (21 percent of total SFM funding).

The World Bank, the United Nations Development Programme (UNDP), and FAO account for the highest proportions of SFM funds. They account for, respectively, 35 percent, 28 percent, and 11 percent of total SFM funding and the largest number of projects: 28 percent, 34 percent, and 12 percent, respectively. UNDP has managed the largest number of SFM projects (34 percent); the World Bank accounts for the largest share by grant amount (35 percent). Expanding beyond the original GEF Agencies—the United Nations Environment Programme (UNEP), UNDP, and the World Bank—10 Agencies are now involved in the SFM portfolio, including some international nongovernmental organizations (NGOs) and regional development banks ([figure 1.4](#)).

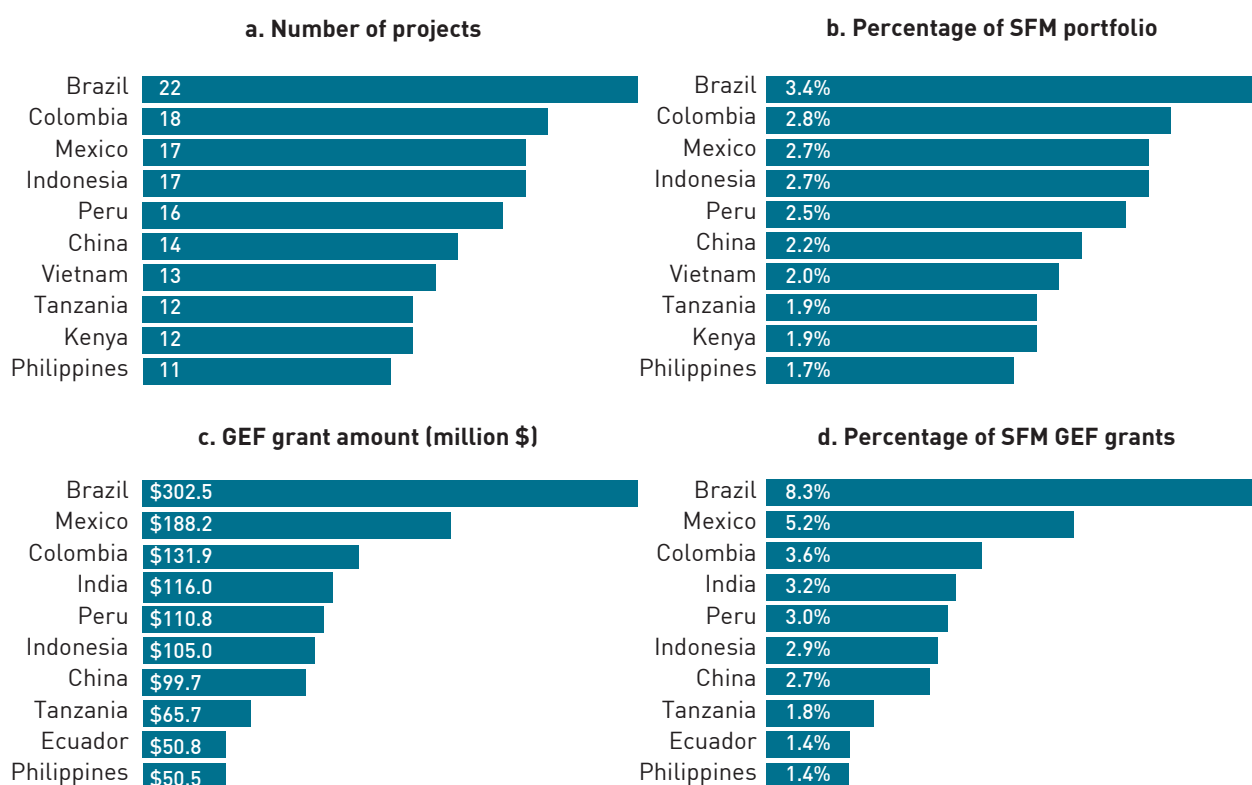
Figure 1.2 Distribution of SFM projects and grants across regions



Source: GEF Portal, accessed May 2021.

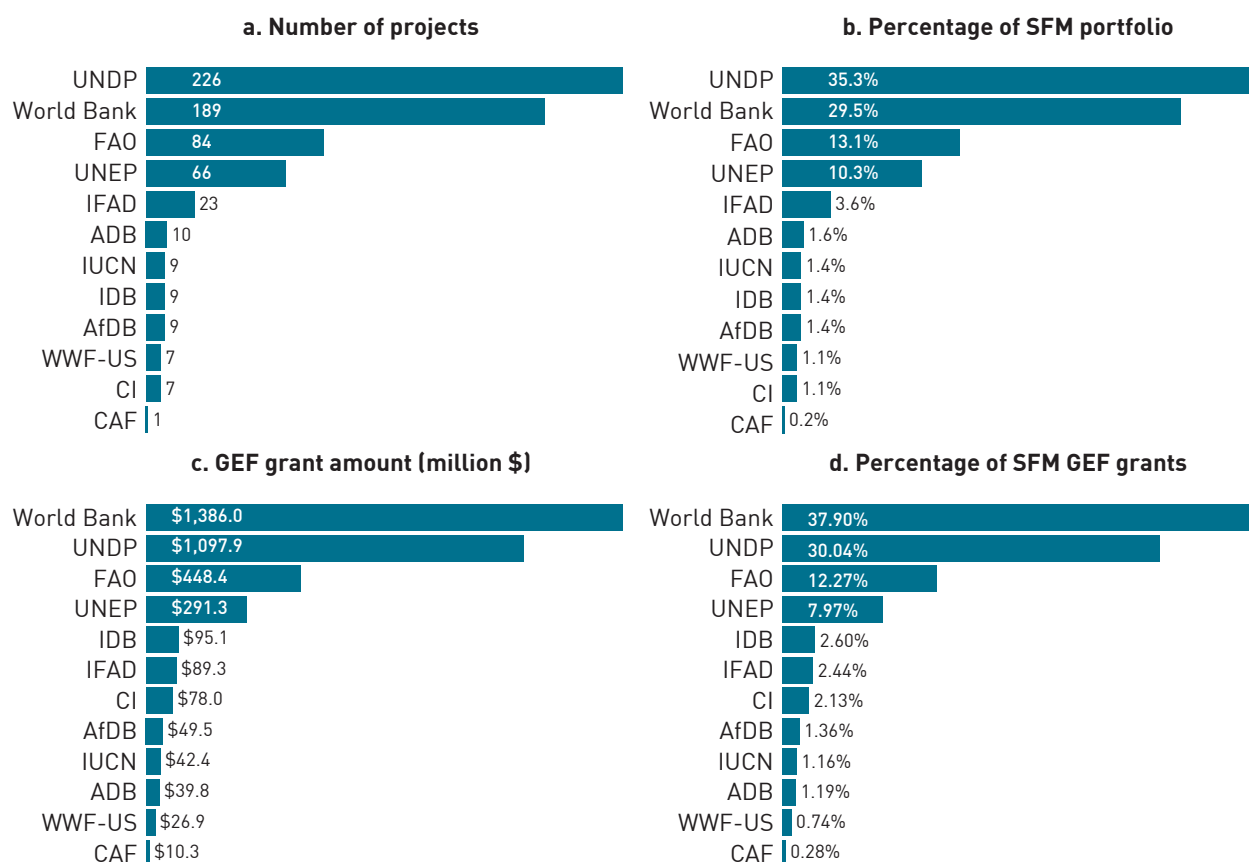
Note: ECA = Europe and Central Asia; LAC = Latin America and the Caribbean.

Figure 1.3 Top 10 country recipients of SFM funds, by project count and GEF funding amount



Source: GEF Portal, accessed May 2021.

Figure 1.4 Distribution of SFM projects and grants across GEF Agencies



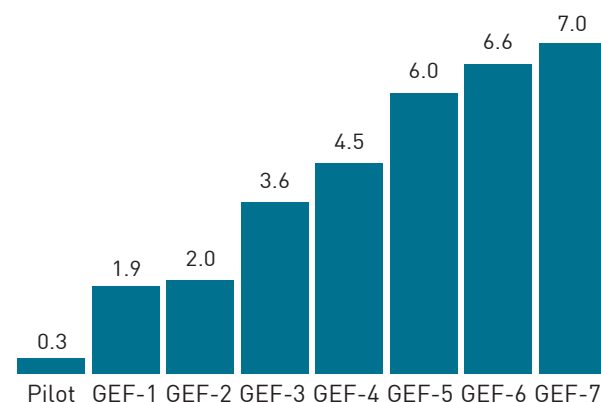
Source: GEF Portal, accessed May 2021.

Note: ADB = Asian Development Bank; AfDB = African Development Bank; CAF = Development Bank of Latin America; CI = Conservation International; IDB = Inter-American Development Bank; IFAD = International Fund for Agricultural Development; WWF-US = World Wide Fund for Nature-US

The GEF SFM portfolio has achieved a steady increase in cofinancing over the seven replenishment periods. There was a notable demarcation between GEF-2 and GEF-3 (increase in ratio from 1.99 to 3.63) as well as between GEF-4 and GEF-5 (increase from 4.45 to 5.95; [figure 1.5](#)).

Despite an initial strong focus on biodiversity, the GEF SFM portfolio has progressively emphasized multifocal area projects. There are 282 multifocal projects as of this analysis, constituting 44 percent of the SFM portfolio. The remaining 56 percent of the portfolio addresses single focal areas, heavily focused on biodiversity (288 projects, 45 percent), but with a minority of projects addressing land

Figure 1.5 Promised cofinancing ratio by GEF replenishment period

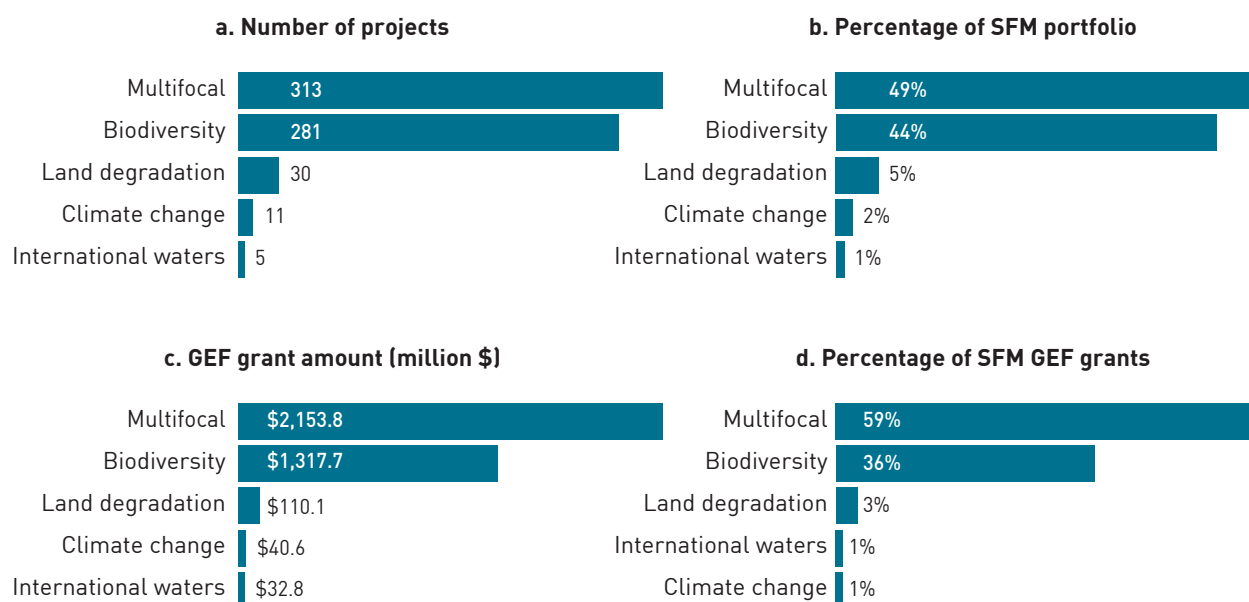


Source: GEF Portal, accessed May 2021.

degradation (32, 5 percent), climate change (12, 2 percent), and international waters (5, < 1 percent). Among the multifocal area projects, the most frequent combination was biodiversity and land

degradation (114 projects). [Figure 1.6](#) illustrates the distribution of SFM projects across the GEF focal areas.

Figure 1.6 Distribution of SFM projects and grants by focal area



Source: GEF Portal, accessed May 2021.

Evaluation design

2.1 Evaluation objectives and scope

As established by the approach paper ([annex A](#)), the **objectives** of the evaluation were as follows:

- Assess the relevance and coherence of the GEF's SFM portfolio, including formative assessment of the newer GEF forest-relevant integrated approach pilots and impact programs
- Assess the effectiveness, efficiency, sustainability, and impacts of the GEF SFM portfolio
- Present a synthesis of SFM results, notably outcomes and early impacts
- Identify challenges, lessons learned, and good practices in SFM initiatives.

The **scope** was broad, offering unique opportunities for learning about multifaceted SFM issues (see [annex B](#)), since the portfolio covers the following:

- 640 projects
- Activities spanning over almost 30 years
- Most of the world's major tropical forest biomes
- Multiple partner Agencies
- 133 countries and diverse governance regimes

- Engagement with indigenous peoples, local communities, and businesses
- Multiple project operating modalities and project sizes
- Evolution of objectives and themes over time.

2.2 Evaluation criteria

The evaluation adopted seven evaluation criteria: **relevance**, **coherence**, **impact**, **effectiveness**, **efficiency**, and **sustainability** (from the Organisation for Economic Co-operation and Development Development Assistance Committee [criteria for evaluating development assistance framework](#)), supplemented by an additional criterion of **equity**, a core principle of [Agenda 2030](#). Sustainability was measured by ultimate environmental (and social and economic) impacts, as well as sustaining governance and institutions (GEF intermediate outcomes). The evaluation drew on the GEF's lessons on transformational change, which is defined as "engagements that help achieve deep, systemic, and sustainable change with large-scale impact" (GEF IEO 2018b, 2)—that is, those that "flip" market and government systems.

2.3 Evaluation questions

The evolution of the GEF's SFM approach toward increasing complexity of ambition and scope, plus the evaluation team's analysis of the dynamic global context for SFM (outlined in [section 1.2](#)), informed an initial set of **portfolio-level** evaluation questions. These were explored through

- A portfolio review based on qualitative thematic analysis of project documents, focusing on projects with terminal evaluations, but also assessing project identification forms (PIFs), Chief Executive Officer (CEO) endorsements/approvals, project implementation reports and midterm reviews, as well as terminal evaluations and terminal evaluation reviews); and
- Interviews with sector experts and GEF stakeholders who have a broad and extended understanding of the GEF's work in forests.

In order to assess the performance and outcomes generated by SFM projects in qualitative terms and, as far as possible, estimate their impact, **project-level** questions were developed. These were explored through in-depth case studies and associated case-level interviews with key informants. Both sets of questions, at the portfolio level and at the project level, address the seven criteria noted in [section 2.2](#) and are summarized in [table 2.1](#).

2.4 Data themes

Where the evidence allowed, the evaluation refers to **nine SFM results areas** in terms of outcomes and impacts. These are the UNFF's seven thematic elements of SFM (listed in [footnote 3](#) of chapter 1); plus scientific knowledge results (building and using the SFM knowledge base); and equality, including indigenous peoples and gender results (which are central to Agenda 2030). The UNFF's seven themes are a useful measure because they

provide a more detailed breakdown of forest activities than do the GEF focal area objectives; the themes have been in use with wide acceptance internationally; and they are used on a recurring basis by FAO within its [Global Forest Resource Assessments](#).

2.5 Highlights from other GEF IEO evaluations on SFM coverage

A significant proportion of all GEF interventions to date have taken place in forest contexts and have aimed to improve the sustainable management of forests. The GEF's diverse and extensive SFM activities have been characterized by evolving objectives, varying entry points, and limited tagging of projects. There has been no evaluation of the entire body of SFM work until now except the Value for Money Analysis of SFM Interventions (GEF IEO 2019c), which looked only at the value of GEF SFM investments based on carbon benefits. Consequently, to evaluate the GEF's work on SFM, the evaluation team constructed a post hoc GEF SFM portfolio of 640 forest-related projects since the pilot phase ([annex C](#)).

While the objectives of the “mixed bag” of SFM projects are very diverse, they have tended to reflect certain priorities of successive GEF replenishment periods, some of which concern critical SFM dimensions such as multiple benefits, engaging indigenous peoples, and gender equity. Moreover, the priorities of GEF replenishment periods have also tended to shape the evaluation agenda. The Seventh Comprehensive Evaluation of the GEF (OPS7) describes the evolution of GEF evaluations: the trend has been toward assessing how GEF handles complexity, risk, increasingly integrated programs, and sustainability (GEF IEO 2020e). All of these are relevant to SFM.

Table 2.1 Key evaluation questions

	Portfolio level	Project level
Relevance	<ul style="list-style-type: none"> How well has the GEF SFM portfolio responded to the multilateral environmental agreements, to the evolving international rationale and priorities for SFM, and to diverse national actors' priorities? In what ways has the GEF SFM portfolio understood stakeholder perspectives, demands, and decisions affecting forests? 	<ul style="list-style-type: none"> How responsive have longer-running GEF initiatives on SFM been to changing contexts and priorities at the international level? How well have particular GEF projects responded to often competing and changing national priorities and rationales for SFM?
Coherence	<ul style="list-style-type: none"> How has the GEF managed its multi-objective/partner/country/beneficiary roles to ensure integrated and focused action? What approaches to coherence and integration have worked well in terms of funding envelope, duration of intervention, coordination, interdisciplinarity, risk management, partnership—notably work with the Collaborative Partnership on Forests—and management systems? 	<ul style="list-style-type: none"> To what extent have GEF SFM projects complemented or left gaps with the objectives and operational modalities of other interventions on SFM (including the UN, World Bank, bilateral, civil society, and business programs)? To what extent do the operational modalities of GEF SFM projects at the national level usefully work with or undermine in-country policy and institutional frameworks and power structures regarding SFM? How well have GEF SFM projects complied with GEF and convention policies and guidelines on stakeholder engagement, gender equality, working with indigenous peoples, and overcoming relevant barriers?
Impact	<ul style="list-style-type: none"> What are the most significant aggregated results of the GEF SFM portfolio? To what extent has GEF support contributed to transformational change, i.e., “deep, systemic, and sustainable change with large-scale impact”? To what extent has GEF support leveraged additional resources and created new partnerships for transformational change? 	<ul style="list-style-type: none"> To what extent have GEF SFM projects delivered better forest management in its three main categories of protection, sustainable management and use, and restoration, and thereby contributed to delivering environmental good practice guidelines (such as forest extent, health and vitality, biodiversity, carbon, water)? To what extent have GEF SFM projects delivered improved livelihoods of forest-dependent people through improved productive and socioeconomic functions of forests?
Effectiveness	<ul style="list-style-type: none"> What are the top-line contributions of the full GEF SFM portfolio to the SFM results areas? How well have they drawn out and developed the GEF's comparative advantages? In what ways has the GEF SFM portfolio influenced stakeholders' perspectives, demands, and decisions affecting forests? With which policy entry points and actors in country and internationally has the GEF been most/least effectively engaged? What approaches have been particularly effective in tackling the drivers of forest degradation in different contexts, including remote, conflict, and fragile situations? 	<ul style="list-style-type: none"> To what extent have the specific comparative advantages of GEF SFM projects, relative to other external interventions and conditions (including both enablers and barriers), been recognized and used to improve impact? To what extent have lessons about GEF SFM processes—relating to forest stakeholder engagement and empowerment, proposal design and implementation, and monitoring and final evaluation—been learned to improve the delivery of impact over time? To what extent have innovations on successful delivery of GEF SFM projects been tracked, documented, spread, and taken up by other programs?

(continued)

Table 2.1 Key evaluation questions *(continued)*

	Portfolio level	Project level
Efficiency	<ul style="list-style-type: none"> How efficiently has the GEF channeled finance for SFM and leveraged further financing, including through GEF financial incentives? Has the GEF SFM portfolio led to structural changes toward transformative forest investment and markets? How well have GEF innovations contributed to SFM assessment, metrics, monitoring, and transparency (Capacity-building Initiative for Transparency, etc.)? How effectively has the GEF learned about success and failure in SFM, shared its learning, and ensured its uptake? 	<ul style="list-style-type: none"> How cost-efficient have GEF SFM projects been in delivering SFM and avoided deforestation over their lifetime, and is there evidence of increasing efficiency as enabling conditions have been put in place? How much and what types of cofunding and public or private finance leverage have been secured by GEF SFM project interventions? How far do GEF SFM projects meet anticipated time deadlines and cost estimates, and have lessons been learned about the ideal duration and budget envelope for maximum efficiency?
Sustainability	<ul style="list-style-type: none"> How far has the GEF contributed to transformative, resilient, and enduring improvements in governance frameworks, institutions, and markets? Is there evidence of sustained forest and livelihood outcomes due to improved policies and institutional approaches? Do they support future needs such as preventing pandemics? 	<ul style="list-style-type: none"> <i>Institutional sustainability.</i> Do legal frameworks, policies, governance structures and processes, management plans, and stakeholder capacities support the continuation of benefits following the project? Where are the risks, and is provision for mitigation adequate? <i>Financial and market sustainability.</i> What provisions are in place to ensure that income/finance will be available to enable stakeholders to continue the activities to sustain benefits following the project? How far have market failures been addressed? <i>Sociopolitical sustainability.</i> Do stakeholders see it as in their interest that the project benefits continue to flow? Where social or political risks may undermine the longevity of project outcomes, is provision for mitigation adequate? <i>Environmental sustainability.</i> Are there any activities that present environmental risks that may undermine the future flow of project benefits, and is provision for mitigation adequate?
Equity	<ul style="list-style-type: none"> How far has the GEF SFM portfolio addressed the underlying problems of inequality between groups that constrain SFM? How well has the GEF activity reached, benefited, and empowered different groups of men and women among indigenous peoples and communities? 	<ul style="list-style-type: none"> To what extent have GEF SFM projects reached, benefited, and empowered different groups of men and women among forest-dependent indigenous peoples and local communities, and improved the equality with which forest-related costs and benefits are distributed?

Several recent GEF evaluations address key dimensions of SFM in depth and in innovative ways; this evaluation drew on these evaluations on the basis of their

- **Evaluation approach**, in terms of informing the present evaluation framework and questions on issues such as transformational change, innovation, and additionality; and

- **Triangulation**, in terms of findings that offered orientation or supplementary information on SFM to those of the present evaluation—most notably to triangulate them, especially on the GEF’s role, achievements, and challenges in particular aspects of SFM.

The following evaluations offer relevant evidence:

- Value for Money Analysis of SFM Interventions (GEF IEO 2019c)
- Evaluation of the Multiple Benefits of GEF Support through Its Multifocal Area Portfolio (GEF IEO 2018d)
- Formative Review of the Integrated Approach Pilot Programs (GEF IEO 2018e)
- GEF Integrated Approach to Address Drivers of Environmental Degradation (GEF IEO 2022b)
- Land Degradation Focal Area Study (GEF IEO 2018f)
- Evaluation of GEF Engagement with Indigenous Peoples (GEF IEO 2018a)
- Evaluation of Gender Mainstreaming in the GEF (GEF IEO 2018c)
- Evaluation of GEF Engagement with the Private Sector (GEF IEO 2017)
- Evaluation of GEF Support to Scaling Up Impact (GEF IEO 2020b)
- Evaluation of GEF Support for Transformational Change (GEF IEO 2018b)
- Innovation in the GEF: Findings and Lessons. Approach Paper (GEF IEO 2020d)
- An Evaluative Approach to Assessing the GEF's Additionality (GEF IEO 2020c)
- GEF Institutional Policies and Engagement (GEF IEO 2022a).
- Strategic Country Cluster Evaluation of the Least Developed Countries (GEF IEO 2022d)
- Strategic Country Cluster Evaluation of Small Island Developing States (SIDS) (GEF IEO 2019b)
- Strategic Country Cluster Evaluation of Sahel and Sudan-Guinea Savanna Biomes (GEF IEO 2022e)
- Evaluation of GEF Support in Fragile and Conflict-Affected Situations (GEF IEO 2020a).

These evaluations are diverse and not amenable to a single meta-analysis for SFM but have informed this evaluation report. Some highlights are offered

below from three evaluations that address SFM more directly.

The **Value for Money Analysis of SFM Interventions** (GEF IEO 2019c) demonstrated good levels of deforestation avoided and carbon sequestered, and moderate or at least neutral socioeconomic benefits in projects assessed. It looked at four outcome measures and neighboring counterfactuals to model the impact of GEF SFM projects in a spatial way: vegetation density, deforestation levels, night-lights as a proxy for socioeconomic benefits, and in-country survey metrics of household assets.

The **Evaluation of the Multiple Benefits of GEF Support through Its Multifocal Area Portfolio** (GEF IEO 2018d) showed how the main drivers of deforestation or forest degradation, i.e., agricultural activities, have been targeted by 59 percent of multifocal projects. It highlighted the significant catalytic effect of SFM/REDD+ funding in GEF-5, when 63 percent of multifocal projects (109 projects) took up SFM funding, rising to 77 percent in the GEF-6 multifocal portfolio (17 projects). But it was also clear that the monitoring and evaluation (M&E) demands for multifocal (and thus for SFM) were massive: a multifocal project addressing SFM required a total of 1,055 data fields to be filled in GEF-5, although this was reduced to 772 in GEF-6.

The **Land Degradation Focal Area Study** (GEF IEO 2018f) revealed a consistent focus on forest and agricultural lands, and increasingly on integrated landscapes—resulting in a 35 percent decline in forest projects between GEF-3 and GEF-5. It demonstrated good outcomes in reducing forest loss and forest fragmentation. A geospatial impact analysis and value-for-money analysis showed that there had been important reductions in fragmentation and forest loss and an increase in vegetation productivity and carbon sequestration (i.e., relevant SDG 15, life on land, indicators), notably in two case studies in India of community management of forests. It concluded that sustainable results were

strongly associated with community participation and decentralization, but there are skill challenges that limit scale-up.

2.6 Evaluation methodologies used

The evaluation team gathered and analyzed data through a mix of quantitative and qualitative tools and approaches: a portfolio review, key informant interviews, case studies on strategic biomes, and a literature review of previous GEF IEO evaluations and studies relevant for or related to SFM.

PORTFOLIO REVIEW

The portfolio review included two main assessments.

- The first compiled **descriptive statistics** for all 640 projects identified as comprising the SFM portfolio. The descriptive statistics review analyzed information across the full portfolio related to funding, time of project approval and closure, and geographic distribution of all SFM projects approved by the time of this assessment. The data set covers all GEF replenishment periods to date (pilot through GEF-7). Parent projects were removed to avoid duplication with their subsidiary child projects, resulting in a total of 640 child and stand-alone projects.
- The second was a **portfolio impact review** of the 243 completed projects with terminal evaluations (out of a total of 314 completed projects), which covered 77 percent of all completed SFM projects. The terminal evaluations served to identify the aggregated impact, effectiveness, coherence, equity, and sustainability of the portfolio. The portfolio impact review gathered evidence through a standardized semistructured form that drew on the evaluation questions

([table 2.1](#)).¹ [Figure 2.1](#) shows the number of projects reviewed across GEF replenishment periods.

KEY INFORMANT INTERVIEWS

The evaluation team conducted a series of 30 interviews between January 8 and March 31, 2021, with key stakeholders of the GEF's SFM portfolio as well as with independent forest and environment experts ([annex D](#)). Interviewees were grouped into four categories:

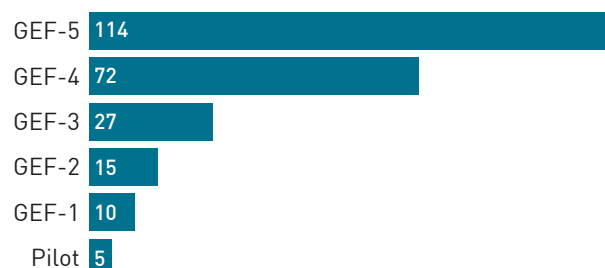
- GEF Secretariat staff (8)
- GEF Agency staff (12)
- GEF project design consultants (5)
- GEF-aware forest experts, including one member of the GEF–Civil Society Organization Network (5).

Interviewees were selected through snowballing sampling.

These interviews were augmented by in-country interviews associated with the case study projects in the Amazon and Congo Basin ([annex D](#)). The interviews were non-attributed and focused at the portfolio level. Key informants were approached for their knowledge and opinion and not as evaluators. While insights were sought from individual projects, it was clarified that this was not an exercise in project evaluation. Questions drawn from

¹ A pilot review was conducted on 30 terminal evaluations to inform the impact review methodology, the choice of the sampling approach, and the final selection of questions for the guiding framework of the assessment. During the pilot review, it was found that the accessibility and usefulness of terminal evaluations conducted during the GEF pilot phase and first two replenishment periods were limited. The evaluation team thus subsampled 30 of the 99 available terminal evaluations from the pilot phase to GEF-2. Subsampling was done through semi-random, stratified sampling to ensure that representative distribution by GEF replenishment period, region, and funding.

Figure 2.1 Portfolio impact review by GEF replenishment periods



Source: GEF Portal, accessed May 2021.

the evaluation questions (table 2.1) were allocated across the different informant categories so that the most relevant people answered the questions about which they were likely to have relevant knowledge and experience.

CASE STUDIES

The objective of the case studies was to enable in-depth exploration of project outcomes and impacts in a given context, as well as to assess the constraints and opportunities faced and the comparative effectiveness of GEF modalities in handling them. To cover the main regions that received GEF SFM support (Latin America and the Caribbean and Africa) and globally significant forest biomes, candidate projects were selected in both the **Amazon and Congo Basin biomes**.² Within each biome, a set of three projects was selected to cover diverse levels of complexity (the number of objectives pursued by the project) and their collective coverage of three key issues:

- Dependence on forests (for livelihoods, business, or national economies)
- Forest/poverty problem hotspots (major drivers and manifestations)

² These findings contribute to the evaluation's overall findings and conclusions, and are also drawn on to illustrate some of the overall findings.

- Major GEF themes past, present, and future (e.g., the recent REDD+).

Case studies were informed by a review of the literature, which included all available GEF documents on the projects—notably terminal evaluations, midterm evaluations and M&E reports, PIFs and CEO endorsement documents, project implementation reports, and other project-related documents, along with the GEF Portal; non-GEF literature related to regional and international trends that seemed to have framed GEF project design, or could/should have framed it, or caused projects to adapt; and key informant interviews and focus group discussions with the Amazon and Congo Basin project actors, stakeholders, and independent experts,³ which were led by independent consultants.

Recognizing that SIDS and some drylands countries were comparatively underfunded given the levels of deforestation threat—as well as forests' intimate connections with local livelihoods and local economies in these countries—brief case reviews were added to provide complementary perspectives on SFM in SIDS and drylands.

GEOSPATIAL ANALYSIS

The evaluation used geospatial and remote sensing data in selected project sites to assess the contribution of GEF SFM interventions in addressing forest degradation and deforestation, and to assess other contextual factors such as conflict and socioeconomic variables affecting results. Satellite data analysis techniques, such as change detection, time-series analysis of biophysical indicators, and proxy variables for socioeconomic data, were used

³ Some key informants were identified in the portfolio-level interviews; some were associated with important non-GEF SFM programs.

with statistical and econometric methods, including machine-learning algorithms.

2.7 Data and methodology limitations

The evaluation encountered limitations in terms of data quality and stakeholder reach, which were largely due to the variable quality of terminal evaluations, and a range of constraints posed by the COVID-19 crisis. In addition, well-accepted limitations of indicators applied—for example, areas protected and restored are simply proxies for more complex outcomes—as well as the inherent difficulties of assessing changes in biodiversity, scaling-up, and sustainability. To address limitations in data quality, the evaluation used semi-structured interviews with key informants, and detailed case studies to complement findings from portfolio reviews and analysis. The evaluation hired independent experts to conduct interviews and focus group discussions locally, and timelines were adjusted in response to the restrictions and delays posed by the pandemic.

Portfolio review. Although funding information was largely present in the GEF Portal, the descriptive statistical analysis suffered from missing data, especially in terms of time of funding approval and disbursement. The impact review encountered highly uneven coverage and quality of terminal

evaluations. During the pilot of this exercise, poorer quality of terminal project evaluations conducted during the first GEF replenishment periods was observed, and terminal evaluations were only available for the pilot and first five GEF replenishment periods. Thus, it was not possible to make an assessment of the evolution of the entire GEF SFM portfolio up to GEF-7. Aggregation of impact and effectiveness results at the portfolio level has suffered from a lack of standardized indicators and standards for projects conducted before GEF-5, as well as the different ways in which results and challenges were reported by terminal evaluations. Several terminal evaluations often confused outcomes, outputs, and activities, which made it impossible to distinguish between a project's aims and activities, and tangible results.

Case studies. For the case studies, direct engagement with forest-dependent women and men concerning GEF SFM projects, and direct assessment of results in terms of reach, benefit, and empowerment of different groups, was necessarily very limited due largely to the COVID-19 pandemic.

Findings

3.1 Results

The portfolio review identified the following key tangible results from the 243 completed projects with terminal evaluations (77 percent of all completed projects). The numbers are a minimum estimate, as not all completed projects with terminal evaluations reported on these metrics.¹

ENVIRONMENTAL RESULTS

Terminal evaluations of projects show five main types of environmental outcomes for GEF SFM projects. [Figure 3.1](#) illustrates these on a regional basis:

- Forest protection and improved forest management achieved in 63 percent of projects (154 projects)
- Forest restoration achieved in 19 percent of projects (46 projects)

¹ Terminal evaluations did not cover outcomes and impacts in a standard way. This evaluation covers the two metrics that could be aggregated at the portfolio level—area (in ha) and jobs. Only 44 percent of projects reported ha of forest protected; 15 percent reported ha of forest restored.

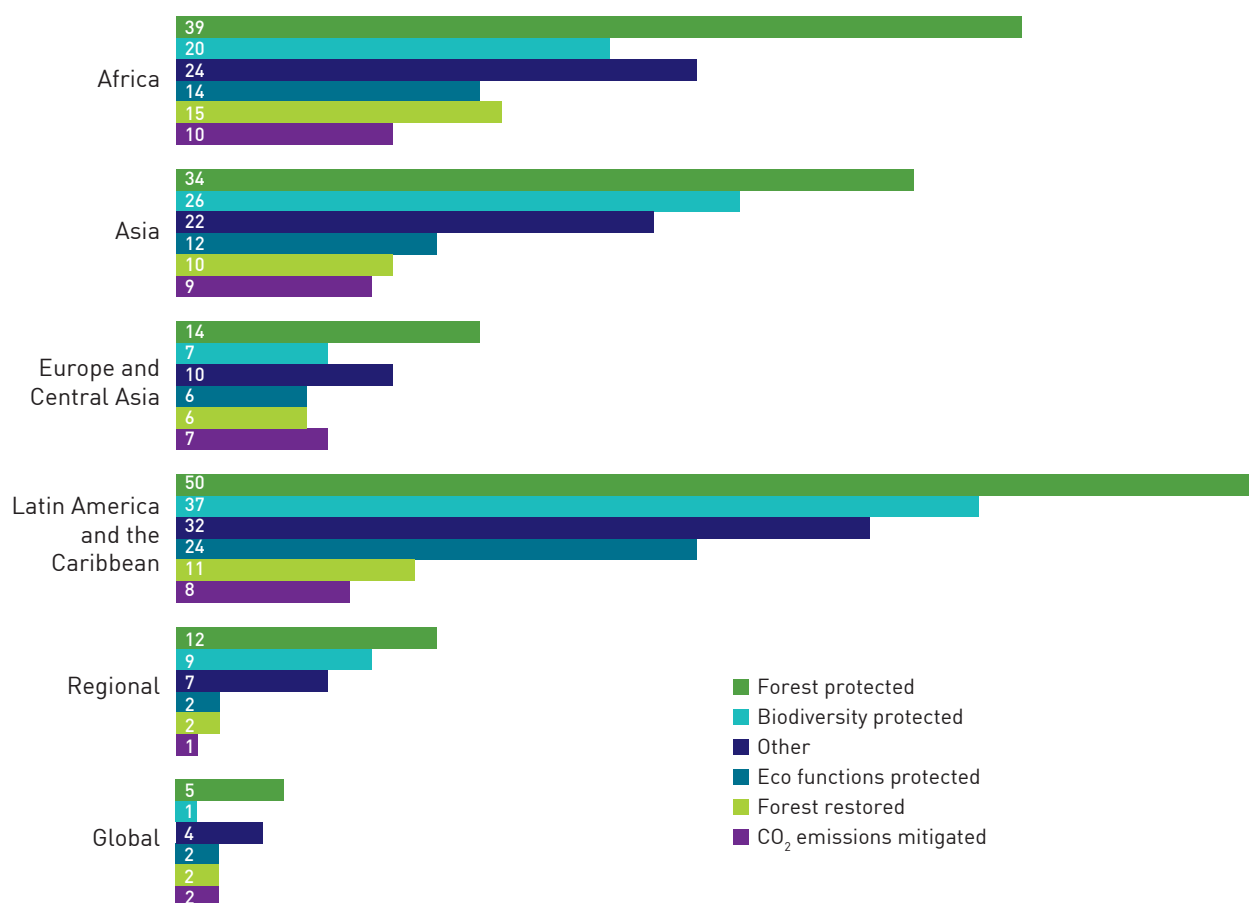
- Biodiversity gains achieved for 41 percent of projects (100 projects)
- Soil and water and other protective functions improved for 25 percent of projects (60 projects)
- CO₂ emissions mitigated by 15 percent of projects (37 projects).

The terminal evaluations' figures on areas of forest protected, managed, and restored can legitimately be aggregated at the portfolio level.

For biodiversity, soil and water, and CO₂ emissions, metrics and reporting in the terminal evaluations were not standardized; thus, illustrative results are presented here. These numbers are inconsistently reported across the terminal evaluations that include these parameters ([figure 3.1](#)). The 243 completed SFM projects with terminal evaluations were from the GEF pilot phase to GEF-5. From GEF-7, the results architecture was updated and streamlined with a view to improving monitoring and reporting of results. Going forward, these terminal evaluations are expected to report results consistently and allow for a better estimation of the GEF's contribution to SFM.

GEF SFM projects have helped protect almost 78 million ha of forest, over half of this in Latin America. The 243 assessed SFM projects have

Figure 3.1 Number of projects addressing each environmental impact category in six regions



Source: Project terminal evaluations.

contributed to protecting 77,896,892 ha of forest by including them formally under protected area regimes and/or by bringing them under improved protected area management. Due to the quality of the terminal evaluations, limitations on capturing data on these parameters, and a lack of consistent information on SFM-specific targets, it is challenging to compare these data across regions. Grants funded in Latin America report the largest areas of forest protected (42 million ha); investments in Asia reported about half this achievement (23 million ha). Regional, European, and African grants each reported 3–4 million ha of forest protected. Unsurprisingly, global projects reported less than all other regions, but form the smallest proportion of the portfolio in terms of number of projects and funds (table 3.1).

Table 3.1 Forest protected by region in ha

Region	Hectares
Latin America and the Caribbean (n = 49)	42,454,392
Asia (n = 34)	23,518,962
Regional (n = 12)	3,861,389
Europe and Central Asia (n = 15)	3,295,201
Africa (n = 39)	3,240,588
Global (n = 5)	1,526,360
Total	77,896,892

Source: Project terminal evaluations.

Note: n = number of projects.

At least 1.9 million ha of forests have been restored with GEF help, about 1.6 million in Africa. The 243 assessed projects in the SFM portfolio have contributed to restoring 1,924,433 ha of forest.

African countries have benefited from the largest area restored—1,584,804 ha of forest ([table 3.2](#)). Much higher figures are expected in the future given the increasing number of grants addressing land degradation and the strong political interest in them.

Table 3.2 Forest restored by region in ha

Region	Hectares
Africa (n = 15)	1,584,804
Asia (n = 10)	173,052
Latin America and the Caribbean (n = 10)	97,902
Europe and Central Asia (n = 5)	51,933.5
Regional (n = 2)	13,457
Global (n = 1)	3,283
Total	1,924,431

Source: Project terminal evaluations.

Note: n = number of projects.

SOCIOECONOMIC RESULTS

Eleven main social and economic outcomes were identifiable in the terminal evaluations. The evaluation team identified 11 main social and economic outcome areas of GEF SFM grants where terminal evaluations had reported tangible results; [figure 3.2](#) shows these on a regional basis. The five most common outcomes were

- Increased income in 55 percent of projects (133 projects);
- Community empowerment in 52 percent of projects (127 projects);
- Gender equality in 37 percent of projects (89 projects);
- Reduced conflict in 28 percent of projects (68 projects); and
- Indigenous empowerment in 25 percent of projects (60 projects).

Some 139,336 jobs have been created with the help of GEF SFM projects, mostly in Africa and

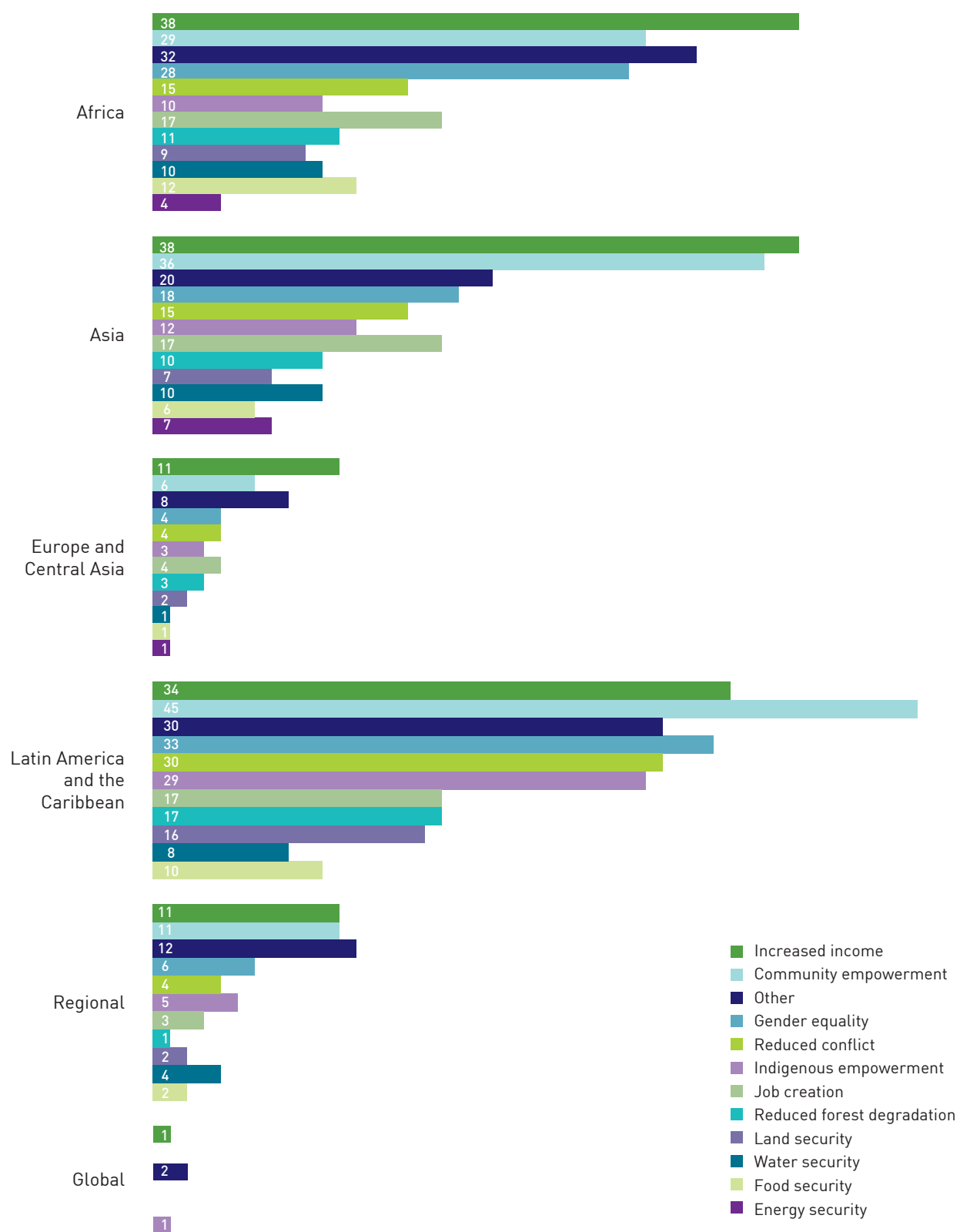
Asia. It is informative to aggregate the number of jobs globally, albeit with the caveats noted earlier. Africa and Asia report the greatest numbers of jobs created (66,000 and 54,000, respectively), followed by Europe and Central Asia and Latin America and the Caribbean (16,000 and 3,000, respectively). Regional and global grants have reported almost no jobs created. On average across the six regions, only 9 percent of projects reported job figures in ways that could be aggregated at the portfolio level, so these numbers are purely indicative—and could be much higher ([table 3.3](#)).

The jobs created include new employment opportunities and/or diversification of existing ones in several fields. These fields include protected area establishment and management, sustainable forestry and agriculture, and associated work, such as in environmental education and tourism facility management. In some cases, alternative employment was created to reduce the labor input into forest-degrading activities. Some of these measures helped counteract the loss of jobs arising from illegal activities that would have had a detrimental effect on the ecosystems, and prevent the negative effects of migration/relocation of the local population.

3.2 Performance

Performance was assessed against seven interacting criteria: relevance, coherence, impact, effectiveness, efficiency, sustainability, and equity. Based on the portfolio review, key informant interviews, and case studies, this section provides an assessment of the performance of the GEF's SFM portfolio against these seven criteria (see [section 2.2](#)). It should be noted that these performance criteria interact considerably, and performance in one area can help or hinder performance in another area. Because this is a thematic evaluation, particular attention is given to relevance, impact, effectiveness, and sustainability.

Figure 3.2 Number of projects addressing each social impact category in six regions



Source: Project terminal evaluations.

Table 3.3 Jobs created by project region

Region	Number
Africa	66,478
Asia	53,672
Europe and Central Asia	16,552
Latin America and the Caribbean	2,609
Regional	25
Global	0
Total	139,336

Source: Project terminal evaluations.

Again, note that terminal evaluations were available for the GEF pilot phase to GEF-5.

RELEVANCE

The GEF SFM portfolio has strong global relevance, particularly for integrating the multilateral environmental agreements (MEAs). The GEF's SFM work is of high global relevance, and it provides a means to mainstream the three global conventions on biodiversity, climate change, and land degradation in diverse forest environmental, economic, and livelihood contexts. Many key informants at both the global and case study levels felt that the GEF's SFM work is a relevant integrating umbrella, which has reached its most useful expression in recent impact programs and forest landscape restoration programs. They emphasized that SFM provides a practical integrating framework for implementing the three Rio conventions together in both forest policy and forest management, although the concept of SFM is not adhered to universally.

GEF SFM funding has been used to support various interventions directly or indirectly related to addressing forest degradation and livelihood needs, including projects to combat illegal wildlife trade primarily focused on fauna. Its focus on plant species and illegal timber has been comparatively small, and it has done less than some

key informants expected to pilot SFM activities in areas the UNFF was exploring or promoting such as REDD+ and FLEGT—helping to learn lessons, establish norms, and take them to scale within the forest sector. However, as noted by others interviewed, GEF recipient country governments may not have prioritized REDD+, and the timber trade focus of FLEGT may be beyond the GEF mandate. Still other informants noted that the GEF's work may have suffered from multiple priorities wherein SFM projects were overloaded with objectives beyond the core mandate.

GEF SFM projects are well aligned with government priorities. The portfolio review revealed that, in terms of policy relevance, the majority of projects were aligned (75 percent) or partially aligned (11 percent) with relevant government priorities. For example, in the Amazon case study, projects such as the Amazon Region Protected Areas Program (ARPA 1; GEF ID 771, World Bank) and ARPA 2 (GEF ID 4085, World Bank), the Indigenous Environmental and Territorial Management Project (GATI; GEF ID 2934, UNDP), and Amazon Sustainable Landscapes (ASL; GEF ID 9664, World Bank) align with the Legal Amazon Deforestation Prevention and Control Plan, the [Terra Legal Program](#), and the Rural Cadaster, which provide opportunities to integrate sustainable activities in the Amazon.

The expansion of protected areas in the Brazilian Amazon (through ARPA and now ASL) was relevant both nationally and globally, and the development of a similar initiative linking indigenous peoples with environmental protection through the new National Plan for Environmental and Territorial Management in Indigenous Lands (PNGATI), was considered a great achievement. While recent trends in environmental degradation and deforestation show deterioration in much of the Amazon in Brazil, the GEF continues to build on previous project successes in the region and engages on environmental issues of importance including SFM.

Similarly, in Benin, the Forests and Adjacent Lands Management Project (GEF ID 5215) was developed in line with the country's Forest Strategy (November 2002), the National Biodiversity Protection Strategy and Action Plan (March 2002), and the National Action Plan against Desertification (adopted November 1999). Another project, the Hwange-Sanyati Biological Corridor Project (GEF ID 4645) in Zimbabwe was aligned with the government's sustainable development and regional integration agenda.

Time lags between design and implementation may reduce relevance. Recent strategic SFM intentions in terms of targeting major assets (notably biomes) or threats (notably drivers of deforestation, especially in commodity chains) are seen as highly relevant. But the lengthy time between PIF approval to receipt of first grant disbursement (a median of two years and four months) has seen too many projects losing timeliness or relevance once they are implemented—if, for example, the policy space, key players, or political regime have changed in the interim.

The gap between project design and implementation appears to have coincided with some withering of in-country capacity for several projects led by UNDP in the Congo Basin, for example—Rehabilitation of Protected Areas in the Democratic Republic of the Congo (GEF ID 248), Sustainable Financing of Protected Area Systems in the Congo Basin (GEF ID 2906), and Catalyzing Sustainable Forest Management in the Lake Tele–Lake Tumba Transboundary Wetland Landscape (GEF ID 3750). Other delays have been due to factors well beyond the control of GEF Agencies, such as the two-and-a-half-year delay caused by the presence of some 5,000 rebels in Maiko Park in the Forest and Nature Conservation Project in the Democratic Republic of Congo (GEF ID 3772, World Bank).

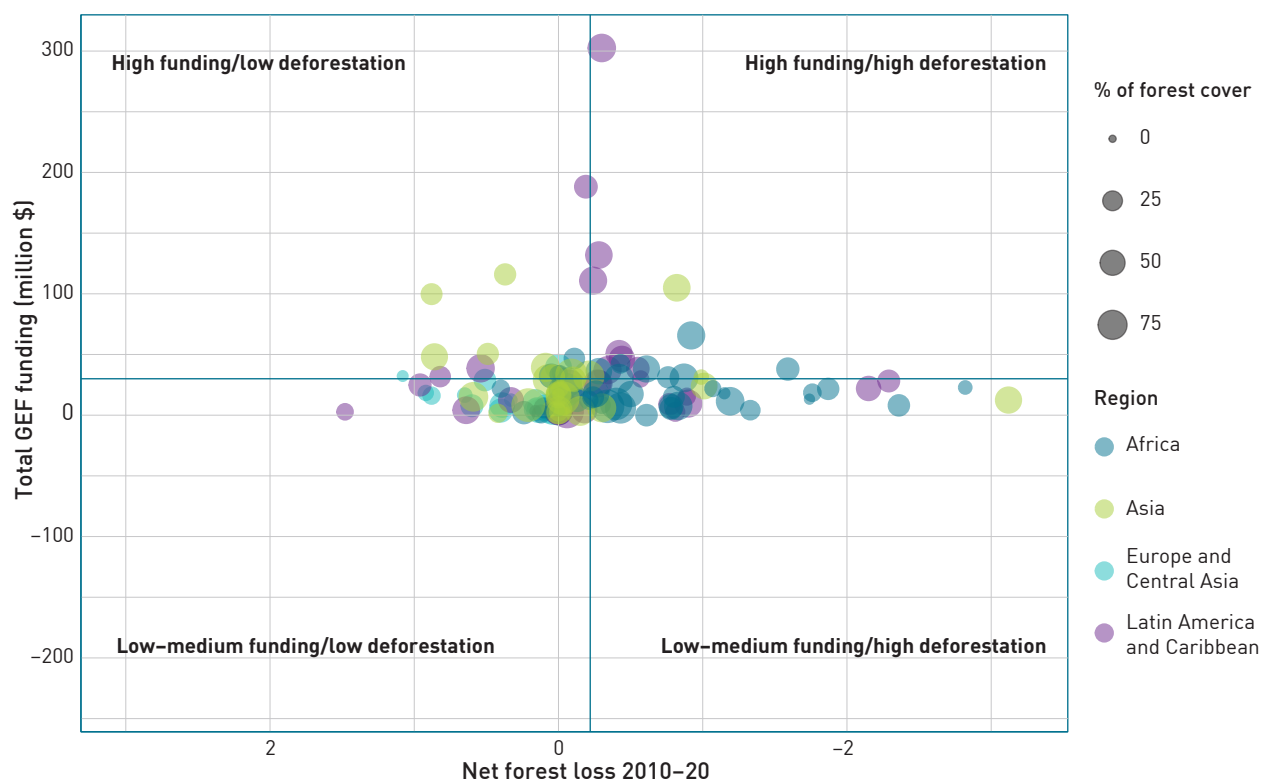
Some deforestation hotspots appear comparatively underfunded by the GEF. In terms of

geographic relevance, the GEF seems to underfund some forest hotspot countries, among them some countries with vast forest areas that are suffering high deforestation rates. To assess the geographic relevance of the SFM portfolio, including the integrated approach pilots and the impact programs, the evaluation team compared the amount of funding against the net forest loss of different countries between 2010 and 2020, using –0.22 percent change in annual net forest loss and 50 percent forest cover as cutoff points for high deforestation countries (as recommended by da Fonseca et al. 2007). The hotspot quadrant plots (figures 3.3, 3.4, and 3.5) show how some countries suffering from high deforestation rates have received no more funding than countries with low deforestation. Underfunded hotspots appear to include Angola, Belize, Democratic Republic of Congo, Equatorial Guinea, Guinea Bissau, Liberia, Panama, Samoa, São Tomé and Príncipe, and República Bolivariana de Venezuela.

In this sense, the spread of SFM grants can be considered geographically relevant, but this relevance may decline if future GEF grants are not targeted at forest hotspots that have been comparatively underfunded so far. For example, the investment in Democratic Republic of Congo seems low in comparison to other strategic areas. This country has the fourth largest forest area in the world and a recently high deforestation rate of –0.87 percent, but has received only a 10th of the funds received by Brazil. Even accounting for regional grants to the Congo Basin, the level of investment in Democratic Republic of Congo seems insufficient.

In GEF-5 and GEF-6, 89 countries implemented multifocal area SFM projects with the SFM incentive; however, 68 of these did not participate in the three SFM impact programs in GEF-7 (in the Amazon, Congo Basin, and dryland biomes). After including the Food Systems, Land Use, and Restoration (FOLUR) Impact Program, 50 countries remain excluded from the SFM incentive (see

Figure 3.3 Forest hotspots: GEF funding versus net forest loss



Sources: GEF Portal, FAO, and World Bank World Development Indicators; based on da Fonseca et al. 2007.

[annex C](#)). Of these 50 countries, one-third are SIDS. The shift to programs and financial incentives has influenced country participation. The GEF-8 programs include critical forest biomes covering Indo-Malaya, Meso-America, and Western Africa, which may again incentivize regions left behind in earlier replenishment periods.

GEF funding for countries with low deforestation and high forest cover is influenced by a variety of reasons. There are several countries with high funding but low deforestation, including China, India, Madagascar, Peru, the Philippines, and the Russian Federation. Some of these countries have a very high percentage of intact forest cover, which may be the justification for the funding—that is, to protect and manage this forest sustainably for multiple global environmental benefits. However, others have the same forest cover as countries with low funding and high deforestation. SFM funding is

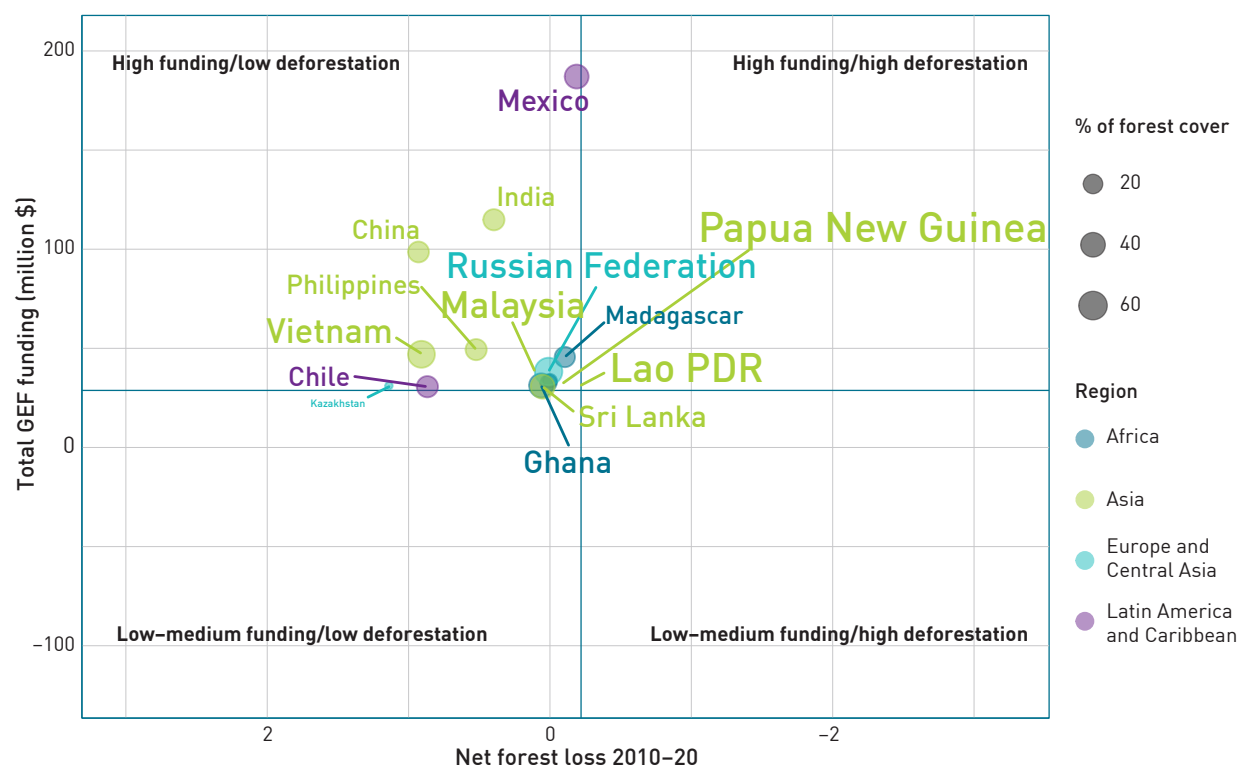
primarily driven by country priorities but also influenced by the GEF strategy and incentives for SFM.

COHERENCE

The integration of socioeconomic objectives has been a growing feature of the GEF SFM portfolio.

The portfolio has come to better integrate multiple environmental aims with each new replenishment period, while also developing an increasingly tangible focus on socioeconomic benefits. Building on an initial strong focus on biodiversity, the GEF SFM portfolio has progressively transitioned toward multifocal area projects (282 projects), which now constitute 44 percent of the SFM portfolio. The remaining 56 percent of the portfolio addresses single-focal areas, and it remains unevenly balanced toward biodiversity (288 projects, 45 percent). The increasing integration of social aims during SFM project implementation has produced tangible

Figure 3.4 Forest hotspots: High-funding, lower-deforestation countries



Sources: GEF Portal, FAO, and World Bank World Development Indicators; based on da Fonseca et al. 2007

results: 75 percent of projects (182 projects) analyzed during our portfolio impact review report social outcomes as well as environmental outcomes.

Environmental and socioeconomic objectives have been integrated in two-thirds of the projects.²

Synergies and trade-offs exist between social, economic, and environmental outcomes of projects and also between short- and long-term goals. The evaluation identified 52 projects where terminal evaluations had singled out their successful proactive measures to mitigate socioeconomic trade-offs and create synergies—including by addressing the livelihood needs of local communities through the creation of new employment opportunities, diversification of existing jobs, provision of new skills, and establishment of agreements and partnerships

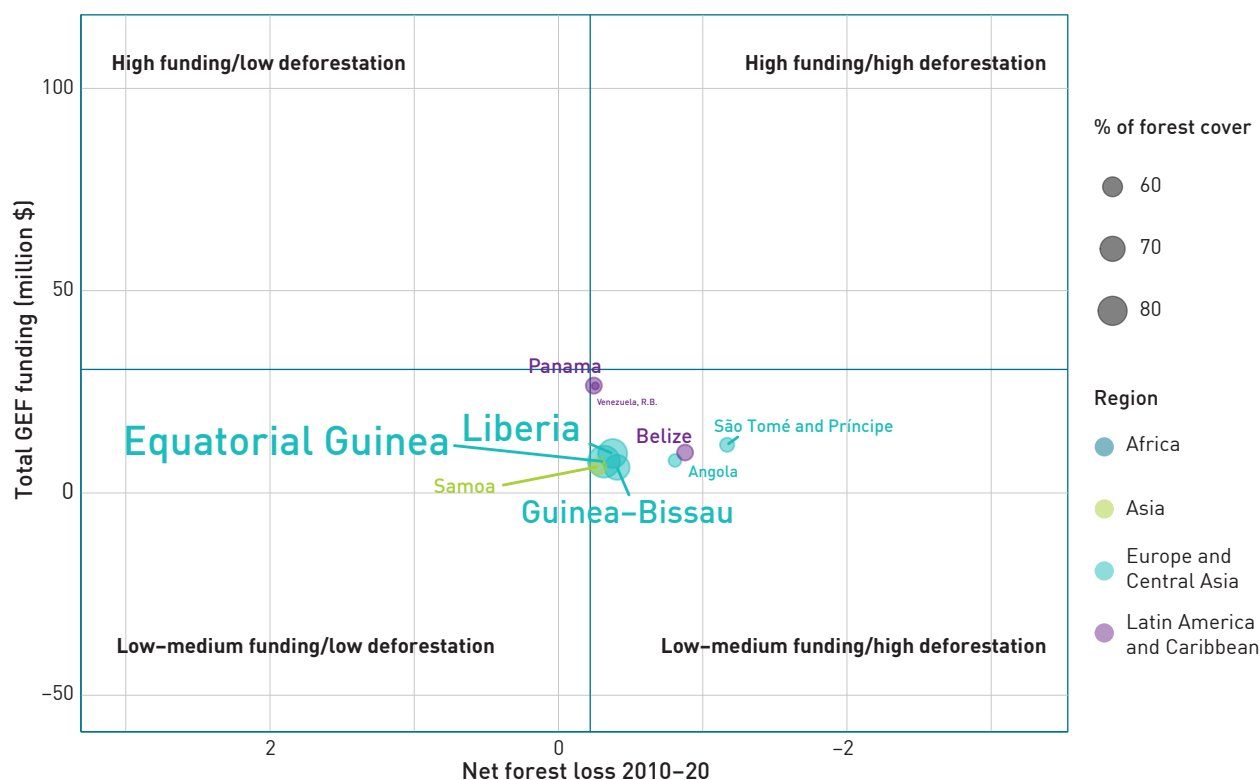
between organizations working in different thematic areas.

In contrast, 27 terminal evaluations reported negative trade-offs. Some reported that the implementation of project activities was to the detriment of local livelihoods and in (only) two instances they generated social division and indeed conflict. For these projects, compensation mechanisms such as mitigation plans or strategies had not been devised and/or implemented for those communities, which worsened their living conditions. In a few other cases, the evaluators deemed that the project activities had been a potential threat to the sustainability of land management systems or undermined biodiversity conservation efforts.

GEF SFM projects are increasingly inclusive of stakeholders, with integrated rather than siloed objectives and consistent support over time, but a

²Based on an aggregate of terminal evaluations.

Figure 3.5 Forest hotspots: Low-funding, high-deforestation countries



Sources: GEF Portal, FAO, and World Bank World Development Indicators; based on da Fonseca et al. 2007.

coherent and comprehensive approach to SFM is essential. The GEF's work has provided an increasingly inclusive and integrated design process that has enabled projects to: implement multiple MEAs simultaneously, bridge institutional silos, engage relevant sector authorities, provide governments with continuity of funding for forest environmental issues, and mainstream many SFM issues. It has been most valued for long-term capacity development, especially in government and multi-stakeholder institutions. Yet political will for SFM often remains weak, while countervailing threats and incentives remain strong. The GEF's approach to SFM has evolved usefully, often in innovative and effective ways, such as the corporate-level introduction of the SFM incentive to bring together land degradation, biodiversity, and climate change priorities for the first time in multifocal areas; see [section 1.3](#)). However, in the context of the GEF's

evolving strategies and approaches to SFM, interviewees indicated the need for articulating a clear plan going forward with distinct objectives and boundaries, including differentiation to accommodate different types of forest and forest-dependent people.

Internal coherence of the SFM portfolio has been strong with the MEAs and has grown between GEF SFM projects over time. Internal coherence concerns the links between interventions carried out by the GEF, as well as the consistency of an intervention with the relevant MEAs. The evolving SFM portfolio has been responsive to progressive developments over the GEF replenishment periods, each of which have responded to progress and guidance from the MEAs.

For example, the SFM portfolio has been coherent with—and often a leader on—issues of integration,

indigenous peoples and local communities, gender, and private sector engagement. Between GEF SFM projects within a region, internal coherence has tended to strengthen over time with continued involvement. There has been an exception in internal coherence with the Global Wildlife Program. The projects participating in the GEF-6 phase of the program were eligible for the SFM incentive through the multifocal modality. With the introduction of impact programs in GEF-7, the SFM incentive was no longer available to Global Wildlife Program Phase 2 child projects. GEF-8 programming addresses this gap by introducing a new integrated program in which participation is incentivized.

Projects assessed in the Amazon and Congo Basin case studies reveal a good internal coherence over time, consolidating and scaling up where appropriate. Internally, for example, over the timeline of ARPA 1, ARPA 2, and ASL, the original project (ARPA 1) built managerial capacity for sustainable-use protected areas under federal management. This was then expanded under ARPA 2, including at the state level using the expertise and innovative capacity building learned from ARPA 1. In a third stage, the ASL protected areas component consolidated and expanded the achievements from previous projects, broadening them to the whole integrated landscape—including policies and incentives for productive landscapes, plus a regional component to improve capacity, communications, and cooperation with other countries in the Amazon Basin.

In the Congo Basin, a lack of coherence has been apparent in that key issues—notably land tenure and access to land—have been only weakly taken into account by GEF interventions. Such issues have been somewhat better addressed by more recent GEF initiatives, primarily through greater attention given in project design to key actor groups—youth, women, indigenous peoples, and local communities. Examples of this include the Community-Based

Forested Landscape Management in the Grand Kivu and Lake Tele-Tumba project [GEF ID 10314] and Biodiversity Conservation, Sustainable Land Management and Enhanced Water Security in Lake Tanganyika Basin [GEF ID 10388].

External coherence is observed in a few projects.

External coherence concerns the consistency of the GEF SFM portfolio and projects with other actors' interventions in the same context. This includes complementarity, harmonization, and coordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort. For example, a medium-size project, *Fostering Partnerships to Build Coherence and Support for Forest Landscape Restoration* (GEF ID 9861) supported the Collaborative Partnership on Forests, where multiple partners are working together to foster partnerships and coherence for landscape restoration. The project SFM Facilitating Financing for Sustainable Forest Management in SIDS and LFCCs (GEF ID 4235) executed by the UNFF focused on enhancing opportunities for financing SFM.

In Democratic Republic of Congo, external coherence of GEF SFM projects has been quite strong.

Projects have integrated quite well with the country's political, institutional, and strategic frameworks, while also emphasizing sites that have not been the focus of other partners, such as the former Equateur and Katanga Provinces (as in the Lake Tele-Lake Tumba project and the Community-Based Miombo Forest Management in South East Katanga [GEF ID 5547]; and on themes not covered by other funding partners, such as transboundary resource management (as in the Lake Tele-Lake Tumba, Grand Kivu and Lake Tele-Tumba, and Lake Tanganyika Basin projects).

While it is not clear that coherence was their aim, several initiatives have fostered some coherence through building capacity at the regional level (Capacity Building for Regional Coordination of Sustainable Forest Management in the

Congo Basin under the GEF Program for the Congo Basin [GEF ID 3960] and in managing cross-border resources (as in the Lake Tele–Lake Tumba, Grand Kivu and Lake Tele-Tumba, and Lake Tanganyika Basin projects).

External coherence of the Brazilian Amazon GEF SFM projects has been challenging. International development organizations including the World Bank supported Brazil's 2016 Constitutional Amendment 95, which required macroeconomic adjustment reforms and other austerity measures. These measures contributed to a reduction in public environmental spending (Silva et al. 2019, 2021; Young and Castro 2021), negatively affecting environmental policy—and undermining GEF SFM objectives.

IMPACT

The GEF's major verified positive impact has been the increased area of forest protection, with forest restoration also now beginning to be verified. Pointing in particular to the GEF's work with Amazon protected areas and its forest landscape restoration work, experts indicated that the GEF's major and consistent impact has been increased areas of forest protection, improved quality of protected area management, and growing (if less well verified as yet) impacts in forest restoration. They appreciate similar potential from a GEF-supported project in the Congo Basin where communities benefited more from forest use through social responsibility contracts established between concessionaires and local communities in 57 forest concessions ([box 3.1](#)).

Other examples of forest protection and restoration projects include the Cape Peninsula Biodiversity Conservation Project in South Africa [GEF ID 134], Consolidating a System of Municipal Regional Parks in Guatemala's Western Plateau [GEF ID 1733] in Guatemala and Community-Based

Integrated Natural Resources Management in Lake Tana Watershed in Ethiopia [GEF ID 3367].

Sixty million ha of forests are better protected in the Amazon as a result of GEF SFM activities, but sustainable use of forest is more elusive.

The Amazon case study revealed a broad consensus that the ARPA 1 and 2 and ASL 1 projects in Brazil have successfully delivered 60 million ha of forest protection and improved the quality of protected area management (both with relatively straightforward progress metrics). However, there was less success in investing in sustainable production inside the protected areas and in finding sustainable landscape alternatives outside protected areas.

Total portfolio-level impact beyond forest areas and job numbers is less easy to sum up. There are many other kinds of impact beyond the metrics of forest area and job numbers that most terminal evaluations barely touched on. These relate to policy and institutional change and capacity, and socioeconomic benefits, as well as new knowledge. The case studies explored these in more detail. In Uganda, GEF SFM projects have helped improve household assets ([box 3.1](#)).

GEF support has created an enabling environment for REDD+. GEF projects have supported the readiness and uptake of REDD+ through institutional strengthening. They have done so by developing incentive-based instruments to finance REDD+ activities; and supporting robust monitoring, reporting, and verification systems. Challenges remain in assessing the GEF's contributions to REDD+, however, as the GEF does not systematically track its projects' contribution to REDD+. Additionally, considerable investment into REDD+ Phase 1 (readiness) has not yet seen widespread progression into Phase 2 (implementation) or Phase 3 (results-based payments).

Box 3.1 Socioeconomic co-benefits of GEF-supported SFM projects in Africa

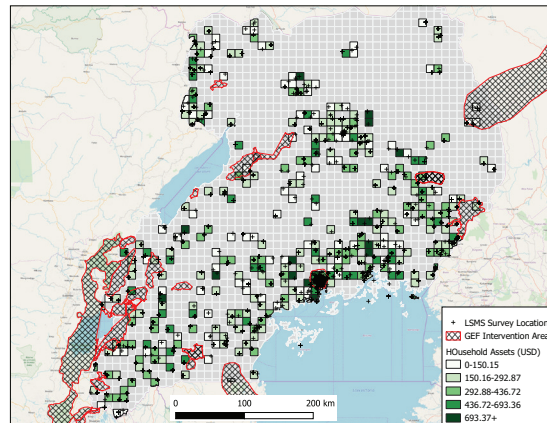
Communities are benefiting more from forest use in the Congo Basin as a result of GEF SFM projects.

The Forest and Nature Conservation Project in Democratic Republic of Congo has made an important contribution to SFM, particularly through supporting the negotiation of 75 social responsibility contracts between concessionaires and local communities in 57 forest concessions. These innovative contracts, provided for in the country's forest legislation, are channeling \$15.1 million, over the four years of the simple management plans on which they are based, to community-led social development projects. These projects benefited a reported 588,530 individuals, substantially more than initially targeted (although the quality of projects implemented with these funds has been mixed, owing partly to nontransparent local management of funds). Despite the small size of short-term benefits, establishing this means of local control of forest promises sustainable and enduring results in the longer term.

GEF SFM projects in Uganda have helped improve household assets. Analysis of GEF-supported project interventions in Uganda—using a novel database of geographic indicators, the Living Standards Measurement Survey (LSMS), and quasi-experimental methods—reveal a positive impact of \$184.81 in increased household assets

between 2009 and 2011. The effect was statistically significant at distances between 2 and 7 km away from GEF projects. There was insufficient evidence to establish the impact of projects beyond 7 km (Runfola et al. 2020).

Figure B3.1.1 Increase in household assets in GEF intervention areas



Source: Runfola et al. 2020.

Note: Gray indicates areas where no LSMS data were available; hashed areas with a red boundary indicate the GEF project areas; and green areas indicate areas where LSMS data were available. White or light green cells represent households with fewer financial dollar assets than darker green cells, circa the baseline period of 2009.

Terminal evaluations of about a fifth of GEF SFM projects suggest that they have been achieving transformational change. While the terminal evaluations were not asked to explore transformational change, there is supporting evidence that many of the GEF's SFM projects do result in such change.³ The terminal evaluations of 52 of 243 evaluated projects (21.4 percent) suggest that transformational change has been achieved by the greater

proportion of GEF-1 grants, perhaps due to their innovative nature or to sampling bias.⁴ From GEF-3 onwards, the number of projects assessed as

³ As noted earlier, transformational change is defined as "deep, systemic, and sustainable change with large-scale impact," resulting from activities that "flip" market and government systems" (GEF IEO 2018b).

⁴ Examples include the Sustainable Coffee Landscape Project in Burundi (GEF ID 4631), Integrating Climate Change Risks into Forestry Management in Samoa (GEF ID 4216), and Nature Conservation and Flood Control in the Yangtze River Basin in China (GEF ID 1353). Sampling bias may be evident here, since only 10 evaluations from GEF-1 were selected for the portfolio impact review and, given that GEF-1 was a new global program, its novel nature might have led evaluators to assess GEF-1 in terms of innovation more highly than they did subsequent replenishment periods. The proportions of projects being assessed as transformative in GEF-3, GEF-4, and GEF-5 are more reliable, since all terminal evaluations produced in those periods were reviewed.

transformative is usually in the range of 10–25 percent of each GEF replenishment period.

Two further portfolio findings are helpful: (1) almost all (94 percent) of the projects evaluated to have been transformative were also projects evaluated to have clearly met government priorities; and (2) the largest projects (in terms of high funding levels) were shown to be the most transformative (figure 3.6).

The GEF’s additionality in SFM is most commonly associated with innovative methods, tools, and institutional arrangements; long-term capacity development; and new financial flows. The terminal evaluations highlighted how GEF projects achieved breakthroughs in reorganizing governance and management to address forests and people’s needs together. The portfolio review (volume 2) provides numerous illustrative quotes on how GEF innovations enabled socioeconomic benefits to be achieved alongside goals to improve environmental outcomes. For example, the terminal evaluation of Integrating Climate Change Risks into Forestry Management in Samoa (GEF ID 4216)

noted how the participatory three-dimensional model the project developed helped communities visualize their village and the surrounding area’s topography and vegetation, enhancing their participation in community-based management plans. Given the paucity of comprehensive terminal evaluations and the absence of postcompletion evaluations, a full picture of GEF additionality in SFM is not yet available.

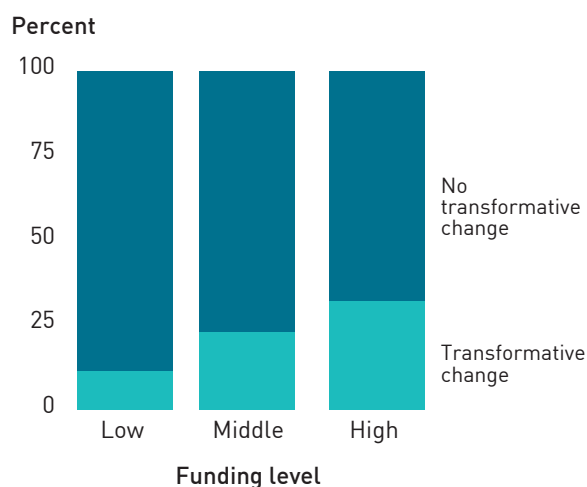
EFFECTIVENESS

The portfolio impact review identified 5 main environmental and 11 main socioeconomic outcomes affected by those GEF SFM grants that reported tangible results. Together, these cover all of the UNFF’s seven SFM dimensions, plus rights and equity (table 3.4). While the reported outcomes do not overtly address the legal, policy, and institutional framework and knowledge base, it is clear from key informant interviews and case studies that law, policy, and institutions have indeed proven to be important interim outcomes that the GEF has prioritized.

As noted above, outcomes in terms of protected forest area, restored forest area, and jobs created can be summed up globally at the portfolio level, but many other outcome areas cannot be summed up given their diverse metrics. While they do not appear as a “big figure” in headline portfolio results, there are numerous stories of change that can be told; short examples are provided below.

The GEF-supported model approach to forest protection has been scaled up in the Amazon. One example of effectiveness is the important multiplier effects of the GEF’s SFM work in Amazon protected areas. The Brazilian Biodiversity Fund (Fundo Brasileiro para a Biodiversidade—FUNBIO) FUNBIO was a local institution created in 1996 with GEF-1 funds. FUNBIO was later selected as the executing agency for ARPA 1 (2002), ARPA 2 (2010) and ASL (2017) projects. It became a GEF Agency in

Figure 3.6 Percentage of transformative projects by funding level



Source: Project terminal evaluations.

Note: $n = 243$ projects.

Table 3.4 Environmental and socioeconomic outcomes of GEF SFM projects

Environmental outcomes	Socioeconomic outcomes
<ul style="list-style-type: none"> • Forest protection and improved forest management in 63% of projects (154 projects) • Biodiversity gains of many types identified for 41% of projects (100 projects) • Soil and water and other protective functions identified for 25% of projects (60 projects) • Forest restoration, 19% of projects (46 projects) • CO₂ emissions mitigated 15% of projects (37 projects) 	<ul style="list-style-type: none"> • Increased income in 55% of projects (133 projects) • Community empowerment in 52% of projects (127 projects) • Gender equality in 37% of projects (89 projects) • Reduced conflict in 28% of projects (68 projects) • Indigenous empowerment in 25% of projects (60 projects) • Job creation (58 projects) • Reduce forest degradation (42 projects) • Security of land (36 projects), water (33 projects), food (31 projects), and energy (12 projects)

Source: Project terminal evaluations.

2015. This successful model of institutional development could be replicated in other countries to create long-term local capacity for channeling biodiversity-related funding. Here, state governments in the Amazon with little former involvement in SFM were introduced to the importance of protected areas—leading to a significant expansion of state-managed protected areas in the Amazon, especially in the sustainable use category. This has provided a model for protected areas, combining biodiversity and ecosystem conservation with recognition of the rights of traditional communities living in these territories. Tools and approaches also spilled over to federal protected areas that did not belong to ARPA, including those outside the Amazon.

The GEF SFM portfolio is not yet fully supporting the effective decision-making powers of indigenous peoples and local communities. Many key informants felt that indigenous peoples and local communities are not gaining adequate benefits in terms of rights and material gains.⁵ Neither is there yet effective support to sustainable commercial use of forests, engaging the private sector and

especially indigenous peoples and local community businesses. For example, the GATI project—presented as an ARPA for indigenous peoples—helped reduce the traditional mutual distrust between indigenous peoples and environmentalists. However, after its conclusion, while some efforts to engage indigenous peoples and local communities continued, financial sustainability was a challenge.

In the Congo Basin, the Sustainable Landscapes Impact Program (GEF ID 10208, UNEP), for which \$57 million was approved in 2019, is the largest GEF program in the region. The program design recognizes the importance of strengthening indigenous and local community tenure and management rights. In its [review of the program design](#), the GEF Scientific and Technical Advisory Panel highlighted several challenges in indigenous peoples and local community engagement. The GEF’s updated Policy on Environmental and Social Safeguards (GEF 2018) includes strengthened minimum standards and guidance on free, prior, and informed consent; consultation; and engagement with indigenous peoples, but a recent IEO evaluation highlighted implementation constraints (GEF IEO 2022a). Within this context, how the barriers to effective participation and substantive engagement of indigenous peoples and local communities are

⁵ This view was expressed by individuals in all four key informant categories—GEF Secretariat staff, GEF Agency staff, GEF project design consultants, and GEF-aware forest experts.

addressed during program implementation is yet to be observed.

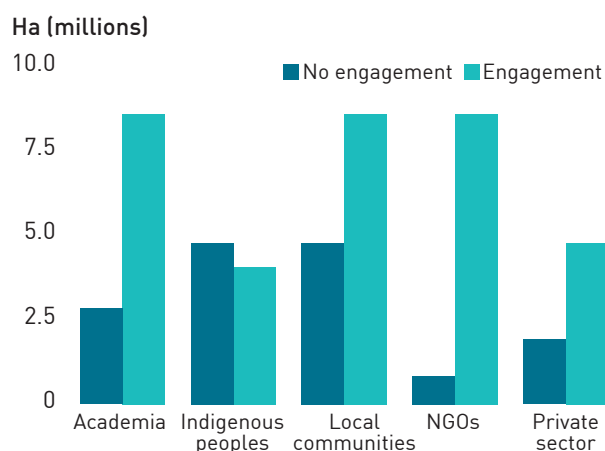
The choice of GEF Agency is significant, as shown successfully in the Congo Basin. Appropriately chosen, the GEF Agency can bring its unique positioning and strengths to SFM. In the Congo Basin, while some other organizations appear to have been more constrained by the major and numerous problems created by armed conflict, the GEF Agencies have been relatively consistent in delivering some substantial SFM support across the region over the years. Several projects in the region are notable for the emphasis on learning from experience in their project design—and, as a result, emphasize the value of a simple and flexible project structure.

Cofinancing benefits of scale and alignment may be outweighed by the costs of excluding smaller partners and innovation. Cofinancing can confuse the issue. Much cofinancing is little more than an accounting exercise. In the Congo Basin projects, for example, there appears to have been an almost complete absence of practical requirements or incentives for delivery of cofinancing—resulting in the near total absence of public cofinancing in GEF projects in Democratic Republic of Congo, for example. At a minimum, this has created barriers to disbursement and confused implementation. The benefits from initial alignment between the GEF and other funders are often outweighed by disadvantages of this kind of cofinancing partnership, where it results in excluding smaller partners—especially organized groups among indigenous peoples and local communities—and by a reduction in innovation because anything new falls outside what is already financed.

Stakeholder engagement works; it tends to be associated with increased forest protection and restoration. Stakeholder engagement has always been important for achieving SFM outcomes effectively. The evaluation’s portfolio review revealed

that projects that significantly engaged indigenous peoples, academia, NGOs, and the private sector reported greater areas of forest protected ([figure 3.7](#)), and projects that significantly engaged local communities reported restoring large areas of forest ([figure 3.8](#)). [Box 3.2](#) provides an illustration.

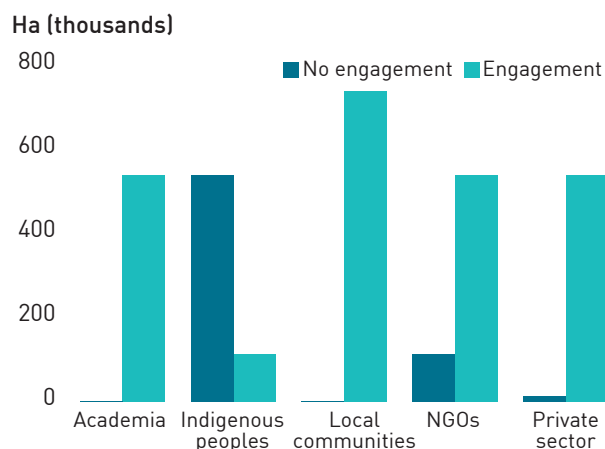
Figure 3.7 Relationship of forest protection and stakeholder group engagement: average hectares protected by project



Source: Project terminal evaluations.

Note: $n = 243$.

Figure 3.8 Relationship of forest restored and stakeholder group engagement: average hectares restored by project



Source: Project terminal evaluations.

Note: $n = 243$.

Box 3.2 GEF-supported community-based fire management

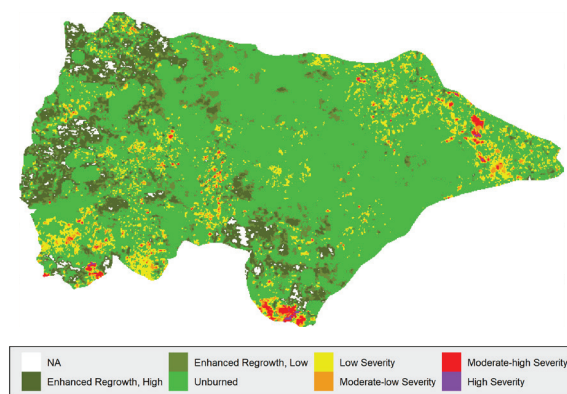
Forest fire management activities were part of the broader objective of a GEF-supported SFM project in Thailand, Integrated Community-based Forest and Catchment Management through an Ecosystem Service Approach (GEF ID 3445). The project adopted an integrated community-based approach and involved community networks. However, fire prevention and management remained a challenge because of the increasing severity and frequency of fire and social factors beyond the project's control.

A geospatial analysis around the project sites indicates that fire severity has increased in about

110 ha, mostly confined to the border areas. In contrast, some areas in the northwest have seen recovery in about 2,800 ha from earlier fire incidents (figure B3.2.1). As shown in figure B3.2.2, there has been a small difference in the pre- and post-median fire frequency.

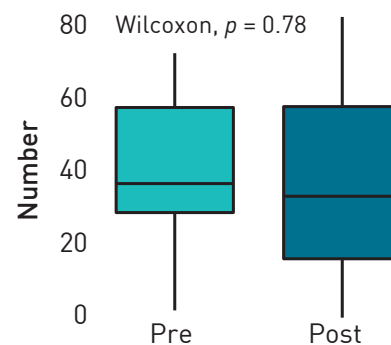
The project successfully initiated a community-based fire management approach. The [terminal evaluation](#) deemed this project moderately successful and identified project ambition and complicated design, capacity, and logistical challenges as the key factors that affected the outcome.

Figure B3.2.1 Fire severity



Source: NASA Landsat.

Figure B3.2.2 Difference in fire frequency



Well-designed M&E systems were a major contributor to project effectiveness.⁶ Terminal evaluations found that several project

characteristics positively influenced effectiveness. In order of priority, the most significant were (1) well-designed M&E systems; (2) stakeholder engagement fostering local ownership and partnerships; (3) integration of lessons learned from previous projects, midterm reviews, and needs assessment; (4) adaptive management; and (5) supportive Agencies playing to their strengths and strong project teams.

Sustained and flexible partnerships helped improve resilience in contexts of fragility and conflict. Key informant interviews emphasized the

⁶ In 52 projects, the elements of a well-designed M&E system were seen to positively affect achievement of project outcomes. Examples include projects in GEF-3—Groundnut Basin Soil Management and Regeneration (GEF ID 2511) and Establishing Conservation Areas Landscape Management (CALM) in the Northern Plains (GEF ID 1043)—and GEF-4—Transforming Management of Biodiversity-Rich Community Production Forests through Building National Capacities for Market-Based Instruments (GEF ID 3637).

value of project partnerships and flexibility in handling instability and conflict. For example, in the Forest and Nature Conservation Project in Democratic Republic of Congo—which was implemented shortly after the 2008 peace agreement between Rwanda and Democratic Republic of Congo—the project recognized the likelihood of lasting instability and adopted, according to the project document, “a simple and flexible design, involving partnerships with local and international NGOs that have continued to work on the ground during the recent conflicts and have the capacity to suspend and restart operations quickly.” [Box 3.3](#) provides a brief discussion of how GEF SFM projects have handled contexts of fragility, conflict, and violence in Afghanistan and Colombia by adopting project-specific, conflict-sensitive approaches.

Overambitious project design and cumbersome programmatic processes are persistent constraints on effectiveness. The most widespread project characteristics that negatively influenced effectiveness, in order of priority, related to (1) poor monitoring, evaluation, and learning with a lack of baseline data, consistent and meaningful indicators, or capacity and plans to do so;⁷ (2) overambitious project design as reflected in more activities than could be securely delivered given capacity and resources, especially given the available time frame; (3) delays caused by either poor capacity of GEF Agencies or bureaucratic procurement processes; and (4) problems with financial management, reporting, and cofinancing.

⁷ In 60 projects, poor M&E systems negatively affected project implementation. Examples include projects in India (Sustainable Land Management in Shifting Cultivation Areas of Nagaland for Ecological and Livelihood Security, GEF ID 3469) and Ethiopia (Community-Based Integrated Natural Resources Management in Lake Tana Watershed, GEF ID 3367), and a regional project in the Andean ecosystems (Multiplying Environmental and Carbon Benefits in High Andean Ecosystems, GEF ID 4750).

Both disbursement and reporting problems have had major negative impacts on effective implementation of activities in several projects in the Congo Basin, according to key informants. Terminal evaluations noted in 51 cases how, despite having appropriate strategies, overambitious design was an impediment to delivering results within the implementation period. One example of this was Mainstreaming Biodiversity Conservation, SFM and Carbon Sink Enhancement into Mongolia’s Productive Forest Landscapes (GEF ID 4744).

External factors hindering projects are less frequently reported in evaluations than internal factors, but they commonly include capacity weaknesses. Reported external hindering factors included (1) limited capacities of lead Agencies; (2) lack of stakeholder engagement after the project design stage; (3) weak government ministries with little incentive to change policy or provide resources for local organizational change once implementation is under way; (4) lack of capacity of both project and government staff; and (5) high turnover of government and project staff. Examples where terminal evaluations cited external hindering factors include a project on protected areas in Thailand (Catalyzing Sustainability of Thailand’s Protected Area System, GEF ID 3517) and a natural resource management and climate change project in Mali (GGW Natural Resources Management in a Changing Climate in Mali, GEF ID 5270).

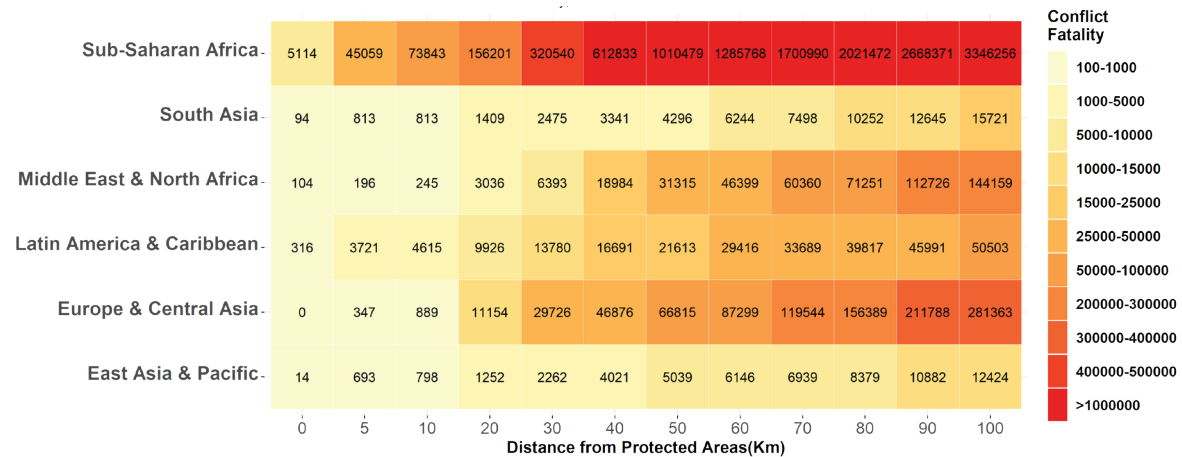
While not unique to SFM projects, important political economy issues of decision-making control, rights insecurity, and corruption are not systematically addressed by GEF SFM projects. Political economy issues, such as overly centralized decision making, lack of respect for prior tenure and use rights, and corruption, are neither systematically addressed in the design of GEF SFM projects nor overtly considered in implementation, in spite of their critical importance for achieving transformational change. Local project staff are often able to navigate these political economy issues well,

Box 3.3 GEF SFM projects and conflict

Conflict and fragility-related risks adversely affect GEF projects, their implementation, and the sustainability of impacts (GEF IEO 2020a). More than one-third of the GEF's global portfolio is invested in countries affected by major armed conflict. This is true for GEF SFM projects, as shown in [figure B3.3.1](#).

At the regional level, an analysis of GEF-supported forest protected areas showed a large portion of GEF projects affected by conflict with severe and fatal conflicts in and around these areas. Overall, conflict fatalities around protected areas are notably higher in Sub-Saharan Africa.

Figure B3.3.1 Distance between GEF-supported protected area and conflict fatality, 1990–2020

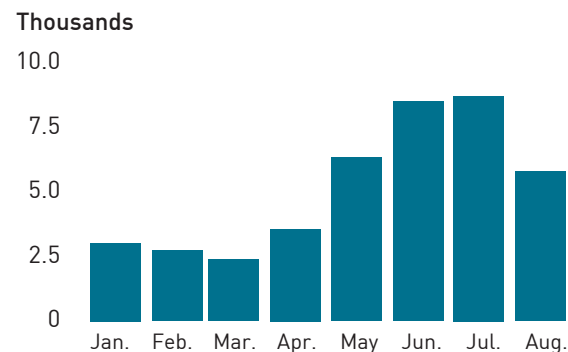


Sources: GEF Project Management Information System, Uppsala Conflict Data Program, World Database on Protected Areas.

Currently, several SFM projects in Afghanistan are affected by conflict and fragility. The number of conflict incidents and fatalities increased from 3,043 in January 2021 to 5,831 in August 2021

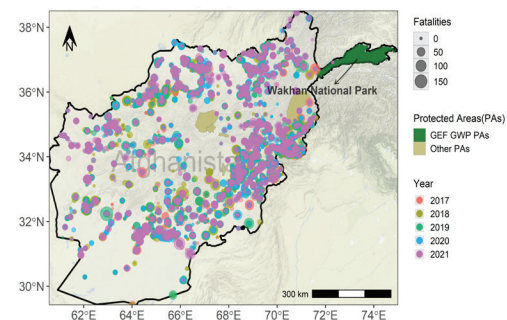
([figure B3.3.2](#)). Even though some of the GEF SFM project sites are located away from conflict hotspots ([figure B3.3.3](#)), the complete cessation of all development work makes for an uncertain future.

Figure B3.3.2 Monthly conflict fatalities in Afghanistan, 2021



Source: Armed Conflict Location & Event Data Project, August 2021.

Figure B3.3.3 Armed conflict in Afghanistan, January 2017–August 2021



Sources: GEF Portal, World Database on Protected Areas, Armed Conflict Location & Event Data Project, World Bank, Stamen.

(continued)

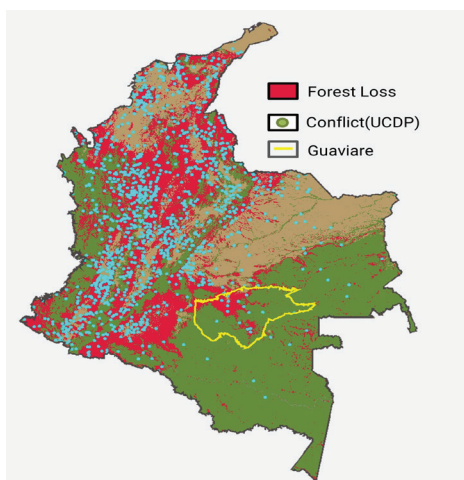
Box 3.3 GEF SFM projects and conflict *(continued)*

Forests can both fuel conflicts (Harwell, Farah, and Blundell 2011) and provide opportunities for peacebuilding and recovery. Conflict-sensitive design and implementation is therefore essential if GEF-supported forestry projects are to foster good natural resource governance and achieve large-scale and lasting impacts.

Despite GEF projects' relevance and the risks they face, there is no consolidated set of directions or guidance to manage conflict-related risks. However, several GEF projects have innovated and employed project-specific, conflict-sensitive approaches (GEF IEO 2020a). For instance, several Colombian protected

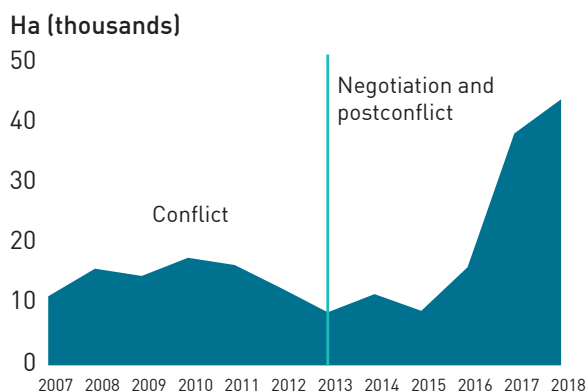
areas overlap with conflict zones (figure B3.3.4), and forest loss in and around these protected areas increased in the postconflict period (figure B3.3.5). A GEF project in postconflict Colombia, Forest Conservation and Sustainability in the Heart of the Colombian Amazon (GEF ID 5560, World Bank), is now strengthening protected area management and landscape connectivity, reducing deforestation and promoting land restoration. Besides their environmental objectives, these projects intend to provide opportunities for peacebuilding and long-term reform by building capacity, strengthening governance and institutions, creating jobs, and supporting livelihoods.

Figure B3.3.4 Forest loss and conflict areas in Colombia



Source: University of Maryland.

Figure B3.3.5 Forest loss during and after conflict in Colombia



Source: University of Maryland.

especially in shaping follow-up projects. For example, a GEF project in Lebanon (PCB Management Project, GEF ID 4108) was able to address resource conflicts in protected areas by adopting customary approaches to conservation. Political economy issues are also addressed through the safeguards of the implementing GEF Agencies.

EFFICIENCY

Some GEF operational norms stifle efficiency of SFM projects, with rigid procedures, GEF Agency rules, and logframes. Stakeholders noted how certain generic GEF operational norms and challenges have limited the GEF's SFM efficiency as well as its effectiveness. Constraining modalities have included lengthy programmatic design

and approval processes; the drawbacks of national versus external project implementation and the limited space for nongovernmental and non-GEF Agency actors to contribute; inefficiencies in flying in external consultants with varying levels of understanding of the operating context; inadequate use of local expertise; and the lack of independence of some evaluations, along with weak sanctions for poor performance. The separation of implementing and executing Agencies—such that projects designed by agencies with a particular set of capabilities are not leveraged to use those capabilities in execution—also creates tensions, delays, and perverse incentives. Key informants also pointed out that rigid logframes and theories of change compound inefficiency and impede adaptive management. Questions were repeatedly raised about the low rigor of some documentation and the lack of organized learning. These issues are largely not specific to SFM projects, but challenges in the GEF business model explain some areas of underperformance of SFM projects, as evidenced below.

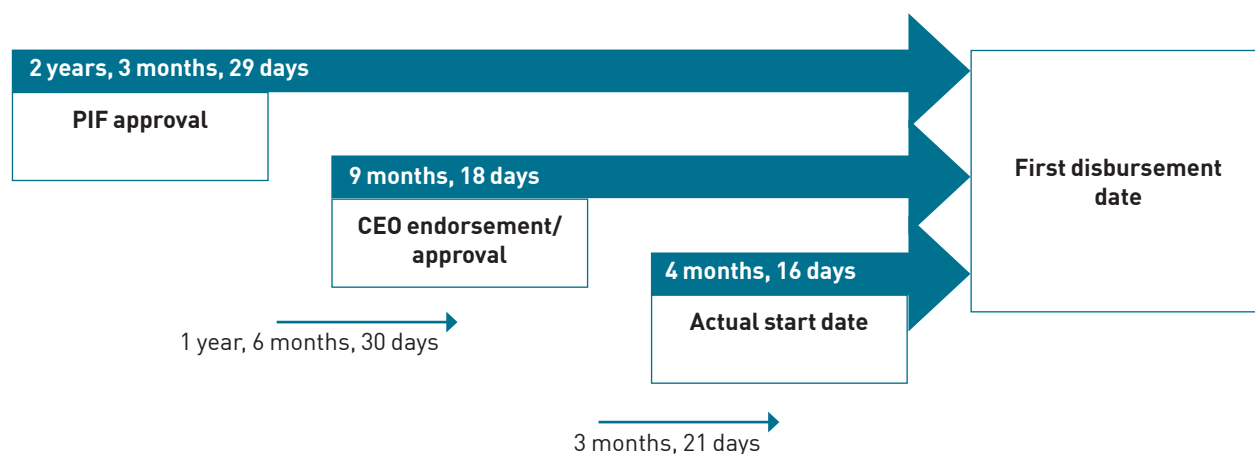
The almost three-decade longevity of the SFM theme is a strength of the GEF, but lengthy time lags in program processes have not always helped individual projects. A key resource across the GEF’s SFM portfolio has been time. Yet time has not always been well used in the GEF SFM projects. The

extended time lags between design, approval, and implementation are uniformly believed to undermine efficiency as well as the unique value of the GEF. They also limit the accessibility of grants and can leave projects vulnerable to political regime change. On average (median) it took an SFM proposal nearly two years and four months from PIF approval to receive its first grant disbursement (see [volume 2](#)). Although SFM projects differ little from other projects in facing the constraints of the GEF business model, the time lags do concern many stakeholders, who find that the political or market window of opportunity for SFM is not open long enough to grasp.

[Figure 3.9](#) shows the average length of each step of a GEF SFM proposal from PIF approval to the first disbursement date.

Long delays before project implementation and insufficient use of local expertise have reduced efficiency in the Congo Basin. Here, the time between approval of project idea and beginning of project implementation has been extremely long—an average of 2 years and 11 months and up to 7 years for Congo Basin SFM projects. (Political, conflict, and epidemic-related changes over such periods in the region have often been major.) The benefits of rigorous preparation are outweighed by

Figure 3.9 Life span of GEF SFM proposal



the costs of reduced relevance and capacity as time progresses.

Differences in accountability systems among institutions have constrained large projects in the Amazon. Attempts to improve efficiency in the Brazilian Amazon ARPA projects involved decentralization of activities, with planning and coordination being the responsibility of the federal government (Ministry of the Environment, and finance control provided by an NGO with expertise to handle procurement activities with transparency but also agility (FUNBIO). Local operations are under the control of ICMBio, state-level environmental agencies, and—more recently—international NGOs such as Conservation International. This model has proved effective to attract cofunding. However, differences in accountability systems and methods between donors, public institutions, and NGOs caught in the middle have involved excessive energy wasted in bureaucratic effort to make financial and other information compatible, and to meet transparency and auditing requirements for each of these systems.

Smaller SFM grants have tended to provide greater value for money, while larger grants may achieve more transformational change. The evaluation team developed an indicative, top-level cost-benefit analysis by comparing the three headline aggregated categories of impact against the money spent in grants of small, medium, and large

size.⁸ Evidence from the portfolio analysis indicate that smaller grants are very effective in securing new jobs, and do comparatively well in forest protection; while medium grants were the best investment for forest protection and restoration (table 3.5). Examples include projects in Thailand (Catalyzing Sustainability of Thailand's Protected Area System) and Tanzania (Reducing Land Degradation on the Highlands of Kilimanjaro, GEF ID 3391). Surprisingly, larger grants did not excel in any of the three aggregated impact categories.

- **Smaller** grants had a return on investment of 64,000 ha of forest protected per \$1 million spent, 65 ha of forest restored per \$1 million, and 618 jobs per \$1 million.
- **Medium-size** grants had a return on investment of 89,000 ha of forest protected per \$1 million, 3,486 ha of forest restored per \$1 million, and 110 jobs per \$1 million.
- **Larger** grants had a return on investment of 59,500 ha of forest protected per \$1 million, 687 ha of forest restored per \$1 million, and 92 jobs per \$1 million.

This finding may simply reflect the outcomes typically targeted by projects of certain sizes, which could have focused more on less tangible outcomes such as policy and governance. Indeed, the

⁸ The types of data available from terminal evaluations did not allow for a valid cost-benefit analysis to be calculated, as it was not possible to estimate figures related to the outcome data produced by each project.

Table 3.5 Impact results by grant size

Grant size	No. of projects	Total funding (million \$)	Hectares protected		Hectares restored		Jobs	
			Number	Ha/ million \$	Number	Ha/ million \$	Number	Jobs/ million \$
Small	64	58.3	3,763,894	64,597.5	3,813.5	65.5	36,000	617.9
Medium	118	432.7	38,499,362	88,978.2	1,508,631.6	3,486.7	47,674	110.2
Large	61	599.4	35,633,635	59,447.0	411,987.5	687.3	55,662	92.9

Source: Project terminal evaluations.

evaluation team conducted a similar top-level analysis for transformative grants, which revealed that larger grants were more likely to achieve **transformational change**, whereas smaller grants provided greater value for money. This occurred during implementation of Madagascar's Network of Managed Resource Protected Areas (GEF ID 3687) and Transforming Management of Biodiversity-Rich Community Production Forests through Building National Capacities for Market-Based Instruments in Mexico (GEF ID 3637)—which were both larger grants—and smaller grants such as Promotion of Sustainable Forest and Land Management in the Vietnam Uplands (GEF ID 3627).

SUSTAINABILITY

Conditions for sustainability have been established by almost half of GEF SFM projects. For 48 percent of projects with terminal evaluations (116 projects), the evaluations mentioned that project activities were able to create the conditions for social, institutional, and/or environmental sustainability beyond the life of the project. Moreover, terminal evaluations for 41 percent of the projects (100 projects) highlighted improvements in national and local institutions as the key to embedding sound natural resource management practices and facilitating the adoption of sustainable forest livelihood strategies. Another 41 percent showed knowledge creation and dissemination to be successful means for creating institutional sustainability: methods included web portals, guidelines, research papers, workshop series, and public education. [Box 3.4](#) provides details on GEF support to various forest monitoring technology solutions and factors affecting their sustainability.

Thirty-two terminal evaluations mentioned catalyzing as a successful approach to support scale-up of project activities, notably by network building and securing new funds. While the absence of postcompletion reviews years after

project completion means that the sustainability issues indicated by terminal evaluations have not been routinely followed up, key informants suggest that improvements in national and local institutions and governance capacities have tended to explain sustainability in later years. [Box 3.1](#) describes a strong example of organizational development that can sustain impact in the Congo Basin. Gains made in other GEF SFM initiatives in the Congo Basin appear much more fragile for lack of such investment in the local organizational power that could sustain them. This is in part because the Congolese legal framework is yet to require such investment and the consultation with vulnerable groups that would shape it. Meanwhile, the strength of progress made in initiatives related to REDD+ remains in question until climate finance becomes institutionalized. Projects in Tanzania (Sustainable Management of the Miombo Woodland Resources of Western Tanzania, GEF ID 3000) and Vietnam (The Green Corridor, GEF ID 1296) were able to scale up activities through networks and by securing new funds.

Some initially planned policy reforms have been too difficult to achieve for many GEF SFM projects.

Too often, contextual conditions were not favorable for the policy and institutional reforms necessary for sustainability. Forty-one projects encountered challenges in promoting law and policy enforcement, policy improvement, and addressing policy gaps. The policy and institutional change processes they had planned were hindered by legal failures and delays, lack of political support, failure of agreements, and conflicts. Projects in Colombia (Institutional and Policy Strengthening to Increase Biodiversity Conservation on Production Lands, GEF ID 4111) and Peru (Conservation and Sustainable Use of Biodiversity in the Peruvian Amazon by the Indigenous Ashaninka Population, GEF ID 1446), for example, had to reassess their strategies for legal and policy reforms because of a lack of political support.

Box 3.4 Sustainability of GEF-supported innovative forest monitoring solutions

Robust land monitoring is essential for accountability and learning at the country level and for GEF interventions. For countries, a land monitoring system helps to assess and establish national forest reference levels; report to the conventions and on SDG targets; support transparency initiatives such as the Capacity-building Initiative for Transparency; and establish national monitoring, reporting, and verification systems.

Through several projects, the GEF has supported countries in monitoring deforestation and forest degradation, land productivity, and land use change. These projects have piloted or mainstreamed new technology to address monitoring and data challenges, support analysis, inform decision making, and help track progress toward national commitments to the MEAs.

Some have pioneered novel ways of using satellite data. For instance, a GEF full-size project contributed a dynamic online forest monitoring and alert system to the [Global Forest Watch](#) (GFW) as core partner. The GFW is one of the most widely used forest monitoring platforms, bringing together forest-related data from distinguished sources such as the University of Maryland, the National Aeronautics and Space Administration, and Google. Several GEF-supported projects—such as Upscaling of Global Forest Watch in Caucasus Region (GEF ID 10050)—are assisting countries in implementing the GFW platform to support forest and biodiversity conservation and restoration. Indigenous communities are using GFW data to monitor communal forests in the Amazon (Slough, Kopas, and Urpelainen 2021). The global forest data hosted on the GFW is not suitable for monitoring forests in tropical dry forests and geographies with excess cloud cover.

Another GEF-supported project, Satellite Monitoring for Forest Management (SMFM; GEF ID 5835), implemented by the World Bank, fostered a

collaboration between the European Space Agency and the University of Edinburgh to develop tools to measure forest change and carbon stock in tropical dry forests. SMFM is an excellent example of cross-agency collaboration. The tools developed are now an integral part of the FAO-hosted System for Earth Observation Data Access, Processing, and Analysis for Land Monitoring (SEPAL) platform, which helps countries monitor and report on forests and land use. Hosting these tools was not initially part of the project but became vital for sustainability of the effort. Similarly, GEF-supported land degradation neutrality tool development has helped countries set and monitor voluntary land degradation neutrality targets.

Sustainability is often a challenge for geospatial-based tools because of rapid technological changes, the impermanency of data and technology platforms, and the arrival of newer tools. However, the projects improved sustainability by building them into national reporting frameworks, integrating them with land use plans, linking them with existing and proven monitoring systems, and incorporating them in traditional surveys.

GEF support for strengthening land monitoring systems has therefore comprised several effective contributions supporting follow-up projects and country-level reporting. The GEF could capitalize on some of the technology solutions mentioned above for corporate-level monitoring and reporting results, as this opportunity remains underutilized. GEF support through several projects and the increasing availability of data and analytical platforms—such as [OpenForis](#), freely available high-resolution satellite data through Norway's [International Climate and Forest Initiative](#) (NICFI), and free analytical tools through Google and Microsoft—provide good opportunities to incorporate forest monitoring at the GEF corporate level.

While the policy environment for SFM remains unstable in much of the Amazon, GEF projects have helped mitigate the effects. A notable example of a contextual change was found in the Amazon case study, where the lack of policy coherence and budget cuts had hindered several environmental initiatives, including large-scale SFM projects. Nevertheless, the institutional design of ARPA/ASL and its engagement in state-level protected areas allowed ongoing financial flows, despite the dramatic cutback in public budgets. There is no doubt that the situation would be considerably worse without the GEF SFM projects—a conclusion that also extends to the GATI project. For indigenous peoples, a crisis within the government institutions in charge of the indigenous peoples policy, especially at FUNAI, and the violent attacks against indigenous peoples and local communities peaking in the last decade, could have been much worse without the support provided by the elaboration of PNGATI policy.

Through the actions of local actors, GEF SFM projects can find better ways of delivering global environmental benefits. Key informants were clear that working at more than one level of government on SFM (e.g., from federal to state and local levels in Brazil) and mainstreaming gender approaches were especially important to sustainability. The resulting durable, highly networked new institutions are now managing forest resources well in some—but not many—countries.

In contrast, sustainability was compromised in countries where governments not only retained institutional silos but also did not take local peoples' capacity to manage forests seriously. Key informants felt that more was needed to strengthen the capacity of indigenous peoples and local community organizations and to listen to them more closely—especially regarding their aspirations, such as territorial sovereignty or sustainable collective forest businesses; this should not be done to divert GEF SFM away from global environmental

benefits, but to find more sustainable ways of securing these benefits through local actors.

EQUITY

The GEF's improved safeguards and greater focus on local actors are very promising, and SFM projects have followed these precepts at least at the design stage, but are yet to deliver improved equity. Key informants strongly and almost universally endorsed the GEF's improved safeguards, especially on gender, participation, and indigenous peoples. While larger SFM projects were often felt to be inclusive in their design, this perception was much less in evidence regarding their implementation. It is in implementation that partners face less frequent scrutiny on local indigenous peoples and local community engagement, and where indigenous peoples and local communities see only scarce support and few direct efforts to advance their rights or territories.

Beyond isolated pilots, GEF SFM projects may have missed opportunities to promote devolution of control of forests to local groups—sometimes due to factors beyond the GEF's control. Integrated impact programs from GEF-7 were believed to offer comparative improvements in empowering local resource users, and some small grants have seen some real breakthroughs, but impacts so far on forest equity have been discouraging. Key informants voiced the tensions that are created by widespread lack of political will in key forest biomes—and especially among finance ministries—to assist indigenous peoples and local communities and favor empowerment of local resource users as opposed to the agribusinesses that drive deforestation. Government capabilities to do so often remain underdeveloped. Key informants also pointed to violations of human rights in several

GEF-supported SFM projects, including some large projects.⁹

The GEF's integrated landscape restoration approaches may offer the best prospects for empowering local actors. As noted earlier, projects engaging local communities reported higher ratios of areas of forest restored, especially in Africa. The GEF's integrated landscape restoration approaches offer good scope both for empowering local resource users and for shaping political solutions to resolve the inequalities that often lie at the root of unsustainable forest management. They could be brought to the challenge of shifting artisanal mining away from ecosystem degradation, implementing the Minamata Convention.

Developments in favor of gender equality and the inclusion of local indigenous peoples and local communities have been strong in GEF SFM projects in the Amazon. The Amazon case study found that GEF SFM projects such as ARPA 1 and 2, ASL, and GATI had empowered local communities through their participation in councils, notably in decision-making processes in which women were particularly encouraged to participate. There had been gender-specific activities to foster the economic conditions of women in ASL. In GATI, specifically, an innovation established an equal representation of government agencies (Ministry of the Environment and FUNAI) and indigenous representatives. The GATI project also embraced non-Amazonian indigenous peoples—addressing the distortion implicit in previous programs, which had excluded these communities, many of which live in extreme poverty and with little forest.

⁹ Specifically, Myanmar's Ridge to Reef: Integrated Protected Area Land and Seascape Management in Tanintharyi (GEF ID 6992), Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon (GEF ID 9155), and Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Congo (GEF ID 9159).

Analysis and planning for gender equality in GEF SFM projects have greatly improved and have begun to have an impact in implementation. There has been closer scrutiny of gender equity and some real progress, if not yet a sea change. The evaluation found an association between the GEF's recent evolution of gender policies and SFM grants' response with each GEF replenishment period. The GEF's gender response is characterized by four important initiatives: adoption of the policy on gender mainstreaming between 2011 and 2012, adoption of the gender equality action plan in 2014, adoption of the policy on gender equality in 2017, and adoption of guidelines on core and subindicators (including gender-related indicators) in 2019.

While grants approved from GEF-5 onwards were more likely to conduct a gender analysis, only 22 percent of projects with terminal evaluations, that is, up to GEF-5, had a gender and inclusion analysis (53 projects); and most of these (35) were only partial, and only a few (18 projects) conducted the full exercise. The remaining 78 percent (190 projects) had no gender analysis. Results were even lower for inclusion of a gender action plan, which only 8 percent of projects up to GEF-5 had done; this included projects in Panama (Atlantic Mesoamerican Biological Corridor Project, GEF ID 133), India (India Ecodevelopment, GEF ID 84), Kenya (Improved Conservation and Governance for Kenya Coastal Forest Protected Area System, GEF ID 2848), and Indonesia (Citarum Watershed Management and Biodiversity Conservation Project, GEF ID 3279).

In terms of gender outcomes, there is a significant association between projects with a gender analysis and those that were identified by terminal evaluations to be successful in furthering gender equality. This was very notable with gender action plans: 85 percent of the projects that had completed gender action plans were evaluated as having achieved gender equality outcomes.

3.3 GEF SFM strategy

The GEF's activities in relation to SFM have been well developed over nearly three decades. While remaining firmly linked to the MEAs and aimed at global environmental benefits, the SFM portfolio has responded to changing contexts and emphases in international agreements and national needs, reinventing itself and renewing its justification with each GEF replenishment. It has both led and responded to progressive and evidence-based changes in practice. The SFM portfolio has become more integrated, investing more in projects that address multiple focal areas and multiple countries, and is run increasingly by multi-Agency partnerships, with the impact programs perhaps the apex response to date. Key informants have appreciated many of the GEF's SFM trends over the replenishment periods:

- **Biomes.** The portfolio increasingly targets key biomes, including the Amazon and Congo Basins and drylands and other larger regions of high environmental value as well as economic value, and not only single countries.
- **Forest landscapes.** The GEF SFM approach has moved toward managing diverse forest mosaics, recognizing and supporting the synergies, trade-offs, and dynamics among different people and land uses, and not only targeting forest blocks.
- **Ecosystem integrity.** The GEF increasingly aims for high biodiversity, connectivity, and function, and not simply large areas of forest covered.
- **Integrated aims.** The GEF portfolio unites the goals of diverse MEAs in forest contexts—initially with a focus on biodiversity, then adding climate through REDD+ work and more recently nature-based solutions and land degradation through restoration work, potentially pursuing joint human and forest health issues post-COVID-19 pandemic (e.g., through supporting the Minamata Convention in forest landscapes).
- **Emphasis on tackling drivers of forest degradation.** The GEF aims upstream at practical drivers of land degradation and developing progressive “deforestation-free” value chains involving market and civil society players as well as governments.
- **Stronger ownership by partners.** The GEF's broad, flexible approach to SFM has been attractive to countries as it can match their own needs, and has enabled the GEF Agencies to play to their strengths.
- **More extensive stakeholder engagement.** Progressive policies and safeguards on gender and indigenous peoples and local communities have begun to open the door to much-needed bottom-up involvement and societal demand for SFM.
- **Investment in forests and their restoration.** A growing number of financial innovations have begun to attract and de-risk private sector investment and interest in micro, small, and medium-size enterprises. Cofinancing of grants over the GEF replenishment periods, when genuine, also offers potential scale.
- **Continuity and transformative impact.** While changes such as those noted above are often welcomed by partner governments, there has also been consistency and continuity of effort over time that enables the foundations for transformational change to emerge and become embedded in their own contexts in the right time.
- **More multicountry projects.** These projects now account for one-third of the portfolio, but have only been substantially funded during GEF-7.
- **Innovations.** Innovations include market-change adoption mechanisms for sustainable production and use, such as certification mechanisms; in forest management technology, innovation increasingly supports participatory

community and small business approaches and partnerships.

Although the GEF's SFM activities and modalities have tended to become more complex and ambitious in scale, there is not yet a clear and visible long-term vision for SFM. Most key informants described the SFM portfolio variously as evolving and adaptive, eclectic and pragmatic, diverse “forestry responses” to the particular emphases of each GEF replenishment period, and/or aiming for a “best fit” to contexts rather than toward generic best practices (albeit with many best practices nonetheless emerging). They see a consistency in working with government, and a strong strategy in relation to the impact programs, but otherwise are not aware of SFM being actively and consistently packaged, analyzed, developed, or managed as a whole portfolio.

Lack of a coherent and consistent long-term SFM vision, theory of change, and M&E framework are barriers to the realization of its full potential. While usually aiming for best fit to each context rather than for generic best practices means that many government partners strongly “own” GEF SFM projects, it also means that forest projects have become overloaded with objectives, or simply fill gaps for immediate government needs. Projects rarely acknowledge or have a strategy to counter the financial scale and demographics driving deforestation.

In addition, a limitation of multifocal area programming is the inherent expectation that global environmental benefits from projects will be proportional to the amount of focal area resources invested (GEF Secretariat 2021). To date, SFM projects are spread across 133 countries, and the 640 activities in these 133 countries are not well connected and are not overtly building up unique learning or knowledge networks—or indeed a forum around the SFM portfolio. This suggests

there is more to do in terms of effectiveness, coherence, efficiency, and sustainability.

Recent programmatic investments—such as the ASL, Congo Basin Sustainable Landscapes Impact Program, FOLUR Impact Program, Global Wildlife Program, and the Restoration Initiative—benefit from knowledge and learning through their global collaboration platforms. The number of countries covered shows impressive reach: there is widespread familiarity with the GEF's integrated approach to SFM, and the flexibility of GEF SFM support has enabled development of projects that are relevant to countries and support diverse government priorities. The additionality of these global coordination projects is still to be demonstrated.

Guidance and indicators for SFM in GEF programming and projects is inadequate to capture socioeconomic elements; thus, key priorities and opportunities for SFM investments are missed. While SFM is not itself a GEF focal area, it is an integrator for three existing focal areas (biodiversity, climate change, and land degradation), which together involve integration of approaches such as **protection** (captured in area terms in Indicator 1, maintenance of forest resources), **restoration** (captured in area terms in Indicator 3, forest and landscape restoration), and **management** (captured in area terms in Indicator 4, SFM and sustainable use of forests). There is also information captured on direct beneficiaries as a co-benefit of GEF investment in Indicator 11. Clear guidance on how these indicators relate to SFM monitoring is needed. In GEF-7, corporate-level reporting was simplified through the introduction of 11 core indicators. It would be a timely opportunity to provide guidance for future projects to capture advances in socioeconomic benefits (UNFF Indicator 6) and legal, policy, and institutional frameworks (UNFF Indicator 7) as they relate to indigenous peoples and local communities.

GEF SFM investments cover an extensive scope of activity, and the GEF had the opportunity to mainstream some international forest and development priorities. Despite not being a GEF focal area, or a financial mechanism for the UNFF, GEF SFM investments have helped protect or restore large areas of forest and create thousands of jobs. The GEF has been well positioned to pilot more SFM activities in areas the UNFF was exploring or promoting. The GEF could also have shared useful knowledge—cases and lessons—with countries and others engaged in forest interventions, on how to contribute to SDG 15 (life on land) and other SDGs that depend on forests for their underpinning role in human health as well as water, energy, and food security since many of these SDGs are directly linked to MEA objectives.

The GEF's focus on major forest biomes is relevant, but there have been important gaps in coverage. GEF SFM projects cover many countries. There was very wide country uptake of the SFM financial incentive, which tipped the balance in favor of a country investing in its forests over other ecosystems. But there were no clear criteria for focusing on particular forests—for example, their intactness, diversity, or vulnerability. Even its recent focus on major biomes with intact high conservation value forests, a lack of a dedicated strategy linking GEF investments to an SFM portfolio has resulted in many fragmented projects, as in the Congo Basin.

Within the major forest biomes, different types of natural, planted, and agroforests matter more than others for biodiversity, climate, and land degradation and for people affected—and greater levels of investment could be focused on these. The GEF is well positioned to respond to the political imperative to “not to leave any forest behind”—making sure this means not leaving any environmentally significant forest behind. Forests of high environmental value and high levels of need are relatively neglected in drylands and SIDS, where

forest regimes have quite distinct roles of local and global importance. GEF investments in GEF-7, which included financial incentives to SIDS and a dedicated Dryland SFM Impact Program, were particularly important. Yet, due to a change in the GEF SFM incentive in GEF-7, 50 countries ([annex E](#)) that implemented multifocal area SFM projects in GEF-5 and GEF-6 were not part of the SFM impact programs or the FOLUR Impact Program. Of these 50 countries, one-third are SIDS. In GEF-8, the introduction of critical forest biomes may again incentivize countries left behind in earlier replenishment periods.

GEF support for broader policy and institutional reform at the national and sectoral levels is needed to achieve SFM. When the GEF introduced its SFM incentive in GEF-5, more countries were encouraged to address forests preferentially when they spent their System for Transparent Allocation of Resources (STAR) allocations. However, neither the way SFM is presented conceptually by the GEF, nor the SFM incentive, nor the mandates of SFM project actors, have proven adequate to shift prevailing political, economic, and demographic drivers away from business as usual in forests—with the result that loss of primary biodiverse natural forests is still accelerating despite a slowdown in the overall loss of tree cover. This is a challenge common to all international organizations working in forestry. The GEF is uniquely placed and well recognized for supporting improvements in biodiversity policy and institutions. Its recent work on the commodity chains that drive deforestation is a promising entry point to transforming economic systems, as it engages mainstream finance, trade, and agriculture authorities. Lessons could be learned from these for national forestry and land use policy and institutions, proposing SFM policy and institutional reforms that work.

Practical, evidence-based SFM frameworks and guidance are missing for the key tasks of engaging

drivers of deforestation beyond the forest sector, and for making practical forestry trade-offs and synergies. Critical synergies and trade-offs between social, economic, and environmental outcomes tend to “hit the ground” at local levels. The case studies demonstrate this, and the terminal evaluations identified 27 GEF SFM projects that failed to adequately address trade-offs, along with 2 projects deemed to have caused harm; this was associated with a lack of consultation with local communities. But there is another practical factor missing: strong and evidence-based frameworks to guide trade-off diagnostics, dialogues, and decision making among country stakeholders.

GEF projects have not fully leveraged government support for including local groups in SFM.

The GEF’s SFM work is valued for its significant and continuing support to state capacity, enabling best fit and adaptive approaches to SFM that have strong state ownership. But GEF projects have been less successful in leveraging government support for including the people who matter the most for sustaining forests. The GEF is not yet the go-to catalyst for tenure reform in favor of indigenous peoples and local communities, despite widespread evidence of the efficacy of tenure reform for SFM. Nor is the GEF seen as a prime mover in government collaborations with forest communities to develop sustainable businesses—notably, micro, small, and medium-size enterprises. However, much can be learned from GEF projects that have pioneered such work, such as the major rollout of 75 social responsibility contracts between local communities and businesses in Democratic Republic of Congo.

3.4 SFM monitoring, evaluation, and learning

Uneven monitoring and reporting by GEF Agencies have constrained learning and knowledge management on SFM. Progress is currently measured

mainly by area indicators, without much use of widely and cheaply available geospatial methodologies recommended by the GEF—ha of protected area (indicator 1), ha of land restored (indicator 3), and ha of landscapes under improved practices (indicator 4)—as well as numbers of direct beneficiaries. Also, indicators need to match their definitions. For instance, the core indicator area of land restored (indicator 3) doesn’t align with its current definition,¹⁰ which indicates the areas undergoing restoration. There is no scientific precedent for using the indicator “area of land restored” for major global restoration initiatives that the GEF also supports—including the Bonn Challenge, which instead uses the term “area under restoration,” and the definition remains the same as the GEF’s. (This has been addressed in the GEF-8 Results Measurement Framework.) The nine SFM dimensions are not all covered.¹¹ Although projects are now encouraged to submit location information and GEF support has helped develop forest monitoring geospatial tools ([box 3.4](#)), the use of that information to monitor SFM outcomes in projects is limited.

Good provisions for monitoring, evaluation, and learning at the project level were identified by terminal evaluations as a positive factor in achieving SFM outcomes. The impact programs represent the best response to date, since they offer regional platforms for lesson learning on SFM. However, learning has more usually been hampered by inconsistent reporting on key performance indicators that are not specific to the many dimensions of SFM (e.g., only 44 percent of terminal evaluations reported on forest protection and

¹⁰ GEF core indicator 3 captures the total area of land undergoing restoration in terms of ecosystem function and/or ecology. Source: [GEF Results Guidelines](#).

¹¹ As noted earlier, the nine dimensions of SFM are the seven thematic elements put forward by the UNFF plus two additional criteria of scientific knowledge results and equality (including indigenous peoples and gender).

only 15 percent on forest restoration); a bias toward reporting achievements and not failures; and socioeconomic and institutional outcomes positioned only as “co-benefits,” rather than essential motivators of SFM. The result is that after almost three decades, there is little accessible GEF-specific, corporate-level learning about how to support SFM. This potentially limits scalability and sustainability. The GEF SFM portfolio includes projects with major methodological and science innovations and a huge coverage of diverse contexts, and their learning deserves to be more widely disseminated.

M&E at the program/project level in SFM has been of varying quality and not sufficiently independent, rigorous, and linked to performance.

Much GEF project reporting is verbose, with larger projects offering findings and charts but little compelling narrative and lacking standardized indicators of outcome and impact. Terminal evaluations rely on independent consultants whose future work is often linked to their evaluation’s findings but who frequently lack the methodological capability to be rigorous, especially on social issues, or to assess impact at scale, including use of geospatial analysis—both of which are critical to SFM. This undermines the credibility of GEF claims on impacts and the opportunity to learn from SFM projects and refine the SFM strategy. Furthermore, nationally directed funding at the program/project level is insufficiently linked to SFM performance across national jurisdictions (e.g., as required by REDD+ or FLEGT). The GEF M&E system does not sufficiently incentivize in-country partners to encourage adaptive management and course correction to improve GEF SFM approaches and local ownership.

While the GEF has many forest projects, communication about its SFM approach and results is limited. SFM is not very visible in the GEF, other than the recent impact programs. Even the highly experienced and globally known forestry experts this evaluation consulted have limited awareness of the GEF’s SFM work beyond occasional projects. SFM is not a GEF focal area, and the most visible SFM entry point into the GEF has been the SFM financial incentive—whose message was “extra funds if SFM is now addressed” rather than the emphasizing the importance and value of SFM.

Indeed, in a context where the term “SFM” has come to be seen by some as simply “greenwash” for corporate claims over forests—and not the desirable dimensions laid out by the UNFF—it is imperative to turn this around by laying out and monitoring SFM that works—which the GEF could do from its wide experience and networks. While GEF Agencies and project partners in the impact programs are increasingly well informed about SFM through the GEF’s regional communication work, outside these structures, and beyond the GEF fraternity, there has not been good communication of the GEF’s SFM approach and results.

Conclusions and recommendations

The GEF is vital for SFM and continues to be one of the major sources of financial support for SFM. In a context of worsening climate emergency, accelerating loss of primary forests, widespread forest degradation, and the threats to human life and livelihoods these bring, it is crucial that the lessons from the GEF's experience so far help shape its future.

4.1 Conclusions

Conclusion 1: The GEF is well positioned as a natural and effective integrator of many goals concerning forests. The GEF offers a way to integrate international environment and development goals related to forests, notably the MEAs, the SDGs, and governance and transparency initiatives such as the Capacity-building Initiative for Transparency. Within countries, the GEF helps manage trade-offs between international commitments and the myriad individual and collective needs and aspirations of people's livelihoods and businesses in forest-dependent areas. Within governments, the GEF's integrated approach has helped with the critical bridging of institutional silos that is needed for multi-objective SFM—supporting long-term capacity development, providing continuity of funding

over periods that are far longer than those of traditional development assistance, and mainstreaming many SFM issues into policy debate and planning.

Conclusion 2: Continued support, a substantial and diverse portfolio, and extensive scope of SFM activities call for articulating a clear and visible long-term vision and theory of change for SFM. In the GEF's three decades of support to SFM, there has been an evolution of approaches which has adapted to the GEF's programming directions, the context of global policies, and donor and country priorities. Although the GEF's SFM activities and modalities have tended to become more complex and ambitious in scale, there is not yet a clear and long-term vision for SFM. The recent focus on major biomes with intact high conservation value forests (the Amazon and the Congo Basin), with additional regions included based on complementary criteria (the commodities and FOLUR programs) is a welcome change, but the lack of a clearly articulated and comprehensive long-term vision and strategy linking GEF investments to its SFM portfolio has resulted in gaps in coverage.

While the design has improved with some impact program-wide theories of change, programs are complex and time-consuming, and their

effectiveness is yet to be established. Many projects addressing critical SFM dimensions such as multiple benefits, engagement of indigenous peoples, and gender equity also exist outside the impact programs. The wide range of SFM activities in diverse governance regimes supported through both GEF projects and programs without an overarching vision makes it difficult to understand and assess the results of the GEF's SFM work in its entirety.

Conclusion 3: There have been new developments in design, but scope for improving M&E and learning remains. This evaluation has clearly demonstrated the challenges in creating an SFM portfolio post hoc and assessing its performance. Good provisions for monitoring, evaluation, and learning at the project level were identified by terminal evaluations as a positive factor in achieving SFM outcomes. But evidence shows that M&E systems often lack standardized outcome and impact indicators, with inconsistent terminal evaluations and data along key SFM dimensions—including on trade-offs and benefits that are either unavailable or not collected. At the corporate level, the core indicators in GEF-7 are an improvement, but progress is currently measured mainly by area-based indicators over short time horizons. The gaps in M&E also constrain the SFM-related learning and knowledge management necessary for uptake and dissemination. Impact programs offer improved design, and their regional platforms for lesson learning on SFM are a welcome change, but most programs are at the formative stage, requiring preparation for capacity building and partnerships, and their additionality is yet to be seen.

Conclusion 4: Managing trade-offs and maintaining benefits of SFM interventions in the longer term remains a challenge. Evidence-based frameworks to guide trade-off diagnostics, dialogues, and decision making among country stakeholders remain a rarity. Good SFM project design exists but often does not get translated into action because of

national capacity and implementation challenges. Evidence shows that even when many interventions deliver short-term benefits, these suffer from weak sustainability due to both factors internal to the projects and broader contextual factors.

4.2 Recommendations

Recommendation 1: Develop a comprehensive, clearly articulated long-term vision and strategy for SFM. The GEF's SFM strategy has evolved and promoted the integration of focal areas into multi-focal efforts as a starting point, and after GEF-5 and GEF-6 shifted from a scattered approach to funding projects to a consolidated approach in critical biomes. The GEF should now bring these elements together in a more comprehensive, clearly articulated, and long-term strategy for SFM going forward. This strategy should include

- A clear articulation of the SFM vision and approach, alignment with conventions' objectives and priority areas, and geographical focus;
- SFM-specific theory of change;
- Guidance on definitions of terms;
- Clear criteria for inclusion in the GEF SFM portfolio; and
- Guidance on indicators and monitoring results both for the intermediate and longer term, including for environmental, socioeconomic, and policy dimensions of SFM.

Recommendation 2: Strengthen monitoring of socioeconomic co-benefits and promote learning. The GEF should clarify and use relevant SFM indicators to capture multiple SFM dimensions, improving the measurement of socioeconomic benefits where possible and consistent with project size and scope. Where feasible the use of geospatial analysis and social impact monitoring should be considered. Lessons on methodological and science innovations and broad coverage

of diverse contexts of the results of SFM support could be better disseminated. Communication on the GEF's SFM work is also needed to unblock awareness and barriers to practical SFM policy and practice.

Recommendation 3: Support specific national and local priorities to manage trade-offs and maintain benefits. The GEF should support national and local organizations to strengthen capacity, improve SFM enabling conditions, and maintain SFM-related benefits and manage trade-offs. This includes promoting and strengthening forest rights and land tenure, setting minimum threshold levels

of SFM project funding for indigenous peoples and local communities, considering broadening the small grants, and providing more resources for adaptive management. GEF SFM support should also help engage with broader contextual factors such as political economy issues affecting forests. In addition, the GEF should continue working with government partners and agencies to influence upstream policies on forests and identify, track, and address drivers of deforestation beyond the forest sector.

Approach paper

This annex has been lightly edited for style and consistency. Its original annexes have been appended to this final evaluation report and the references updated accordingly.

A.1 Background

The Global Environment Facility (GEF) is a multilateral financial mechanism established on the eve of the 1992 Rio Earth Summit to help tackle our planet's most pressing environmental problems. Since then, the GEF has provided \$21.1 billion in grants and mobilized \$114 billion in cofinancing for more than 5,000 projects in 170 countries.¹ The GEF has become an international partnership of 183 countries, international institutions, civil society organizations, and the private sector to address global environmental issues. Guided by multilateral environmental agreements (MEAs), notably the Convention on Biological Diversity, the United Nations Framework Convention on Climate Change, and the United Nations Convention to Combat Desertification, the GEF provides a financial mechanism for these conventions. GEF grants are available to developing countries and countries with economies in transition to meet the objectives

of the MEAs in five focal areas—biodiversity, climate change, chemicals and waste, land degradation, and international waters. Sustainable forest management (SFM) is not a GEF focal area, but a major outcome of work done in these areas.

The GEF's Independent Evaluation Office (IEO) is collaborating with the International Institute for Environment and Development (IIED) to assess the performance of the GEF SFM portfolio and to provide insights and lessons on GEF support for future forest-related interventions. The study will use the revised Organisation for Economic Co-operation and Development Development Assistance Committee (OECD DAC) framework and focus on interventions since the pilot phase. It will assess outcomes and impact concerning nine results areas—the United Nations Forum on Forests' (UNFF's) seven thematic elements of SFM,² plus rights and equality, and scientific knowledge. The

¹Source: GEF website, [Who We Are](#).

²The UNFF has identified seven thematic elements of SFM as common to all regional and international criteria for assessing SFM: (1) extent of forest resources, (2) biological diversity, (3) forest health and vitality, (4) protective functions of forests, (5) productive functions of forests, (6) socioeconomic functions, and (7) legal policy and institutional framework; see the [United Nations Forest Instrument](#).

evaluation will also examine contemporary issues of relevance (COVID-19, green recovery); assess guidance from the relevant conferences of the parties (COPs) and Agenda 2030 with respect to SFM; and look at GEF SFM in light of international best practices.

INTRODUCTION

This document sets out the proposed approach to evaluating GEF support to SFM. The evaluation is a unique opportunity, as the portfolio covers

- Over 500 projects;
- Almost 30 years;
- Most of the world's major tropical forest biomes;
- Many partner Agencies and countries;
- Diverse governance regimes;
- Engagement with indigenous peoples, local communities, and businesses;
- Multiple project operating modalities and project sizes;
- Learning and evolution of objectives and focal themes across all GEF replenishment periods.

Although the focus and quality of baseline data and monitoring have varied, there has been a consistent focus on forest protection, restoration, and sustainable use. Therefore, this diverse portfolio offers considerable learning about how people and nature can thrive together in forest contexts. It will provide significant inputs to inform the Seventh Comprehensive Evaluation of the GEF, identifying the GEF's SFM results, performance, and comparative advantages.

The evaluation is of potential broader value, too. It is expected to make important observations on the evolution of best practices in SFM and clear demonstrations of what has been achieved that can be mainstreamed into future policy and practice across many countries. Indigenous peoples

and local communities are justifiably demanding greater rights, security, livelihood opportunities, and recognition of their stewardship of forests. There is increasing coherence of international demand for greater action for forests to help tackle the twin climate and nature emergencies, each coming to a head in 2021 with the respective Climate and Biodiversity Conferences of the Parties.

Whether through societal pressure or political enlightenment, there are new national policy openings for transformative shifts in the way forests are managed. This evaluation is important and timely, providing evidence of wide potential use to the GEF and its partners. Therefore, it will be forward-looking to inform upcoming decisions while also drawing on evidence from past projects on results and performance.

THE DYNAMIC GLOBAL FOREST CONTEXT³

Forests are essential to life on our planet, so it is no surprise that they have been central to the GEF's work since its establishment. Forests cover 31 percent of the global land area and host most of the world's terrestrial biodiversity. For example, 80 percent of amphibian species, 75 percent of bird species, and 68 percent of mammal species are found in forests; 60 percent of all vascular plants are found in tropical forests alone.

The one-third of forests that are primary forests, where ecological processes are not significantly disturbed, are especially significant. And while people have inhabited forests for millennia, they have taken to deforesting it on a grand scale in recent decades—some 420 million ha have been deforested in the last 30 years, much of it primary. While there has recently been a 33 percent

³Principal references for this section are FAO and UNEP (2020); GEF IEO (2019a); Macqueen and Mayers (2020); and NYDF Assessment Partners (2019).

reduction in global deforestation rates (comparing 2015–20 with the decade to 2010), 10 million ha of forest were still lost in each of the last five years. Agricultural expansion is the prevailing driver of deforestation and forest fragmentation. Large-scale commercial agriculture (primarily cattle, soya bean, and palm oil) accounted for 40 percent of tropical deforestation between 2000 and 2010; subsistence agriculture accounted for another 33 percent.

Forests naturally remove about a third of all fossil fuel emissions from the atmosphere each year—some 11.7 billion tons of carbon dioxide (CO₂). If the world's forests did not exist, there would be much more CO₂ in the atmosphere, the oceans would be considerably more acidified, and climate change would already be catastrophic. Yet the scale of deforestation, forest degradation (including forest fires), and peatland burning already outweigh the scale of regeneration, tree planting, and forest management, and release on average about 5.5 billion tons of CO₂ to the atmosphere each year. The emissions are further compounded by the foregone sequestration of hundreds of millions of tons of CO₂ that deforested areas would have provided each year had they been left uncleared.

Deforestation has caused major losses of forest biodiversity. Of 60,000 tree species, 20,000 are classified as threatened by the International Union for the Conservation of Nature (IUCN), and 1,400 are critically endangered. Populations of monitored forest animals fell by 53 percent between 1974 and 2014. Deforestation has also entailed material risks to food security, water security, and energy security, since forests underpin many ecological processes upon which most sectors and many people's jobs, livelihoods, and health depend, especially in rural areas. Resilience is lost with the loss of forest insects, bats, and birds that pollinate crops; extensive forest root systems that prevent soil erosion; mangroves that provide resilience against coastal flooding; carbon storage, as

described above; and wild foods that sustain 1 billion people.

Some 1.3 billion people live in forests, notably indigenous peoples and local forest-dependent communities. There is increasing evidence that when granted local control, they protect forests better than industrial-scale companies and generally outperform governments in carbon storage, biodiversity protection, and avoiding deforestation. For example, conservative estimates of the gross annual value of smallholder crop, fuelwood, timber, and nontimber products from forests lie between \$869 billion and \$1.29 trillion—substantially more than the gross annual value of the largest companies. Yet over 250 million people living in forests and savannahs have incomes of less than \$1.25 per day.

The majority of new infectious diseases affecting people, including Ebola, AIDs and the SARS-CoV2 virus that caused the current COVID-19 pandemic, are zoonotic, and their emergence is often linked to forest loss and increased human exposure to wildlife. The role of forests in health is at last gaining recognition.

Approaches used to manage forests in protected areas are evolving. Eighteen percent of the world's forest area—over 700 million ha—falls within protected areas such as national parks and reserves (IUCN categories I–IV) even if these areas are not yet fully representative of all forest ecosystems. Other effective area-based conservation measures (OECMs) were introduced into Aichi Biodiversity Target 11, providing for many other ways of recognizing biodiversity conservation outside protected areas. Meanwhile, protected area policies face increasing public challenges to systems, structures, and practices that embody systemic racism—and the evidence of conservation's prejudiced and exclusionary roots, whereby indigenous peoples and local communities were often evicted from newly established protected areas, depriving

them of ancestral customary rights and access to resources.

The role of forests is prioritized in a large and increasingly coherent set of international environment and development agreements. Moreover, there is action on these proliferating agreements. New finance and investment vehicles are growing and becoming mainstream for forests' climate change roles, although less so for biodiversity. Governments have increasingly enacted legislation and/or financial incentives to halt deforestation and trade in products resulting from deforestation, as well as to invest in restoring degraded forests: the Bonn Challenge to restore 350 million ha of degraded forest lands by 2030 is reckoned to be on target, with 210 million ha already pledged.

Progress toward SFM is not easy to measure, as no single quantifiable characteristic fully describes its many social, environmental, and economic dimensions. The proportion of forest area under long-term management plans is one measure used by FAO—with coverage now estimated to be 54 percent. The area under independent forest certification schemes is a second (overlapping) measure—globally, around 11 percent of forests are certified, although only 6 percent of this is in the tropics.

However, these measures do not capture progress by communities and small enterprises for which formal planning and certification are less appropriate. For them, progress is about empowering accountable local organizations that provide governance and management at a landscape level and inclusive supply chains. In addition to a trend to recognize and deploy local traditional knowledge, innovations at the local level—such as forest integrity assessment checklists for biodiversity—are increasingly helping small-scale operators be effective forest managers.

A growing number of businesses have mainstreamed forest certification and timber and food product supply chain certification to attest to sustainability. A few food businesses are following this by eliminating deforestation commodity chains—although food demand and production systems remain the greatest threat to forests and public benefits.

While finance for forests appears to have broadly risen over the last two decades, it is still low relative to the potential of forests to sustain us. Tropical forests can provide up to 30 percent of the climate change mitigation needed to meet the Paris Agreement's objectives. Yet finance for forests in countries where deforestation is a significant problem accounts for just over 1 percent of global mitigation-related development funding.

In 2019, the New York Declaration on Forests Assessment Partners reviewed progress in financial provision—looking at “green finance” aligned with forest and climate goals and comparing it with “gray finance” to land use sectors which have an unclear but potentially negative impact on forests. It found gray finance for agriculture is 15 times greater than green finance for forests, indicating the large economic incentives in sectors driving deforestation. Green finance for forests was under \$22 billion in 2019, an increase of only 9 percent since 2017 following years of declining funding from 2010 to 2017.

Support to address deforestation to and protect forests in tropical countries now comprises less than 1.5 percent—only \$3.2 billion—of the \$256 billion committed by multilateral institutions and developed country donors since 2010 to climate change mitigation. Support for REDD+ implementation is particularly lacking beyond the GEF,⁴ Green Cli-

⁴ REDD+: reducing emissions from deforestation and forest degradation, plus the sustainable management of forests, and the conservation and enhancement of forest carbon stocks

mate Fund, and the Forest Investment Program. The renewables sector alone has received over 100 times more committed finance than forests.

Moving forward, there is growing recognition of the need for transformative action—reform to shift from business-as-usual deforestation-driven economies to conservation-driven standing forest economies that support people and nature thriving together. This economic challenge is associated with an institutional challenge: the need to move away from siloed approaches to forests to being able to assess nexus issues and manage associated synergies and trade-offs. The recent [Global Biodiversity Outlook 5](#) and current International Science Policy Platform on Biodiversity and Ecosystem Services work are coming to grips with such transformations and trade-offs—bringing prospects closer for realizing forests’ potential for simultaneous achievement of the SDGs for poverty, hunger, health, water, energy, climate, and biodiversity.

THE GEF’S EVOLVING SFM PORTFOLIO

Since the pilot phase, the GEF has provided support to partner countries for SFM. GEF support to forests over the years can be grouped into three categories, plus international cooperation (deployed from GEF-5):

- Protection: Maintenance of forest resources (forest conservation)
- Management: SFM and sustainable use of forests
- Restoration: Forest and landscape restoration
- Regional and global cooperation on SFM.

Although SFM is not itself a focal area, SFM initiatives have been supported through GEF focal area interventions for biodiversity, climate change, and land degradation—and, increasingly, through

multifocal projects covering more than one of these three focal areas. Since REDD+ was formalized with the Warsaw Framework in 2013, the GEF has also increasingly provided resources for REDD+ developing country pilot projects to reduce emissions from forested lands.

The GEF SFM portfolio comprises both projects under specific SFM programs since GEF-4 and projects that were not part of these programs but that also address many of the UNFF’s thematic SFM elements. Building on a database developed by the GEF Secretariat, a brief analysis of the entire SFM portfolio to date follows.⁵

Distribution of SFM projects and grants across the GEF phases. Over the past three decades, the GEF has invested in 533 SFM projects (including REDD+) with a total of \$3.3 billion in grants ([table A.1](#)). As of September 2020, GEF-4 has the largest number of SFM projects (129 projects, 24 percent of total projects), followed by GEF-5 (104, 20 percent). Reflecting the GEF’s growing focus on an integrated approach to address the reality of the multiple potential benefits of forests—especially since GEF-5, when an SFM financial incentive was used as a catalyst to integrate biodiversity, climate change, and land degradation—SFM projects have mainly been larger and implemented as multifocal area projects. This contributed to GEF-5 and GEF-6 having the largest share of SFM grants (GEF-5 at 22 percent and GEF-6 at 18 percent).

Distribution of SFM projects and grants across regions from the pilot phase to GEF-6. [Figure A.1](#) shows how the Latin America and the Caribbean region has had both the largest number of SFM projects (142) and the largest amount of SFM funding (\$988.9 million), accounting for 29 percent and 37 percent, respectively. Africa follows in terms

⁵ This analysis was based on data that were immediately available. It will be further developed in relevant fields as the evaluation progresses.

Table A.1 Distribution of SFM projects and grants over the GEF replenishment periods

Period	Projects		Grants	
	Number	% of SFM portfolio	Million \$	% of SFM portfolio
Pilot	18	3.38	82.7	3
GEF-1	28	5.25	234.5	7
GEF-2	62	11.63	295.6	9
GEF-3	75	14.07	358.0	11
GEF-4	129	24.20	455.6	14
GEF-5	67	12.57	585.9	18
GEF-6	104	19.51	699.6	22
GEF-7	157	9.38	548.7	17
Total	533	100.00	3,260.6	100

Source: GEF Portal.

Note: Grants include both GEF project grant amounts and project preparation grants. GEF-7 is still ongoing. All four GEF impact programs are included, as they address forest issues.

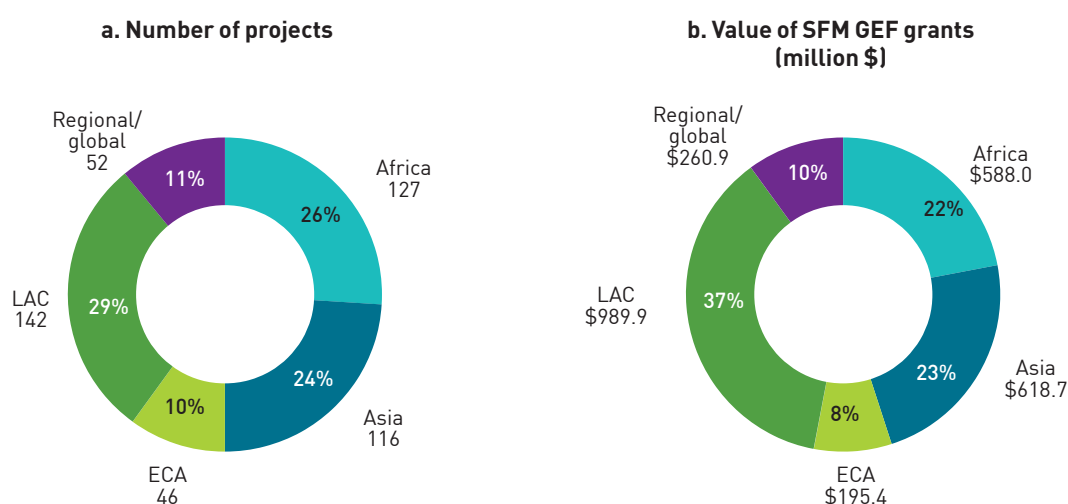
of numbers of projects (127), albeit with a much smaller share of funding (\$588 million, 22 percent of total SFM funding); Asia has fewer projects (116) but more funding (\$618.7 million, 23 percent) than Africa.

Top 10 country recipients of SFM projects and GEF grants from the pilot phase until GEF-6. [Figure A.2](#) shows the 10 countries with the largest number of SFM projects and grants. Between them, they have 129 projects totaling \$1.013 billion (36 percent of all funding for SFM). These 10 countries all participated in the main REDD+ funds.

Distribution of SFM projects and GEF grants by Agency from the pilot phase until GEF-6. The majority of SFM projects (83 percent) were implemented by the three original GEF Agencies—the United Nations Development Programme (UNDP), the World Bank, and the United Nations Environment Programme, amounting to 77 percent of total SFM funding ([figure A.3](#)). UNDP has managed the largest share of SFM projects (37 percent); the World Bank has the largest grant amount (41 percent). For projects with joint Agencies, the most common Agency combination is UNDP and the World Bank.

Distribution of SFM projects and GEF grants by focal area from the pilot phase until GEF-6. Projects in the biodiversity focal area have been an important means for addressing SFM. [Figure A.4](#)

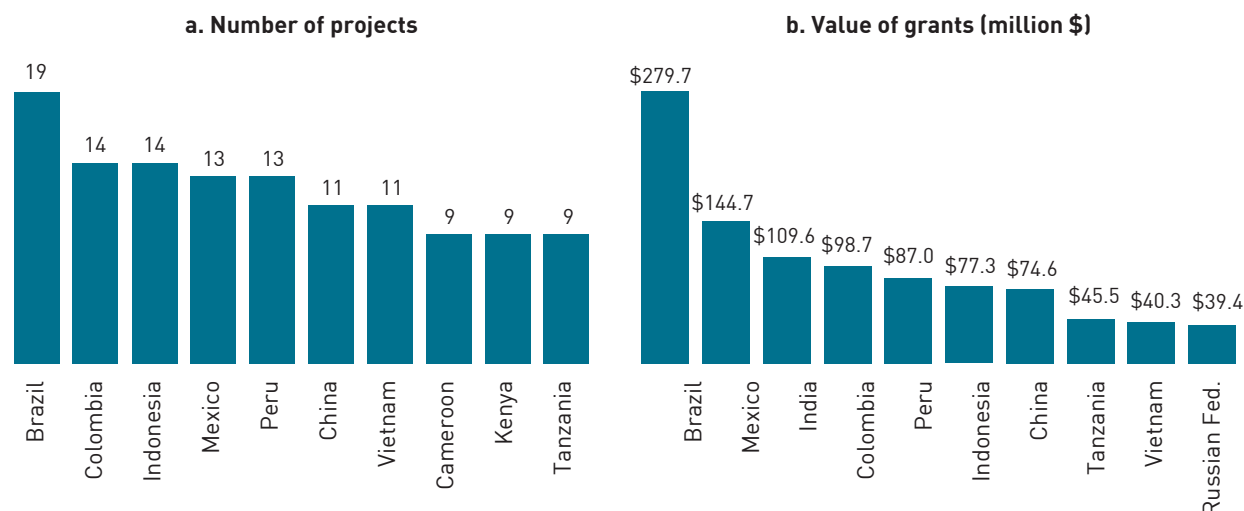
Figure A.1 Distribution of SFM projects and grants across regions



Source: GEF Portal.

Note: SFM projects from the pilot phase to GEF-6 are included in the calculation. ECA = Europe and Central Asia; LAC = Latin America and the Caribbean.

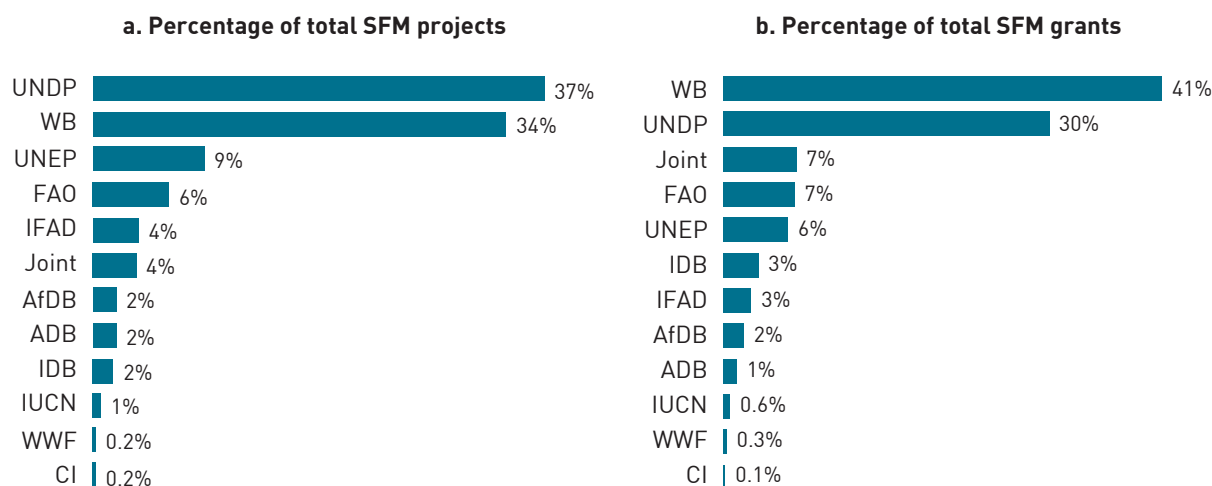
Figure A.2 Ten countries with largest number of SFM projects and GEF grants



Source: GEF Portal.

Note: National SFM projects from the pilot phase to GEF-6 are included in the calculation.

Figure A.3 Distribution of SFM projects and grants by Agency



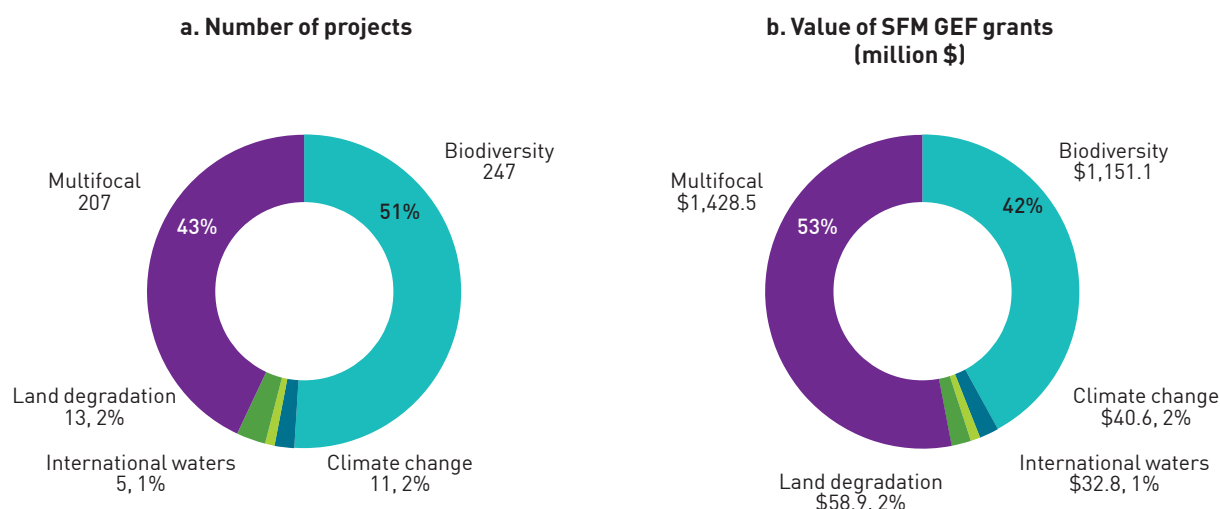
Source: GEF Portal.

Note: SFM projects from the pilot phase to GEF-6 are included in the calculation. ADB = Asian Development Bank; AfDB = African Development Bank; CI = Conservation International; FAO = Food and Agriculture Organization of the United Nations; IDB = Inter-American Development Bank; IFAD = International Fund for Agricultural Development; WB = World Bank; WWF = World Wildlife Fund-US.

shows that the largest share of SFM projects are in this focal area, with 51 percent of projects and 42 percent of SFM funding. Multifocal area projects account for 43 percent of projects and 53 percent of funding.

Cofinancing of SFM projects. Figure A.5 shows how the ratio of promised cofinancing to the total of GEF SFM grants has risen steadily, reaching 6.6 in GEF-6. This ratio is comparable to the average ratio

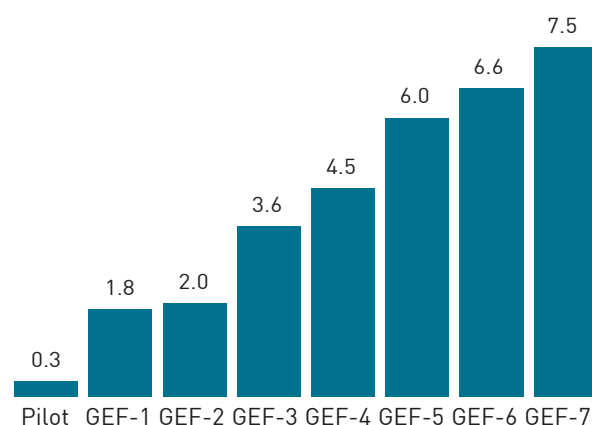
Figure A.4 Distribution of SFM projects and grants by focal area



Source: GEF Portal.

Note: SFM projects from the pilot phase to GEF-6 are included in the calculation.

Figure A.5 Cofinancing ratio for SFM projects by replenishment period



Note: The promised cofinancing ratio per dollar of GEF grant is calculated at the project level. For GEF-7, the promised cofinancing amount for the four impact programs was used for this calculation.

of 5.9 for completed projects across the whole GEF portfolio (GEF IEO 2019a).

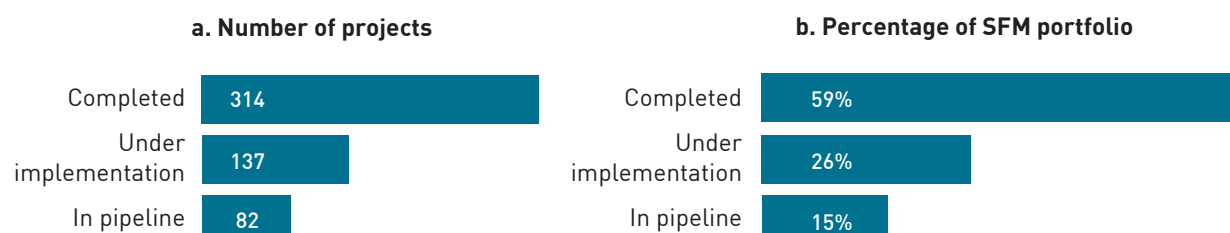
Implementation status of SFM projects. Figure A.6 shows that a large number of GEF SFM projects have already been completed (314, or 59 percent

of total GEF SFM projects). With an additional 137 projects under implementation (26 percent of the total), there is a substantial basis of completed experience to evaluate.

Evolution of the GEF SFM portfolio over the GEF replenishment periods. Some key moments in the evolution of SFM since GEF-4 are highlighted in box A.1. An initial analysis of this information and the data above suggests that, over progressive GEF periods, GEF SFM interventions have become increasingly ambitious and comprehensive in their scope and objectives and more integrated and collaborative in their management. Several broad trends can be observed. Each trend is potentially transformative, but comes with challenges that the evaluation will explore.

- **A focus on biomes, not simply individual forests:** Ensuring effective control over larger areas and more governance regimes, and engaging more countries and more stakeholders
- **Attention to ecosystem integrity, connectivity, and function, not simply the area protected:** Assessing and addressing forest functions,

Figure A.6 SFM project status



Note: Data are for child and stand-alone project entries only.

connectivity, and all ecosystem services, not just a few

- **More countries per project, not just one:** Coming to grips with complex political economy opportunities and risks, the lower ability of low-forest-cover countries and small island developing states (SIDS) to access support, as well as significant coordination needs
- **Multiple sectors, not just forestry or agriculture:** Engaging with more economic and business drivers and ensuring effective cross-sector coordination
- **More commodities and value chains, not just one:** Ensuring private sector representation, in-country business support, business transparency, and accountability
- **More implementing partners managing bigger grants, not just one agency:** Developing collaborative approaches that are efficient, working with country partners including essential smaller players, and building transformative capacity
- **More and more diffuse beneficiaries, not just a single group:** Recognizing, engaging, and disaggregating all beneficiaries, notably the marginalized and hard-to-reach and improving their livelihood links to forests
- **More benefits sought by beneficiaries, not only MEA goals:** Understanding and tracking synergies and trade-offs between benefits and the conditions that apply

- **Tackling underlying causes, not simply delivering immediate outcomes:** Analyzing and tackling often elusive and political root causes (some global causes are outside the GEF's mandate, and some underlying causes at the national level are beyond the GEF's reach)
- **Harnessing time-bound opportunities emerging from the MEAs:** For example, REDD+ became a strategic focus for GEF-5 and has shifted toward other important schemes for SFM such as restoration
- **Higher governance ambitions, not only revising policies and laws:** Creating political and societal demand for transformative change, especially in increasingly fragile countries and governance contexts where there is conflict or insecure rights and tenure
- **Greater innovation and risk, not simply more of the same:** Keeping on top of the learning and managing the knowledge from the evolving GEF SFM portfolio, and balancing innovation and risk.

A.2 Purpose, conceptual framework, and design of the evaluation

The purpose of this evaluation is to assess the performance of the GEF SFM portfolio and provide insights and lessons for future forest-related interventions based on evaluative evidence generated by the analysis. This evaluation will be the first

Box A.1 Highlights in the more recent evolution of GEF approaches to SFM

GEF-4

- Introduced the need for a more strategic approach to SFM, building on good but fragmented previous work, focusing not only on outcomes in the forest but also root causes and barriers to progress.
- Drew attention to the importance of tackling land degradation including deforestation, and sustainable land management including SFM.
- Introduced the Tropical Forest Account in 2007, the GEF's pilot financial incentive for SFM.

GEF-5

- Aimed to deliver multiple benefits at many levels, enabling wide expansion beyond the protected area focus to date (the biodiversity focal area had supplied 68 percent of all forest funding before GEF-5).
- Embraced climate change mitigation (with a tactical focus that tried to harness time-bound opportunities such as REDD+), integrated watershed management, certification of forest products, payments for ecosystem services, and strengthening sustainable (alternative) livelihoods for people dependent on forest resources.
- Introduced a systemic SFM/REDD+ financial incentive, providing dedicated funding for forest-related objectives and targets. This encouraged countries to invest portions of their GEF funds for biodiversity, climate change, and land degradation in fully integrated, multifocal area SFM projects and programs. It added up to \$1 for every qualifying \$3 of System for Transparent Allocation of Resources (STAR) resources. During GEF-5, over 80 countries took advantage of the mechanism.
- Aimed to further converge forest investments in more efficient and cost-effective programs, combining resources into multifocal area programs.

GEF-6

- Cornerstone was the SFM financial incentive program—a total GEF grant of \$825 million for the expected results of 844 million tCO₂e mitigated emissions and 284 million ha of forest under improved management. Project selection emphasized those with the biggest potential results.
- Strongly recognized the importance of rights, tenure, local institutions, and the role of indigenous peoples and women in SFM, with a big push to mainstream gender equality and women's empowerment.
- Emphasized integrated approaches at the landscape level, embracing ecosystem and livelihood principles.
- Introduced SFM-focused integrated approach pilots, including a three-country Amazon program.
- Made links to (urban) drivers of change. The integrated approach pilot Taking Deforestation out of Commodity Supply Chains aimed to bring 23 million ha of land under SFM and mitigate 80 million tCO₂e.

GEF-7

- SFM strategy has large-scale and transformative ambition, citing the UN General Assembly in recognizing SFM as a “dynamic and evolving concept.” Instead of “fragmented multiple small projects with little potential for biome-level outcomes,” the strategy is multiple countries, value chains, and players collaborating at scale.
- Focus on the biome level “where concerted SFM focusing on forest integrity and functioning can truly transform development.” SFM impact programs are introduced for three transboundary forest biomes—Amazon, Congo, and Drylands—along with one for Food Systems, Land Use, and Restoration.
- However, focal areas still “remain the central organizing framework in the GEF-7 delivery model.”

Note: The final evaluation will explore this evolution, including phases earlier than GEF-4, in more detail.

independent review of GEF support to SFM initiatives. The objectives are to

- Assess the relevance and coherence of SFM initiatives, including the formative assessment of the newer GEF forest-relevant integrated approach pilots and impact programs;
- Assess effectiveness, efficiency, sustainability, and impacts of the GEF's SFM portfolio;
- Present a synthesis of SFM results and early impacts; and
- Identify challenges, lessons learned, and good practices in SFM initiatives.

After nearly three decades of forest-related work, the evaluation aims to learn what the GEF's big-picture outcomes have been in terms of the understanding, policy, governance, and practice of SFM. Furthermore, the GEF's impact on forests, forest-related environmental services, forest-dependent people, and economies will be explored.

The evaluation will use the revised OECD DAC framework to develop the evaluation criteria and key evaluation questions. Evaluation criteria will include relevance, effectiveness, efficiency, and sustainability, supplemented by impacts and coherence (from the revised 2019 OECD norms). The OECD DAC criteria will be complemented by an additional one—equity, a core principle of Agenda 2030.

Also, the evaluation will draw on the GEF's lessons on transformational change (GEF IEO 2018b) and sustainability:

- **Transformational change** is defined as “engagements that help achieve deep, systemic, and sustainable change with large-scale impact”—that “flip” market and (government) systems. The evaluation will look at the ambition, mechanisms, internal and external conditions of success, and scale of results.

- **Sustainability** looks at ultimate environmental (and social and economic) impacts and sustaining governance and institutions (GEF intermediate outcomes). However, the infrequency of postcompletion evaluations means there is not extensive evidence of impact.

The evolution of the GEF's SFM approach discussed above—i.e., toward increasing complexity of ambition and scope—plus the evaluation team's brief analysis, presented above, of the dynamic global context for SFM, suggest initial portfolio-level evaluation questions. However, to gain a greater understanding of GEF impact in particular and effectiveness, efficiency, sustainability, and coherence, specific case-level questions will also be investigated through in-depth case studies. Both sets of questions cover (1) GEF accountability based on GEF strategy and programming directions (the main emphases through the GEF replenishment periods) and (2) GEF learning (lessons from how it did the work). The questions listed below are tentative and will evolve through the evaluation.

Data collection methods to address such questions will include portfolio analysis, qualitative thematic analysis of key project documents—including project identification forms (PIFs), Chief Executive Officer (CEO) endorsements/approvals, project implementation reviews (PIRs) and mid-term reviews (MTRs), terminal evaluations, terminal evaluation reviews; analysis of relevant evaluations and OPSs conducted by the GEF IEO; and key informant interviews with sector experts and GEF stakeholders who have a broad and extended understanding of GEF's work in forests.

In terms of outcomes and impact, the evaluation will refer to nine results areas. These are the UNFF's seven thematic elements of SFM (which were based on the standard criteria of SFM across several regional processes); plus scientific knowledge results (building and using the SFM knowledge base) and equality, including indigenous

peoples and gender results (which are central to Agenda 2030). The UNFF's seven themes are a useful measure because they (1) provide a more detailed breakdown of forest activities than GEF focal area objectives, (2) have been in use with wide acceptance internationally, and (3) are used on a recurring basis by the Food and Agriculture Organization of the United Nations (FAO) within its Global Forest Resource Assessments.

Illustrative evaluation questions for both the portfolio level and (more provisionally) the project level are set out in [table A.2](#). The context of working in partnership with the Collaborative Partnership on Forests (CPF) is taken into account. Candidate methods and data sources to investigate the questions are listed and specified in [annex B](#) in the illustrative evaluation matrix.

A.3 Evaluation methodology

The evaluation will employ a mixed-methods approach that includes both quantitative and qualitative methods. The review will consist of extensive document review, including existing literature and evaluative evidence; detailed analysis of data sets on the SFM portfolio; and interviews with a range of stakeholders involved in SFM interventions and the policy context such as UNFF and CPF. Case studies will complement this to assess in qualitative terms the outcomes generated by SFM projects and, as far as possible, estimate their impact. Additionally, geospatial analyses will be used to assess relevance and results in select cases.

The evaluation will adopt a flexible approach to assess the evolution of the portfolio over the GEF replenishment periods. The analysis will be guided by both the OECD DAC criteria and the key dimensions of transformative change highlighted above.

This evaluation will explore synergies with other evaluations being conducted in the context of

OPS7, such as the Formative Evaluation of the GEF Integrated Approach to Address the Drivers of Environmental Degradation and other evaluations that are assessing cross-cutting themes relevant to SFM.

LIMITATIONS

The GEF has evolved over the years to increasingly integrate social aspects into its priorities and implementation. But it is expected that the extent and rate at which gender and other social inclusion concerns are systematically addressed by project documentation will vary. Moreover, direct engagement with forest-dependent women and men of GEF SFM portfolio projects—and direct assessment of results in terms of reach, benefit and empowerment of different groups—will necessarily be limited due largely to the COVID-19 pandemic; this difficulty is exacerbated by the likely large scale of the case studies and portfolio and the concomitant thinly spread engagement that would result. The evaluation therefore will focus on case studies, relying primarily on analyzing project documents, supplemented where possible by key academic and gray literature pertinent to the cases, and triangulating with key informant interviews with representatives of organizations of forest-dependent women and men where possible.

The evaluation methodology will be adapted according to the types of data found in project documentation, the availability of key informants, and the feedback received from key stakeholders. Thus, the phases and tools proposed will be adapted during the evaluation. GEF SFM portfolio project documentation, including project proposal and design documents and monitoring and evaluation reports (project implementation reviews, midterm reviews, terminal evaluations, terminal evaluation reviews), will be drawn on for the evaluation and insights and experiences shared through key informant interviews. While data limitations may

Table A.2 Key evaluation questions

	Portfolio level	Project level
Relevance	<ul style="list-style-type: none"> How well has the GEF SFM portfolio responded to the multilateral environmental agreements, to the evolving international rationale and priorities for SFM, and to diverse national actors' priorities? In what ways has the GEF SFM portfolio understood stakeholder perspectives, demands, and decisions affecting forests? 	<ul style="list-style-type: none"> How responsive have longer-running GEF initiatives on SFM been to changing contexts and priorities at the international level? How well have particular GEF projects responded to often competing and changing national priorities and rationales for SFM?
Coherence	<ul style="list-style-type: none"> How has the GEF managed its multi-objective/partner/country/beneficiary roles to ensure integrated and focused action? What approaches to coherence and integration have worked well in terms of funding envelope, duration of intervention, coordination, interdisciplinarity, risk management, partnership—notably work with the Collaborative Partnership on Forests—and management systems? 	<ul style="list-style-type: none"> How well have GEF SFM projects complemented or left gaps with the objectives and operational modalities of other interventions on SFM (including the UN, World Bank, bilateral, civil society, and business programs)? How well do the operational modalities of GEF SFM projects at the national level usefully work with or undermine in-country policy and institutional frameworks and power structures regarding SFM? How well have GEF SFM projects complied with GEF and convention policies and guidelines on stakeholder engagement, gender equality, working with indigenous peoples, and overcoming relevant barriers?
Impact	<ul style="list-style-type: none"> What are the most significant aggregated results of the GEF SFM portfolio? To what extent has GEF support contributed to transformational change? To what extent has GEF support leveraged additional resources and created new partnerships for transformational change? 	<ul style="list-style-type: none"> To what extent have GEF SFM projects delivered better forest management in its three main categories of protection, sustainable management and use, and restoration, and thereby contributed to delivering environmental good practice guidelines (such as forest extent, health and vitality, biodiversity, carbon, water)? To what extent have GEF SFM projects delivered improved livelihoods of forest-dependent people through improved productive and socioeconomic functions of forests?
Effectiveness	<ul style="list-style-type: none"> What are the top-line contributions of the full GEF SFM portfolio to the SFM results areas? How well have they drawn out and developed the GEF's comparative advantages? In what ways has the GEF SFM portfolio influenced stakeholders' perspectives, demands, and decisions affecting forests? With which policy entry points and actors in country and internationally has the GEF been most/least effectively engaged? What approaches have been particularly effective in tackling the drivers of forest degradation in different contexts, including remote, conflict, and fragile situations? 	<ul style="list-style-type: none"> To what extent have the specific comparative advantages of GEF SFM projects, relative to other external interventions and conditions (including both enablers and barriers), been recognized and used to improve impact? To what extent have lessons about GEF SFM processes—relating to forest stakeholder engagement and empowerment, proposal design and implementation, and monitoring and final evaluation—been learned to improve the delivery of impact over time? To what extent have innovations on successful delivery of GEF SFM projects been tracked, documented, spread, and taken up by other programs?

(continued)

Table A.2 Key evaluation questions *(continued)*

	Portfolio level	Project level
Efficiency	<ul style="list-style-type: none"> How efficiently has the GEF channeled finance for SFM and leveraged further financing, including through GEF financial incentives? Has the GEF SFM portfolio led to structural changes toward transformative forest investment and markets? How well have GEF innovations contributed to SFM assessment, metrics, monitoring, and transparency (Capacity-building Initiative for Transparency, etc.)? How effectively has the GEF learned about success and failure in SFM, shared its learning, and ensured its uptake? 	<ul style="list-style-type: none"> How cost-efficient have GEF SFM projects been in delivering SFM and avoided deforestation over their lifetime, and is there evidence of increasing efficiency as enabling conditions have been put in place? How much and what types of cofunding and public or private finance leverage have been secured by GEF SFM project interventions? How far do GEF SFM projects meet anticipated time deadlines and cost estimates, and have lessons been learned about the ideal duration and budget envelope for maximum efficiency?
Sustainability	<ul style="list-style-type: none"> How far has the GEF contributed to transformative, resilient, and enduring improvements in governance frameworks, institutions, and markets? Is there evidence of sustained forest and livelihood outcomes due to improved policies and institutional approaches? Do they support future needs such as preventing pandemics? 	<ul style="list-style-type: none"> <i>Institutional sustainability.</i> Do legal frameworks, policies, governance structures and processes, management plans, and stakeholder capacities support the continuation of benefits following the project? Where there are risks, is provision for mitigation adequate? <i>Financial and market sustainability.</i> What provisions are in place to ensure that income/finance will be available to enable stakeholders to continue the activities to sustain benefits following the project? How far have market failures been addressed? <i>Sociopolitical sustainability.</i> Do stakeholders see it as in their interest that the project benefits continue to flow? Where social or political risks may undermine the longevity of project outcomes, is provision for mitigation adequate? <i>Environmental sustainability.</i> Are there any activities that present environmental risks that may undermine the future flow of project benefits, and is provision for mitigation adequate?
Equity	<ul style="list-style-type: none"> How far has the GEF SFM portfolio addressed the underlying problems of inequality between groups that constrain SFM? How well has the GEF activity reached, benefited, and empowered different groups of men and women among indigenous peoples and communities? 	<ul style="list-style-type: none"> To what extent have GEF SFM projects reached, benefited, and empowered different groups of men and women among forest-dependent indigenous peoples and local communities, and improved the equality with which forest-related costs and benefits are distributed?

constrain portfolio-wide findings—not all of the UNFF’s SFM elements are routinely monitored—the evaluation will use the most standardized data and indicators currently reported (e.g., core indicators reported after GEF-6, and common indicators that can be found in final evaluations of GEF-1 to GEF-5 projects), supplemented by publicly available information (e.g., remote-sensed data).

The data assessed to date are qualitative and quantitative, but with a strong prevalence of qualitative data. However, the quantitative data found are not standardized across projects. The absence of standardized ratio-level data limits the options available in terms of quantitative evaluation methodologies that could be used for the desk review and comparative study. Simultaneously, the evaluation expects to use robust qualitative methods for systematic coding of text and thematic analysis.

GEF-7 has recently started; therefore, most projects do not have adequate documentation about their results and lessons learned.

PHASES OF THE EVALUATION

The evaluation will consist of four phases: (1) development of the evaluation framework, (2) stakeholder consultation, (3) case studies, and (4) evaluation synthesis and communication of findings.

Phase 1: Development of the evaluation framework

The evaluation framework will be developed in collaboration with key GEF stakeholders. To achieve this will require an initial literature review of GEF and non-GEF documents on SFM and major schemes promoting improved forest management such as REDD+, payments for ecosystem services, and forest restoration; relevant contextual analysis; review of theories of change and/or logframes of the relevant initiatives supported by the GEF; and desk-based review of the portfolio. This work will build on the questions provisionally suggested in [table A. 2](#).

Literature review. The initial literature review will include analysis of available GEF documents on GEF SFM projects (monitoring and evaluation reports such as terminal and midterm evaluations, PIFs and CEO endorsement documents, project implementation reports, and other project-related documents, along with the program management database); and analysis of non-GEF documents describing key information, assumptions, and discourses in selected countries and internationally that framed GEF project design, or could/should have framed it, and that later on could/should have led to design modifications.

Portfolio desk-based review. The review will map all grants and countries covered by GEF support

in relation to the three overarching categories: forest protection, sustainable management and use of forests (forest production landscape), and forest restoration. In terms of effectiveness, the evaluation will look at outcomes related to responsibilities and rights, markets and income, technical knowledge, and institutional capabilities. In terms of impact and longer-term outcomes, observable changes may relate to the nine SFM areas: the extent of forest resources, biological biodiversity, forest health and vitality, productive functions of forest resources, protective functions of forests, socioeconomic processes of forests, legal policy and institutional framework, scientific knowledge, and equality and gender.

At the portfolio level, the evaluation team will review evidence produced by the implementing Agencies in the form of terminal and midterm evaluations, terminal evaluation review forms, PIFs and CEO endorsement documents, and the OPS evaluations conducted by the GEF IEO. This wealth of information will be analyzed through a desk review to compare different cases and explore the effectiveness, sustainability, and coherence of different projects supported by the GEF. Whenever possible, standardized quantitative data, such as core indicators for GEF-6 onwards, will be used to describe the aggregated results of the whole portfolio.

Phase 2: Stakeholder consultation

To understand the GEF's comparative advantage and additionality and the relevance, coherence, and efficiency of GEF support, the evaluation will gather primary data about the perceptions of stakeholders from implementing Agencies, key in-country actors, and the GEF Secretariat. The stakeholder consultation will focus on the key questions and will be analyzed against the evaluation framework. A mix of qualitative and quantitative data will be gathered during this phase. The stakeholder consultation will involve a stakeholder segmentation analysis; key informant interviews, notably

of stakeholders with a long history of engagement with the portfolio; and a stakeholder survey.

Stakeholder analysis. The evaluation team will develop a brief stakeholder segmentation analysis at the beginning of the second phase of the exercise to identify the following:

- Primary intended users of the evaluation: People who will make decisions based on evaluation findings—including the GEF Council, MEA conferences of the parties and secretariats, GEF donors and cofunding partners, and GEF staff
- Secondary users of the evaluation: People who will learn and be inspired by the evaluation's findings—policy makers, opinion formers, practitioners, and others working on forests and global environmental issues
- People directly affected by decisions made during or after the evaluation: Staff of GEF-supported implementing Agencies, staff of programs/projects, participants and beneficiaries of programs/projects
- Interests of these stakeholders in the findings of the GEF SFM evaluation
- The power of these stakeholders to support (or hinder) follow-up and actions in response to the GEF SFM evaluation and facilitate the uptake of findings.

Key informant interviews. Interviews will be held to validate the evaluation framework developed during the first phase. They will generate hypotheses about how stakeholders perceive the GEF's relevance, coherence, efficiency, effectiveness, and additionality,⁶ and associated assumptions.

⁶ GEF IEO (2020c) points to six GEF additionalities: environmental, legal, institutional, financial, socioeconomic, innovation. Only environmental additionality is prominently recorded in documentation.

Stakeholder survey. After the initial consultative phase with key informants, the evaluation team will develop a stakeholder survey to test the hypotheses emerging from the qualitative thematic analysis of the key informant interviews.

Phase 3: Case studies

Case studies will enable in-depth exploration of outcomes and impacts, enabling conditions and constraints, and a comparison of GEF modalities in the given context. They will also potentially identify examples that the GEF could develop into compelling “stories of change.” Five in-depth case studies will be conducted by combining data collection and data analysis methodologies, such as: a desk-based review of documents, review of theories of change of initiatives funded by the GEF and selected for the case studies, and key informant interviews.

Case selection strategy. Given the broad scope of the evaluation, the most typical cases (as opposed to the most likely/least likely cases⁷) will be selected. Most typical cases will entail identifying common types of interventions funded by the GEF over the replenishment periods. To determine the typical cases, the evaluation will use a stratified purposive sampling approach. Because it will be possible to investigate only a small number of cases in detail, it is impossible to do stratified random sampling that would represent the whole portfolio. However, sampling most typical cases by following a stratified purposive approach is suitable to compare results and lessons across the portfolio. Thus, a standard case sampling is considered

⁷ Most likely and least likely cases help identify the greatest achievements and key lessons learned and can test GEF theories of change against best- and worst-case scenarios. But they may deliver a skewed view of GEF impact, which is neither typical nor generalizable to the whole portfolio.

the best proxy for representativeness across the entire GEF portfolio.

Case selection criteria. To select cases for in-depth investigation, the evaluation will consider the following.

- **Geography.** Projects will be categorized into geographic clusters—covering key regions and nations that received GEF support and major biomes. Provisional geographical selections that could yield important insights relevant to the evolution both of SFM and the GEF portfolio include the following:
 - Brazil or Colombia—Amazon Sustainable Landscape Program. This could cover forest protection with a high conservation value biodiversity emphasis, climate, and an REDD+ emphasis.
 - Vietnam—GMS-FBP Greater Mekong region forests and biodiversity projects. This could cover forest protection with a biodiversity emphasis.
 - Democratic Republic of Congo—CBSP Strategic Program for SFM in the Congo Basin. This could cover sustainable use of forests with a community forestry production emphasis.
 - Burkina Faso or Mali in the Sahel—Great Green Wall Sahel and West Africa Program or a Dryland Restoration Initiative project. This could cover dryland forests/woodlands SFM with a restoration emphasis.
 - Indonesia—SFM Program Framework. This could cover SFM with an emphasis on taking deforestation out of commodities.
 - SIDS—São Tomé and Príncipe or Timor Leste.
- **Complexity.** After the initial geographic categorization, the evaluation will select three major biomes for further investigation and divide the

population of cases within each biome according to one main variable: the number of objectives pursued by the projects. This choice draws from the analysis of the evolution of the GEF portfolio over the replenishment periods, which shows a trend to increase the number of objectives and actors and, thus, the project's complexity. It is assumed that this is the main factor affecting project effectiveness, impact, coherence, and sustainability.

- **Policy themes.** Cases that will address at least one or more of the following issues will also be examined:
 - Dependence on forests (for livelihoods, business, or national economies)
 - Forest/poverty problem hotspots (major drivers and manifestations)
 - Major GEF themes past, present, and future (e.g., recent REDD+, trend toward restoration and multifocal projects).

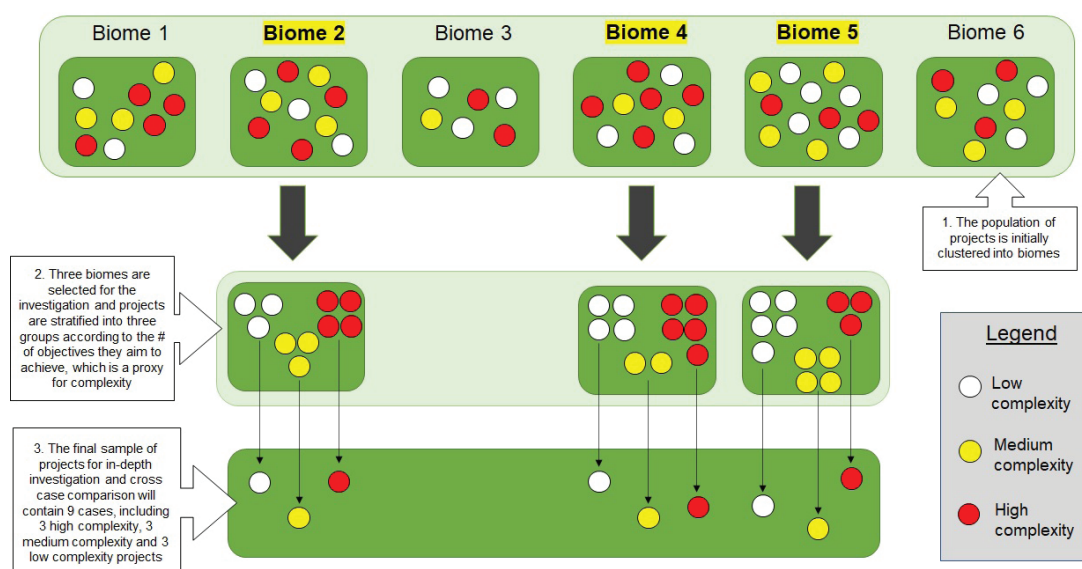
[Figure A.7](#) summarizes how the sample of cases will be stratified.

Phase 4: Evaluation synthesis and communication of findings

With the development of a clear evaluation framework, including key evaluation questions and subquestions and triangulation of data collection and analytical methods, the evaluation will use the different types of evidence available from GEF documentation to draw transparent evaluative conclusions. Evaluation outputs will include the following:

- A detailed evaluation report including technical annexes with full detail in support of the findings (see [appendix A.1](#) for an outline)
- A strategic brief with recommendations and policy pointers with key messages addressing top-line issues to cover the GEF's SFM legacy to date, impacts, and challenges, lessons learned

Figure A.7 Case study selection



effective modalities, and good practices in implementing SFM initiatives.

Quality assurance. Consistent with the GEF IEO's quality assurance practice, two quality assurance measures will be adopted for this evaluation. The first is a reference group—composed of representatives from the GEF Secretariat, the GEF Agencies, and the GEF Scientific and Technical Advisory Panel—which will provide feedback and inputs throughout the evaluation process and facilitate access to information and appropriate contacts. The second is a peer review panel—consisting of selected evaluators from GEF Agency evaluation offices, evaluation organizations, and recognized experts—which will provide feedback on the draft report.

Communication strategy. Particular attention will be paid to communicating the evaluation results. A communication strategy will be developed and reviewed during the course of the evaluation as findings emerge. Its purpose is to ensure good engagement in the evaluation and maximize the use of evaluation findings by relevant stakeholders. The evaluation's communication strategy will

be iterative, reviewed and revised during the evaluation as findings emerge. Its objectives are

- To understand and take into account the needs, priorities, and concerns of different stakeholders;
- To acquire perspectives on what will be considered a credible, quality, and useful evaluation;
- To inform evaluation planning and engagement during and after the evaluation;
- To facilitate quality data collection and interpretation through accessing stakeholder help;
- To manage risks in handling contested issues and sensitive findings;
- To ensure results are accessible to stakeholders, well disseminated, and used by them.

The communications work will focus on designing and producing the evaluation products, their timing and format informed by the needs and priorities of the intended audiences:

- Identifying stakeholders' possible roles in the evaluation (e.g., data or opinion provider); making judgments or decision based on the

findings of the evaluation; becoming an agent of change for the next round of investments funded by the GEF; promoting the use of evaluation findings to improve practice

- Identifying communications activities, their timing, and the most effective formats to present the evaluation data—likely to cover:
 - Profiling the evaluation, its purpose and approach
 - Engaging stakeholders—who, at what points of the evaluation, for what purposes?

- Disseminating the findings—to whom and when in what format?
- Influencing uptake and decisions—products and formats that facilitate the uptake of findings.

A.4 Workplan

The full evaluation process covers the period between July 2020 and June 2021. The initial workplan presented in [table A.3](#) may be adapted as the assessment progresses.

Table A.3 GEF SFM portfolio evaluation workplan

Deliverable and activities	Date
Phase 1: Inception—development of evaluation framework	
Preliminary design and scope of the assessment	July–September 2020
Review of literature, program documents	August–October 2020
Draft approach paper	September 2020
Portfolio desk-based review	September–December 2020
Data cleaning	September–October 2020
Finalization of the evaluation framework	October–November 2020
Communication plan	October–November 2020
Final approach paper	November 2020
Phase 2: Stakeholders’ consultation	
Stakeholder analysis	November–December 2020
Key informant interviews, data gathering, and writeup	November–December 2020
Key informant interviews, qualitative thematic analysis	November–December 2020
Stakeholder survey design	December 2020
Stakeholder survey administration and analysis	December 2020–January 2021
Communication plan review	January 2021
Short report on stakeholder survey and consultation	January 2021
Phase 3: Case studies	
Case studies design	November–December 2020
Document review	November–December 2020
Key informant interviews, data gathering, and writeup	December 2020–January 2021
Key informant interviews thematic analysis	January 2021
Analysis of cases	January–February 2021
Development of preliminary findings—notes	February 2021
Communication plan review	February 2021
Write up findings of five cases, short report on case studies	February 2021
Phase 4: Evaluation synthesis and communication of findings	
Analysis of findings against evaluation framework	February–March 2021
Draft evaluation report	February–March 2021
Communication plan review	March 2021
Strategic brief	April 2021
Presentation of findings to stakeholders	April 2021
Final edited evaluation report	April 2021

Appendix A.1 Draft outline of the evaluation report

Executive Summary of key findings, lessons learned, and recommendations

Acknowledgments

Abbreviations and acronyms

1. Introduction—purpose and context

- Purpose of this evaluation
- Context for the evaluation
 - Evolving forests context—global trends, challenges and opportunities
 - Evolving GEF support to forest priorities—SFM portfolio—objectives, theory of change and their evolution

2. Conceptual framework and design

- Objectives and scope
- Key criteria and evaluation questions
- Assessment of available data
- Methodology adopted—rationale and description
 - Portfolio analysis
 - Case studies
 - Key informant interviews and stakeholder survey
 - Data collection protocols and quality control
 - Mitigating methodological and data limitations
- Process and timeline

3. Synthesis of the evaluative evidence

- Results—relevant to 7 UNFF SFM elements, plus equality and knowledge outcomes
 - Portfolio-level, modality and program/project-level (case study) results
 - Trends over time
 - Factors affecting progress
- GEF performance, transformational impact and sustainability—summary of findings on relevance, coherence, impact, effectiveness, efficiency and sustainability
- GEF strategy, institutional issues and comparative advantage [transformative change, innovation, scaling up, additionality]
 - Trends over time
 - Factors affecting GEF capability
- Lessons—[program parameters, managing integrated programs, theory of change...]
- Conclusions [including key messages for OPS-7]

4. Recommendations

For the GEF, GEF projects, and GEF partnerships on future forest-related interventions

References

Annexes

Evaluation matrix

Key question	Data and indicator	Source	Method/tool
1. Relevance			
1.1 How well has the GEF SFM portfolio responded to the MEAs, to the evolving international rationale and priorities for SFM, and to diverse national actors' priorities?	Documentary evidence of GEF policies and processes addressing MEAs, the evolving SFM priorities and, the relevant national and forest needs	<ul style="list-style-type: none"> • GEF Programming Directions • Convention Guidance Documents • PIF and CEO endorsement documents • GEF SFM data set 	<ul style="list-style-type: none"> • Theory of change review • GEF documents review • Literature review • OPS • Portfolio review • Key informant interviews with GEF SFM stakeholders
1.2 In what ways has the GEF SFM portfolio considered stakeholder perspectives, demands and decisions affecting forests?	Level of satisfaction of GEF SFM stakeholders with the GEF objectives, processes and policies as compared to similar initiatives	<ul style="list-style-type: none"> • GEF SFM stakeholders feedback 	<ul style="list-style-type: none"> • Key informant interviews with GEF SFM stakeholders • Stakeholders' survey (TBD)
1.3 How responsive have longer-running GEF initiatives on SFM been to changing contexts and priorities at international level?	Changes in portfolio and major initiatives reflecting changing international policy context (e.g. Rio conventions and SDGs); international forest commitments; and other major international discourses.	<ul style="list-style-type: none"> • Previous evaluations conducted by the GEF IEO • OPS • IF and CEO endorsement documents • Terminal evaluations • Key informants, including forest sector 	<ul style="list-style-type: none"> • Case studies • Literature review • Project documents review • Key informant interviews
1.4 How well have particular GEF projects responded to often competing and changing national priorities and rationales for SFM?	<ul style="list-style-type: none"> • Project documents and results reflect priorities of national development plans, NBSAPs, NDCs, national forest/land use plans/forums • Perceptions of stakeholders 	<ul style="list-style-type: none"> • National policies and plans • Terminal evaluations • MTRs • PIFs/PPGs • Key project and policy stakeholders 	<ul style="list-style-type: none"> • Case studies • Project documents review • Key informant interviews with GEF SFM stakeholders at the project/country level

Key question	Data and indicator	Source	Method/tool
2. Coherence			
2.1 How has GEF managed its multi-objective/partner/country/beneficiary roles, to ensure integrated and focused action?	<ul style="list-style-type: none"> Extent to which all 9 SFM results areas and major forest biomes are addressed by the SFM portfolio Level of satisfaction of GEF SFM stakeholders and sector experts on SFM processes and policies to address integration 	<ul style="list-style-type: none"> GEF SFM stakeholders feedback Sector experts including forest experts, economists and social inclusivity experts GEF data set 	<ul style="list-style-type: none"> Key informant interviews with GEF SFM stakeholders Portfolio review
2.2 What approaches to coherence and integration have worked well in terms of funding envelope, duration of intervention, coordination, interdisciplinarity, risk management, partnership and notably work with the GEF, and management systems?	Extent to which integrated projects have performed well in terms of coordination, interdisciplinarity, risk management and management system, in comparison to non-integrated projects	<ul style="list-style-type: none"> GEF SFM stakeholders feedback Terminal evaluations Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents 	<ul style="list-style-type: none"> Key informant interviews with GEF SFM stakeholders Portfolio analysis Factor analysis or QCA (TBD) Qualitative thematic analysis
2.3 How well have GEF SFM projects complemented or left gaps with the objectives and operational modalities of other interventions on SFM (including UN, World Bank, bilateral, civil society and business programs)?	Analysis of Operational and learning arrangements with other programs	<ul style="list-style-type: none"> Project design documents Terminal evaluations of projects investigated Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents Key informants, including forest sector experts 	<ul style="list-style-type: none"> Case studies Literature review Key informant interviews QCA (TBD) Qualitative thematic analysis
2.4 How well do the operational modalities of GEF SFM projects at national level usefully work with or undermine in-country policy and institutional frameworks and power structures regarding SFM?	<ul style="list-style-type: none"> Engagement with national planning, learning and monitoring processes and capabilities Perceptions of SFM projects' stakeholders 	<ul style="list-style-type: none"> Key informants, including forest sector GEF Programming Directions Terminal evaluations Midterm reviews, if available PIF and CEO endorsement documents 	<ul style="list-style-type: none"> Case studies Process tracing (TBD) Literature review Key informant interviews
2.5 How well have GEF SFM projects complied with GEF and Convention policies and guidelines on stakeholder engagement, gender equality and working with indigenous peoples, and overcoming relevant barriers?	<ul style="list-style-type: none"> Participation and engagement of different groups of women and men (including indigenous peoples) as stakeholders, in shaping investments [Further indicators from GEF Policies and Evaluations e.g. Gender Mainstreaming in the GEF 2017; Evaluation of GEF engagement with indigenous peoples] 	<ul style="list-style-type: none"> GEF policies Project proposal and design documents MTRs and terminal evaluations/reviews Key informants, including forest sector gender and social inclusion experts, members of the Indigenous Peoples Advisory Group to the GEF, representatives of women and men from IPLC communities and their rights organizations and activists 	<ul style="list-style-type: none"> Case studies Document review Key informant Interviews with project stakeholders and sector experts Gender/social inclusion assessment/audit using desk review,

Key question	Data and indicator	Source	Method/tool
3. Impact			
3.1 What are the most significant aggregated results of the GEF SFM portfolio?	[Indicators that can be aggregated at the portfolio level e.g. ha, tC, spp, revenues) to be decided after the approach paper is published.]	<ul style="list-style-type: none"> Terminal evaluations Terminal evaluation review forms PIF and CEO endorsement documents GEF stakeholders websites, policies and guidance Key informant interviews with GEF SFM stakeholders OPS 	<ul style="list-style-type: none"> Desk portfolio review
3.2 To what extent has GEF support contributed to transformational change?	Perceptions of what has led to deep and systemic change, 'flipping' market and government systems and achieving scale in results	<ul style="list-style-type: none"> Key informant interviews Stakeholders survey OPS 	<ul style="list-style-type: none"> Key informant interviews Stakeholders survey
3.3 To what extent has GEF support leveraged additional resources and created new partnerships for transformational change?	<ul style="list-style-type: none"> Cofinancing leveraged by GEF support # of new partnerships resulted from GEF support 	<ul style="list-style-type: none"> Terminal evaluations Terminal evaluation review forms PIF and CEO endorsement documents GEF stakeholders websites, policies and guidance Key informant interviews with GEF SFM stakeholders OPS 	<ul style="list-style-type: none"> Desk portfolio review Key informant interviews
3.4 To what extent have GEF SFM projects delivered better forest management in its three main categories of (i) protection, (ii) sustainable management and use, (iii) restoration—and thereby contributed to the protective functions of forests in delivering environmental GPGs (such as forest extent, health and vitality, biodiversity, carbon, water)?	<ul style="list-style-type: none"> Aggregate geospatial data on: <ul style="list-style-type: none"> Additional ha (and % land) under forest protection (IUCN category), sustainable use, SFM (certified) by country/biome Ha avoided deforestation Key biodiversity gains (KBAs covered, rare/threatened/endemic species gains) Forest carbon saved, sequestered and traded tC Aggregate outcome ratings over time Perceptions of stakeholders 	<ul style="list-style-type: none"> Key stakeholders from projects selected for case studies Terminal evaluations of projects selected for the case studies PIF and CEO endorsement documents of projects selected for the case studies Observational data from site visits Geospatial data 	<ul style="list-style-type: none"> Case studies Review of project documents Geospatial analysis

Key question	Data and indicator	Source	Method/tool
3.5 To what extent have GEF SFM projects delivered improved livelihoods of forest-dependent people through improved productive and socioeconomic functions of forests	<ul style="list-style-type: none"> Additional volume and range of goods/services Beneficiary types, numbers, location Business numbers, sizes and revenues Change in household incomes Perceptions of stakeholders 	<ul style="list-style-type: none"> Key stakeholders from projects selected for case studies Terminal evaluations of projects selected for the case studies PIF and CEO endorsement documents of projects selected for the case studies Observational data from site visits Geospatial data 	<ul style="list-style-type: none"> Case studies Review of secondary data on livelihoods of forest dependent people in locations selected for the case studies Geospatial Analysis Key informant interviews with forest sector experts, social sector experts and economists.
4. Effectiveness			
4.1 What are the top-line contributions of the full GEF SFM portfolio to the SFM results areas? ^a How well have they drawn out and developed GEF's comparative advantages?	Extent to which the SFM GEF portfolio has delivered outcomes against the nine SFM outcome areas	<ul style="list-style-type: none"> Terminal evaluations of projects selected for the case studies PIF and CEO endorsement documents of projects selected for the case studies Key Informants interviews with forest experts, social experts and economists 	<ul style="list-style-type: none"> Portfolio review Outcome harvesting Qualitative thematic analysis QCA (TBD) Key informant interviews
4.2 In what ways has the GEF SFM portfolio influenced stakeholders' perspectives, demands and decisions affecting forests?	Extent to which stakeholders have adapted their programs/projects/practices to respond to SFM outcome areas	<ul style="list-style-type: none"> Terminal evaluations Terminal evaluation review forms PIF and CEO endorsement documents GEF stakeholders websites, policies and guidance Key informant interviews with GEF SFM stakeholders 	<ul style="list-style-type: none"> Process tracing Qualitative thematic analysis of project documents Key informant interviews
4.3 With which policy entry points and actors in-country and internationally has GEF been most/least effectively engaged?	<ul style="list-style-type: none"> Number and proportion of projects in the SFM GEF portfolio addressing forest-related policies and key points in the policy-cycle Analysis of actors engaged with the GEF 	<ul style="list-style-type: none"> Terminal evaluations Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents GEF stakeholders websites, policies and guidance Key informant interviews with GEF SFM stakeholders OPS 	<ul style="list-style-type: none"> Portfolio review Process tracing (TBD) Qualitative thematic analysis of project documents

Key question	Data and indicator	Source	Method/tool
4.4 What approaches have been particularly effective in tackling the drivers of forest degradation in different contexts including remote, conflict and fragile situations?	<ul style="list-style-type: none"> Extent to which SFM funded projects have addressed the nine SFM outcome areas. Baselines and analyses of enabling conditions of SFM and drivers of degradation. 	<ul style="list-style-type: none"> Terminal evaluations Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents OPS 	<ul style="list-style-type: none"> Outcome harvesting Portfolio analysis Factor analysis or QCA (TBD) Qualitative thematic analysis
4.5 To what extent have the specific comparative advantages of GEF SFM projects, relative to other external interventions and conditions (including both enablers and barriers), been recognized and used to improve impact?	<ul style="list-style-type: none"> Alignment with other interventions and conditions in project design, management and monitoring Articulation of GEF comparative advantages in project design, management and monitoring Development of relevant partnerships 	<ul style="list-style-type: none"> PIF and CEO endorsement documents of projects selected for the case studies Midterm reviews if available Terminal evaluations Observational data from site visits GEF stakeholders feedback 	<ul style="list-style-type: none"> Case studies Key informant interviews with sector experts Key informant interviews with GEF SFM stakeholders
4.6 To what extent have lessons about GEF SFM processes relating to forest stakeholder engagement and empowerment, proposal design and implementation, monitoring and final evaluation been learned to improve the delivery of impact over time?	<ul style="list-style-type: none"> Lessons identified in project monitoring and evaluation Reflection of (cumulative) GEF lessons in project design, management and monitoring documents [Aggregate effectiveness ratings over time] 	<ul style="list-style-type: none"> PIF and CEO endorsement documents of projects selected for the case studies Midterm reviews if available Terminal evaluations Observational data from site visits GEF stakeholders feedback 	<ul style="list-style-type: none"> Case studies Desk review of project documents
4.7 To what extent have innovations on successful delivery of GEF SFM projects been tracked, documented, spread and taken up by other programs?	<ul style="list-style-type: none"> Reflection on GEF innovations in project monitoring Take-up of effective GEF innovations in project design 	<ul style="list-style-type: none"> PIF and CEO endorsement documents of projects selected for the case studies Midterm reviews if available Terminal evaluations Observational data from site visits GEF stakeholders feedback 	<ul style="list-style-type: none"> Case studies Desk review of project documents Review of documents of other relevant programs (non SFM)
4.8 To what extent have the specific comparative advantages of GEF SFM projects, relative to other external interventions and conditions (including both enablers and barriers), been recognized and used to improve impact?	<ul style="list-style-type: none"> Alignment with other interventions and conditions in project design, management and monitoring Articulation of GEF comparative advantages in project design, management and monitoring Development of relevant partnerships 	<ul style="list-style-type: none"> Project proposal and design documents Midterm reviews and terminal evaluations/ reviews Observational data from site visits GEF stakeholders 	<ul style="list-style-type: none"> Case studies Process Tracing (TBD) Key informant interviews with GEF funded project stakeholders

Key question	Data and indicator	Source	Method/tool
5. Efficiency			
5.1 How efficiently has GEF channeled finance for SFM and leveraged further financing, including through GEF financial incentives? Has the GEF SFM Portfolio led to structural changes toward transformative forest investment and markets?	<ul style="list-style-type: none"> Amount of further financing leveraged Analysis of the role played by the GEF in leveraging further financing 	<ul style="list-style-type: none"> Terminal evaluations Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents GEF SFM stakeholders 	<ul style="list-style-type: none"> Portfolio review Comparative study Key informant interviews with GEF stakeholders
5.2 How well have GEF innovations contributed to SFM assessment, metrics, monitoring and transparency (Capacity-building Initiative for Transparency, etc.)?	Adoption of SFM assessment mechanisms including monitoring, reporting, and verification in countries covered by SFM portfolio	<ul style="list-style-type: none"> Terminal evaluations Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents GEF SFM stakeholders 	<ul style="list-style-type: none"> Portfolio review Comparative study Key informant interviews with GEF stakeholders
5.3 How has the GEF learned about success and failure in SFM, shared its learning, and ensured its uptake?	Evidence of lessons learned taken up in key project documents and follow up processes in response to MEL findings and recommendations	<ul style="list-style-type: none"> Terminal evaluations Terminal evaluation review forms PIF and CEO endorsement documents GEF stakeholders websites, policies and guidance Key informant interviews with GEF SFM stakeholders 	
5.4 How cost-efficient have GEF SFM projects been in delivering SFM and avoided deforestation over their lifetime, and is there evidence of increasing efficiency as enabling conditions have been put in place?	<ul style="list-style-type: none"> Incremental impacts/\$ spent (see indicators at 3 above) between GEF phases, and between original and follow-up projects Stakeholder perceptions of GEF incentives and disincentives 	<ul style="list-style-type: none"> Project records Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents GEF SFM stakeholders GEF stakeholders 	<ul style="list-style-type: none"> Desk review of project documents; case studies Key informant interviews with SFM GEF project stakeholders
5.5 How much and what types of cofunding and public or private finance leverage has been secured by GEF SFM project interventions?	<ul style="list-style-type: none"> \$ cofunding over given period \$ public and private finance leverage achieved and secure for postproject 	<ul style="list-style-type: none"> Project records Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents GEF SFM stakeholders 	<ul style="list-style-type: none"> Desk review of project documents Case studies Key informant interviews with SFM GEF project stakeholders
5.6 How far do GEF SFM projects meet anticipated time deadlines and cost estimates and have lessons been learned about the ideal duration and budget envelope for maximum efficiency?	Proportion of delayed, canceled, over-budget projects	<ul style="list-style-type: none"> Project records Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents GEF SFM stakeholders 	<ul style="list-style-type: none"> Desk review of project documents Case studies Key informant interviews with SFM GEF project stakeholders

Key question	Data and indicator	Source	Method/tool
6. Sustainability			
6.1 How far has the GEF contributed to transformative, resilient and enduring improvements in governance frameworks, institutions and markets?	Evidence of transformative and sustainable changes in national (as well as relevant local to global) governance and institutions through GEF interventions	<ul style="list-style-type: none"> Terminal evaluations Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents GEF SFM stakeholders 	<ul style="list-style-type: none"> Portfolio review Comparative study (qualitative thematic analysis or QCA) Key informant interviews with GEF stakeholders
6.2 Is there evidence of sustained forest and livelihood outcomes due to improved policies and institutional approaches? Do they support future needs such as preventing pandemics?	Gap analysis re the 9 SFM results areas	<ul style="list-style-type: none"> Terminal evaluations Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents GEF SFM stakeholders 	<ul style="list-style-type: none"> Portfolio review Comparative study (qualitative thematic analysis or QCA) Key informant interviews with GEF stakeholders
6.3 Institutional sustainability. Do legal frameworks, policies, governance structures and processes, management plans, and stakeholder capacities support the continuation of benefits following the project? Where there are risks, is provision for mitigation adequate?	<ul style="list-style-type: none"> Forest management plans and arrangements in place Capacity built (no. of people or organizations) Perceptions of stakeholders 	<ul style="list-style-type: none"> Project proposal and design documents Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents GEF SFM stakeholders 	<ul style="list-style-type: none"> Document analysis Case studies Key informant interviews
6.4 Financial sustainability. What provisions are in place to ensure that income/finance will be available to enable stakeholders to continue the activities to sustain benefits following the project?	Financial plans, investment/market arrangements, and/or ongoing payment schemes in place	<ul style="list-style-type: none"> Project proposal and design documents Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents GEF SFM stakeholders 	<ul style="list-style-type: none"> Document analysis Case studies Key informant interviews
6.5 Sociopolitical sustainability. Do stakeholders see it in their interest that the project benefits continue to flow? Where social or political risks may undermine the longevity of project outcomes, is provision for mitigation adequate?	<ul style="list-style-type: none"> New or revised laws/regulations, policies, plans, and systems supporting SFM in place Perceptions of stakeholders on ability to handle forest trade-offs and risks 	<ul style="list-style-type: none"> Project proposal and design documents Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents GEF SFM stakeholders 	<ul style="list-style-type: none"> Document analysis Case studies Key informant interviews
6.6 Environmental sustainability. Are there any activities that present environmental risks that may undermine the future flow of project benefits, and is provision for mitigation adequate?	Environmental risk assessment	<ul style="list-style-type: none"> Environmental experts Terminal evaluation review forms Midterm evaluations if available PIF and CEO endorsement documents 	<ul style="list-style-type: none"> Document analysis Case studies Key informant interviews

Key question	Data and indicator	Source	Method/tool
7. Equity			
7.1 How far has the GEF SFM Portfolio addressed the underlying problems of inequality between groups that constrain SFM?	Extent to which human rights, equity and gender issues have been addressed in key GEF policy documents and processes in relation to SFM funding	<ul style="list-style-type: none"> • GEF Programming Directions • Convention Guidance Documents • Previous evaluations conducted by the GEF IEO • OPS • IF and CEO endorsement documents • Terminal evaluations • Key informants, including forest sector 	<ul style="list-style-type: none"> • Gender and equity assessment • Key informant interviews
7.2 How well has GEF activity reached, benefited and empowered different groups of men and women among indigenous peoples and communities?	<ul style="list-style-type: none"> • Representation in portfolio • Beneficiary numbers, types and disaggregated benefits 	<ul style="list-style-type: none"> • Previous evaluations conducted by the GEF IEO • OPS • Terminal evaluations • Key informants 	<ul style="list-style-type: none"> • Gender and equity assessment • Key informant interviews
7.3 To what extent have GEF SFM projects reached, benefited and empowered different groups of men and women among forest-dependent indigenous peoples and local communities, and improved the equality with which forest-related costs and benefits are distributed?	<ul style="list-style-type: none"> • Assessment of local needs, risks, capacity/knowledge, gender and social inclusion and access provision in project design, management and monitoring • Articulation of gender-specific objectives and outcomes • Articulation of empowerment objectives and outcomes for marginalized group • Involvement of women and indigenous peoples in GEF project management • Reflection of gender and indigenous peoples needs in relevant national policies and plans • Beneficiaries and benefits disaggregated by gender, ethnicity • Perceptions of stakeholders 	<ul style="list-style-type: none"> • Key stakeholders from projects selected for case studies • Terminal evaluations of projects selected for the case studies • PIF and CEO endorsement documents of projects selected for the case studies • Observational data from site visits • Geospatial data • Representatives of women and men from IPLC communities and their rights organizations and activists • Key informants, including forest sector gender and social inclusion experts 	<ul style="list-style-type: none"> • Case studies • Review of secondary data on livelihoods of forest dependent people in locations selected for the case studies • Key informant interviews with local intersectionality experts

Note: ☐ portfolio level; ☐ project level.

a. The results areas are (1) extent of forest resources, (2) biological diversity, (3) forest health and vitality, (4) protective functions of forests, (5) productive functions of forests, (6) socioeconomic functions, (7) legal policy and institutional framework, (8) equality, and (9) knowledge.

Evaluation portfolio

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
2	Samar Island Biodiversity Project: Conservation and Sustainable Use of the Biodiversity of a Forested Protected Area	BD	UNDP	Philippines	GEF-2	FSP	5.76	7.12
18	Lewa Wildlife Conservancy	BD	World Bank	Kenya	GEF-2	MSP	0.73	3.19
26	Conservation of Elephant Landscapes in Aceh	BD	World Bank	Indonesia	GEF-2	MSP	0.72	0.30
47	Regional Environment and Information Management Project (REIMP)	BD	World Bank	Central African Republic, Congo, Rep., Cameroon, Gabon, Equatorial Guinea, Congo, Dem. Rep.	GEF-1	FSP	4.08	15.85
48	Wildlands Protection and Management	BD	World Bank	Congo	Pilot	FSP	10.00	3.80
57	Biodiversity Conservation	BD	World Bank	Bolivia	Pilot	FSP	4.50	3.85
61	Biodiversity Protection	BD	World Bank	Ecuador	Pilot	FSP	7.20	1.50
78	Wildlife and Protected Areas Conservation	BD	World Bank	Lao PDR	Pilot	FSP	5.00	0.20
83	Nature Reserves Management	BD	World Bank	China	GEF-1	FSP	17.90	5.70
84	India Ecodevelopment	BD	World Bank	India	GEF-1	FSP	20.00	54.00
85	Biodiversity Conservation and Management	BD	World Bank	Cameroon	Pilot	FSP	5.96	6.43
87	Protected Areas Management Project	BD	World Bank	Pakistan	GEF-1	FSP	10.16	0.66
90	Biodiversity Conservation	BD	World Bank	Russian Fed.	GEF-1	FSP	20.10	5.90

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
92	Biodiversity Conservation Project	BD	World Bank	Argentina	GEF-1	FSP	10.10	11.50
95	Conservation and Sustainable Use of Medicinal Plants	BD	World Bank	Sri Lanka	GEF-1	FSP	4.57	0.50
99	Kerinci Seblat Integrated Conservation and Development	BD	World Bank	Indonesia	GEF-1	FSP	15.02	30.95
101	Institutional Capacity Building for Protected Areas Management and Sustainable Use (ICB-PAMSU)	BD	World Bank	Uganda	GEF-1	FSP	2.00	11.85
102	Biodiversity Restoration	BD	World Bank	Mauritius	GEF-1	FSP	1.20	0.40
110	Central Asia Transboundary Biodiversity Project	BD	World Bank	Kyrgyz Republic, Kazakhstan, Uzbekistan	GEF-1	FSP	10.15	3.50
117	Atlantic Biological Corridor	BD	World Bank	Nicaragua	GEF-1	FSP	7.10	14.00
121	Honduras Biodiversity Project	BD	UNDP	Honduras	GEF-1	FSP	7.00	34.50
129	Biodiversity Conservation Management Project	BD	World Bank	Romania	GEF-1	FSP	5.50	3.30
133	Atlantic Mesoamerican Biological Corridor Project	BD	World Bank	Panama	GEF-1	FSP	8.40	4.40
134	Cape Peninsula Biodiversity Conservation Project	BD	World Bank	South Africa	GEF-1	FSP	12.30	78.90
136	Natural Resource Management	BD	World Bank	Ghana	GEF-1	FSP	8.70	53.50
197	Integrated Biodiversity Protection in the Sarstun-Motagua Region	BD	UNDP	Guatemala	GEF-1	FSP	4.00	6.70
209	Vietnam PARC—Creating Protected Areas for Resources Conservation (PARC) in Vietnam Using a Landscape Ecology Approach	BD	UNDP	Vietnam	GEF-1	FSP	6.01	2.30
218	A Highly Decentralized Approach to Biodiversity Protection and Use: The Bangassou Dense Forest.	BD	UNDP	Central African Republic	GEF-1	FSP	2.50	0.97
243	Establishment of a Programme for the Consolidation of the Meso-American Biological Corridor	BD	UNDP	Belize, Costa Rica, Guatemala, Honduras, Mexico, Nicaragua, Panama, El Salvador	GEF-1	FSP	10.60	11.72
248	Rehabilitation of Protected Areas in the Democratic Republic of the Congo	BD	UNDP	Congo, Dem. Rep.	GEF-1	FSP	5.92	12.72
277	Global Alternatives to Slash and Burn Agriculture Phase II	CC	UNDP	Brazil, Cameroon, Indonesia, Peru, Thailand	GEF-1	FSP	2.94	3.54
347	Biodiversity Conservation and Resource Management	BD	UNDP	Papua New Guinea	Pilot	FSP	5.00	1.80
348	Biodiversity Conservation in the Darien Region	BD	UNDP	Panama	Pilot	FSP	3.00	0.50

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
349	Conservation of Biodiversity through Effective Management of Wildlife Trade	BD	UNDP	Gabon	Pilot	FSP	1.00	0.06
352	Development of Wildlife Conservation and Protected Areas Management	BD	UNDP	Sri Lanka	Pilot	FSP	4.09	5.24
360	Regional Strategy for the Conservation and Sustainable Use of Natural Resources in the Amazon	BD	UNDP	Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname, Venezuela, RB	Pilot	FSP	4.50	0.86
364	Conservation of Biodiversity and Sustainable Development in La Amistad and Osa Conservation Areas	BD	UNDP	Costa Rica	Pilot	FSP	8.00	0.00
366	Conservation of Biodiversity in the Choco Biogeographic Region	BD	UNDP	Colombia	Pilot	FSP	6.00	3.00
368	Programme for Sustainable Forestry (Iwokrama Rain Forest Programme)	BD	UNDP	Guyana	Pilot	FSP	3.00	0.78
458	Biodiversity and Natural Resources Management Project	BD	World Bank	Turkey	GEF-1	FSP	8.19	3.35
465	Development of Best Practices and Dissemination of Lessons Learned for Dealing with the Global Problem of Alien Species that Threaten Biological Diversity	BD	UNEP	Côte d'Ivoire, Czech Republic, Kenya, Mauritius, Malawi, New Zealand, Poland, South Africa	GEF-1	MSP	0.75	3.23
496	Northern Belize Biological Corridors Project	BD	World Bank	Belize	GEF-2	MSP	0.72	3.17
499	Creating A Co-Managed Protected Areas System	BD	UNDP	Belize	GEF-2	MSP	0.75	0.23
503	Paraguayan Wildlands Protection Initiative	BD	UNDP	Paraguay	GEF-2	FSP	8.90	3.56
512	Protected Areas Development	BD	World Bank	Georgia	GEF-2	FSP	8.70	21.05
536	Conservation Priority-Setting for the Upper Guinea Forest Ecosystems, West Africa	BD	UNDP	Côte d'Ivoire, Ghana, Guinea, Liberia, Sierra Leone	GEF-1	MSP	0.74	0.21
537	Biodiversity Protection	BD	World Bank	Belarus	Pilot	FSP	1.00	0.25
538	National Trust Fund for Protected Areas	BD	World Bank	Peru	Pilot	FSP	5.00	1.50
539	Forest Biodiversity Protection	BD	World Bank	Poland	Pilot	FSP	4.50	1.70
541	Reducing Biodiversity Loss at Cross-Border Sites in East Africa	BD	UNDP	Kenya, Tanzania, Uganda	GEF-1	FSP	12.66	5.27
566	Biodiversity Protection	BD	World Bank	Czech Republic	Pilot	FSP	2.00	0.75
567	Biodiversity Protection	BD	World Bank	Slovak Republic	Pilot	FSP	2.30	0.87
620	Sustainability of the National System of Protected Areas	BD	World Bank	Bolivia	GEF-2	FSP	15.00	28.69

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
621	Biodiversity and Protected Area Management Pilot Project for the Virachey National Park	BD	World Bank	Cambodia	GEF-2	FSP	2.75	2.16
625	Sustainable Use of Biodiversity in the Western Slope of the Serrania del Baudo	BD	World Bank	Colombia	GEF-2	MSP	0.73	2.24
631	Conservation and Sustainable Use of Medicinal Plants	BD	World Bank	Ethiopia	GEF-2	FSP	1.80	3.28
642	Conservation and Sustainable Use of Tropical Peat Swamp Forests and Associated Wetland Ecosystems	BD	UNDP	Malaysia	GEF-2	FSP	5.99	7.68
644	El Triunfo Biosphere Reserve: Habitat Enhancement in Productive Landscapes	BD	World Bank	Mexico	GEF-2	MSP	0.73	1.39
650	Collaborative Management for the Conservation and Sustainable Development of the Northwest Biosphere Reserve	BD	World Bank	Peru	GEF-2	MSP	0.73	1.35
651	Indigenous Management of Protected Areas in the Amazon	BD	World Bank	Peru	GEF-2	FSP	10.00	12.75
661	Conservation of Globally Significant Forest Ecosystems in Suriname's Guayana Shield	BD	UNDP	Suriname	GEF-2	FSP	9.24	8.82
665	Protected Areas Management	BD	World Bank	Yemen, Rep.	GEF-2	MSP	0.74	0.68
671	Ecomarkets	BD	World Bank	Costa Rica	GEF-2	FSP	8.00	41.20
681	Effective Protection with Community Participation of the New Protected Area of San Lorenzo	BD	World Bank	Panama	GEF-2	MSP	0.73	1.50
682	Participatory Conservation and Sustainable Development with Indigenous Communities in Vilcabamba	BD	World Bank	Peru	GEF-2	MSP	0.73	0.42
771	Amazon Region Protected Areas Program (ARPA)	BD	World Bank	Brazil	GEF-2	FSP	30.00	51.50
772	Community Based Conservation in the Bamenda Highlands	BD	UNDP	Cameroon	GEF-2	MSP	1.00	2.09
774	Conservation and Sustainable Use of Biodiversity in the Andes Region	BD	World Bank	Colombia	GEF-2	FSP	15.00	15.00
775	Choco-Andean Corridor	BD	World Bank	Ecuador	GEF-2	MSP	0.97	2.35
778	Indigenous and Community Biodiversity Conservation (COINBIO)	BD	World Bank	Mexico	GEF-2	FSP	7.50	11.20
779	Mesoamerican Biological Corridor	BD	World Bank	Mexico	GEF-2	FSP	14.84	75.21
793	Program for the Management of Forests and Adjacent Lands	MF	World Bank	Benin	GEF-2	FSP	6.00	16.35
798	Sustainable Management of Mount Isarog	BD	UNDP	Philippines	GEF-2	MSP	0.75	1.48
803	Jozani Chwaka Bay National Park Development	BD	UNDP	Tanzania	GEF-2	MSP	0.75	0.85
816	Restoration of Round Island	BD	World Bank	Mauritius	GEF-2	MSP	0.75	0.83
834	Promoting Biodiversity Conservation and Sustainable Use in the Frontier Forests of Northwestern Mato Grosso	BD	UNDP	Brazil	GEF-2	FSP	6.70	9.05
839	Integrated Ecosystem Management in 3 Priority Ecoregions	MF	UNDP	Mexico	GEF-2	FSP	15.30	61.72

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
844	Valdivian Forest Zone: Private-Public Mechanisms for Biodiversity Conservation	BD	World Bank	Chile	GEF-2	MSP	0.73	0.28
847	Renewable Energy and Forest Conservation: Sustainable Harvest and Processing of Coffee and Allspice	MF	World Bank	Nicaragua	GEF-2	MSP	0.73	1.44
863	Community-managed Sarstoon Temash Conservation Project	BD	World Bank	Belize	GEF-2	MSP	0.81	0.26
878	Protected Areas and Wildlife Conservation Project	BD	World Bank	Sri Lanka	GEF-2	FSP	10.20	24.60
887	Biodiversity Conservation in the Sierra Gorda Biosphere Reserve	BD	UNDP	Mexico	GEF-2	FSP	6.73	13.92
925	Conservation of Montane Forest and Paramo in the Colombian Massif, Phase I	BD	UNDP	Colombia	GEF-2	FSP	4.00	13.47
932	Demonstrating Sustainable Conservation of Biological Diversity in Four Protected Areas in Russia's Kamchatka Oblast, Phase I	BD	UNDP	Russian Fed.	GEF-2	FSP	2.10	2.99
933	Integrated Ecosystem Management in Four Representative Landscapes of Senegal, Tranche 1	MF	UNDP	Senegal	GEF-2	FSP	4.00	3.92
939	Sustainable Forest Development Project, Protected Areas Management Component	BD	World Bank	China	GEF-2	FSP	16.00	46.15
945	National Protected Areas System	BD	World Bank	Ecuador	GEF-2	FSP	8.00	28.70
968	Strengthening the National System of Protected Areas	BD	UNDP	Cuba	GEF-2	FSP	2.00	11.02
977	Conservation and Sustainable Use of Traditional Medicinal Plants	BD	UNDP	Zimbabwe	GEF-2	MSP	0.97	0.63
979	Biodiversity Conservation in Cacao Agro-forestry	BD	World Bank	Costa Rica	GEF-2	MSP	0.73	2.29
1020	Conservation and Sustainable Development of the Mataven Forest	BD	World Bank	Colombia	GEF-2	MSP	0.73	0.64
1021	Conservation and Sustainable Use of Chiloé Globally Significant Biodiversity	BD	UNDP	Chile	GEF-2	MSP	1.00	3.25
1026	Enhancing Coverage and Management Effectiveness of the Subsystem of Forest Protected Areas in Turkey's National System of Protected Areas	BD	UNDP	Turkey	GEF-4	MSP	0.97	1.43
1030	Making the Link: The Connection and Sustainable Management of Kon Ka Kinh and Kon Cha Rang Nature Reserves	BD	UNDP	Vietnam	GEF-3	MSP	0.88	2.65
1034	Strengthening Romania's Protected Area System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park	BD	UNDP	Romania	GEF-3	MSP	0.98	2.10
1036	Conservation of "Tugai Forest" and Strengthening Protected Areas System in the Amu Darya Delta of Karakalpakstan	BD	UNDP	Uzbekistan	GEF-3	MSP	0.97	1.14
1042	Conservation of Globally Significant Biodiversity in the Landscape of Bulgaria's Rhodope Mountains	BD	UNDP	Bulgaria	GEF-3	FSP	3.55	14.66
1043	Establishing Conservation Areas Landscape Management (CALM) in the Northern Plains	BD	UNDP	Cambodia	GEF-3	FSP	2.30	2.67

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
1061	Inka Terra: An Innovative Partnership for Self-Financing Biodiversity Conservation & Community Development	BD	World Bank	Peru	GEF-3	MSP	0.73	11.37
1063	Forest and Environment Development Policy Grant (FEDPG)	BD	World Bank	Cameroon	GEF-3	FSP	10.00	116.53
1064	Strengthening Capacity for Managing National Parks and Biodiversity	BD	World Bank	Gabon	GEF-3	FSP	10.00	16.70
1074	DBSB: Anatolia Watershed Rehabilitation Project—under WB-GEF Strategic Partnership for Nutrient Reduction in the Danube River and Black Sea	IW	World Bank	Turkey	GEF-2	FSP	7.00	38.11
1092	Integrated Ecosystem Management in Indigenous Communities	BD	World Bank	Belize, Costa Rica, Guatemala, Honduras, Nicaragua, Panama, El Salvador	GEF-3	FSP	9.00	39.89
1095	Conservation of Transboundary Biodiversity in the Minkebe-Odzala-Dja Interzone in Gabon, Congo, and Cameroon	BD	UNDP	Congo, Cameroon, Gabon	GEF-3	FSP	10.12	34.62
1100	Community-based Conservation of Biological Diversity in the Mountain Landscapes of Mongolia's Altai Sayan Ecoregion	BD	UNDP	Mongolia	GEF-3	FSP	2.72	8.47
1101	Participatory Management of Protected Areas	BD	World Bank	Peru	GEF-3	FSP	14.83	18.01
1104	Conservation of the Montane Forest Protected Area System in Rwanda	BD	UNDP	Rwanda	GEF-3	FSP	5.45	7.98
1107	Landscape Level Biodiversity Conservation in Nepal's Western Terai Complex	BD	UNDP	Nepal	GEF-3	FSP	3.31	9.56
1133	Karst Ecosystem Conservation Project	BD	World Bank	Croatia	GEF-2	FSP	5.07	3.30
1156	Mainstreaming Conservation and Sustainable Use of Medicinal Plant Diversity in Three Indian States	BD	UNDP	India	GEF-3	FSP	4.94	6.48
1163	An Integrated Ecosystem Management Approach to Conserve Biodiversity and Minimize Habitat Fragmentation in Three Selected Model Areas in the Russian Arctic (ECORA)	MF	UNEP	Russian Fed.	GEF-3	FSP	3.00	3.88
1170	Conservation and Management of the Eastern Arc Mountain Forests	BD	World Bank	Tanzania	GEF-2	FSP	12.00	33.00
1175	Conservation of Biodiversity in the Albertine Rift Forest Areas of Uganda	BD	UNDP	Uganda	GEF-3	FSP	3.40	7.95
1176	Conservation of Biological Diversity through Improved Forest Planning Tools	BD	UNDP	Malaysia	GEF-3	FSP	2.26	3.36
1200	Conservation of Inland Wetland Biodiversity	BD	UNDP	Lithuania	GEF-3	FSP	3.26	8.96
1206	Natural Resources Management and Poverty Reduction	BD	World Bank	Armenia	GEF-2	FSP	5.12	10.88
1287	Parana Biodiversity Project	BD	World Bank	Brazil	GEF-2	FSP	8.00	24.86
1296	The Green Corridor	BD	World Bank	Vietnam	GEF-3	MSP	1.00	1.06

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
1302	Conservation of Key Forests in the Sangihe-Talaud Islands	BD	World Bank	Indonesia	GEF-2	MSP	0.82	0.36
1303	Strengthening Protected Areas Network for Sikhote-Alin Mountain Forest Ecosystems Conservation in Khabarovsk Krai	BD	World Bank	Russian Fed.	GEF-2	MSP	0.75	1.00
1330	Sustainable Land Management in the Zambian Miombo Woodland Ecosystem	MF	World Bank	Zambia	GEF-2	MSP	0.75	0.60
1343	Demonstrations of Integrated Ecosystem and Watershed Management in the Caatinga, Phase I	MF	UNDP	Brazil	GEF-3	FSP	4.00	22.32
1353	Nature Conservation and Flood Control in the Yangtze River Basin	MF	UNEP	China	GEF-3	FSP	3.65	22.95
1356	Forest Sector Development Project	BD	World Bank	Vietnam	GEF-3	FSP	9.00	65.59
1362	Western Kenya Integrated Ecosystem Management Project	MF	World Bank	Kenya	GEF-3	FSP	4.10	4.40
1377	Santiago Foothills: Mountain Ecosystem Conservation	BD	World Bank	Chile	GEF-2	MSP	0.73	0.46
1410	Biodiversity Conservation and Integration of Traditional Knowledge on Medicinal Plants in National Primary Health Care Policy in Central America and Caribbean	BD	UNEP	Dominican Republic, Honduras, Nicaragua, Panama	GEF-2	MSP	0.73	0.80
1424	Indonesia Forests and Media Project (INFORM)	BD	World Bank	Indonesia	GEF-2	MSP	0.94	0.29
1438	Conservation and Sustainable Use of Biodiversity in Dibein Nature Reserve	BD	UNDP	Jordan	GEF-3	MSP	1.00	1.02
1446	Conservation and Sustainable Use of Biodiversity in the Peruvian Amazon by the Indigenous Ashaninka Population	BD	UNDP	Peru	GEF-3	MSP	0.98	0.56
1475	Establishing the Basis for Biodiversity Conservation on Sapo National Park and in South-East Liberia	BD	World Bank	Liberia	GEF-3	MSP	0.98	1.44
1477	Conservation of Pu Luong-Cuc Phuong Limestone Landscape	BD	World Bank	Vietnam	GEF-2	MSP	0.72	0.56
1489	Biodiversity Conservation and Sustainable Use in the Mbaracayu Natural Reserve	BD	World Bank	Paraguay	GEF-3	MSP	0.97	2.15
1503	National Fadama Development Program II (NFDP II): Critical Ecosystem Management	LD	World Bank	Nigeria	GEF-3	FSP	10.03	53.19
1535	Rural Environment Project	BD	World Bank	Azerbaijan	GEF-3	FSP	5.00	12.10
1537	Integrated Ecosystem Management in the Prespa Lakes Basin of Albania, FYR-Macedonia and Greece	MF	UNDP	Albania, North Macedonia	GEF-3	FSP	4.14	8.64
1571	EcoEnterprises Fund	BD	World Bank	Bolivia, Belize, Costa Rica, Ecuador, Mexico, Panama, Peru, Paraguay, El Salvador	GEF-2	MSP	1.00	9.00
1600	Biodiversity Conservation in the Lower Dniester Delta Ecosystem	BD	World Bank	Moldova	GEF-2	MSP	0.98	1.04

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
1637	Community Management of the Bio-Itza Reserve Project	BD	World Bank	Guatemala	GEF-2	MSP	0.73	0.75
1707	Integrated Management of Cedar Forests in Lebanon in Cooperation with other Mediterranean Countries	BD	UNEP	Lebanon	GEF-3	MSP	0.53	0.63
1718	Mainstreaming Biodiversity Conservation into Production Systems in the Juniper Forest Ecosystem	BD	UNDP	Pakistan	GEF-3	MSP	0.98	1.54
1733	Consolidating a System of Municipal Regional Parks (MRPs) in Guatemala's Western Plateau	BD	UNDP	Guatemala	GEF-3	MSP	0.97	1.26
1734	The Development and Management of the Selous-Niassa Wildlife Corridor	BD	UNDP	Tanzania	GEF-3	MSP	0.99	1.06
1735	Conservation of Dry Forest and Coastal Biodiversity of the Pacific Coast of Southern Nicaragua: Building Private-Public Partnerships	BD	UNDP	Nicaragua	GEF-3	MSP	0.96	3.89
1769	Integrated Management of Peatlands for Biodiversity and Climate Change: The Potential of Managing Peatlands for Carbon Accumulation While Protecting Biodiversity	MF	UNEP	China, Indonesia, Russian Fed.	GEF-3	MSP	0.97	1.58
1794	Removing Obstacles to Direct Private-Sector Participation in In-situ Biodiversity Conservation	BD	World Bank	Bolivia	GEF-3	MSP	0.68	0.43
1830	Protected Areas Management and Sustainable Use (PAMSU)	BD	World Bank	Uganda	GEF-1	FSP	8.00	30.00
1836	Integrated Ecosystem and Wildlife Management Project in Bolikhamxay Province	BD	World Bank	Lao PDR	GEF-3	MSP	0.97	0.61
1848	Mount Kenya East Pilot Project for Natural Resource Management (MKEPP)	MF	IFAD	Kenya	GEF-3	FSP	4.70	21.07
1852	Linking and Enhancing Protected Areas in the Temperate Broadleaf Forest Ecoregion of Bhutan (LINKPA)	BD	UNDP	Bhutan	GEF-3	MSP	0.79	1.06
1876	Naya Biological Corridor in the Munchique-Pinche Sector	BD	World Bank	Colombia	GEF-3	MSP	0.73	1.47
1884	Third Environment Programme	BD	World Bank	Madagascar	GEF-3	FSP	13.50	135.40
1895	Improved Certification Schemes for Sustainable Tropical Forest Management	BD	UNEP	Brazil, Cameroon, Mexico	GEF-3	MSP	0.96	0.47
1943	Integrating Watershed and Biodiversity Management in Chu Yang Sin National Park	BD	World Bank	Vietnam	GEF-3	MSP	0.97	19.98
1994	Conservation and Sustainable Use of Biodiversity through Sound Tourism Development in Biosphere Reserves in Central and Eastern Europe	BD	UNEP	Czech Republic, Hungary, Poland	GEF-3	MSP	0.94	1.18
2035	SFM Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region	BD	UNDP	Russian Fed.	GEF-4	FSP	4.50	15.90
2068	Integrating Protected Area and Landscape Management in the Golden Stream Watershed	BD	UNDP	Belize	GEF-3	MSP	0.98	1.12

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
2077	Lambusango Forest Conservation, Sulawesi	BD	World Bank	Indonesia	GEF-3	MSP	0.98	3.49
2078	Consolidation of the Protected Area System (SINAP II)—Second Tranche	BD	World Bank	Mexico	GEF-3	FSP	2.21	15.23
2099	Corazon Transboundary Biosphere Reserve	BD	World Bank	Honduras, Nicaragua	GEF-3	FSP	12.00	22.36
2102	Second Rural Poverty, Natural Resources Management and Consolidation of the Mesoamerican Biological Corridor Project	BD	World Bank	Panama	GEF-3	FSP	6.00	12.10
2120	Biodiversity Conservation in the Productive Landscape of the Venezuelan Andes	BD	UNDP	Venezuela, RB	GEF-3	FSP	7.35	29.55
2140	Removing Barriers to Invasive Plant Management in Africa	BD	UNEP	Ethiopia, Ghana, Uganda, Zambia	GEF-3	FSP	5.00	6.17
2166	Integrated Ecosystem Management in Northern Bohemia	MF	UNDP	Czech Republic	GEF-3	MSP	0.98	2.23
2183	Community-based Integrated Natural Resources Management Project in Okyeman	MF	World Bank	Ghana	GEF-3	MSP	0.85	0.63
2237	Developing Incentives for Community Participation in Forest Conservation through the Use of Commercial Insects in Kenya	BD	UNDP	Kenya	GEF-3	MSP	1.00	2.25
2354	Forest Protection and Reforestation	LD	World Bank	Kazakhstan	GEF-3	FSP	5.00	58.80
2356	Ecosystem Restoration of Riparian Forests in São Paulo	LD	World Bank	Brazil	GEF-3	FSP	7.75	11.77
2358	Sustainable Land Management	LD	World Bank	Bhutan	GEF-3	FSP	7.66	8.23
2369	PRC-GEF Partnership: An IEM Approach to the Conservation of Biodiversity in Dryland Ecosystems—under the PRC-GEF Partnership on Land Degradation in Dryland Ecosystem Program	MF	IFAD	China	GEF-4	FSP	4.55	25.16
2440	Sustainable Land Management in Drought Prone Areas of Nicaragua	LD	UNDP	Nicaragua	GEF-3	FSP	3.00	17.49
2443	Environmental Services Project	BD	World Bank	Mexico	GEF-3	FSP	15.00	141.56
2472	Strengthening Capacity to Control the Introduction and Spread of Alien Invasive Species	BD	UNDP	Sri Lanka	GEF-4	FSP	1.83	3.42
2505	SFM Sustainable Forest Management in the Transboundary Gran Chaco American Ecosystem	MF	UNEP	Argentina, Bolivia, Paraguay	GEF-4	FSP	6.91	18.37
2511	Groundnut Basin Soil Management and Regeneration	LD	UNDP	Senegal	GEF-3	FSP	3.66	10.53
2551	Colombian National Protected Areas Conservation Trust Fund	BD	World Bank	Colombia	GEF-3	FSP	15.00	27.50
2594	DHEKUANA NONOODO: Sustainable Use and Conservation of Biodiversity Resources of Dhekuana Indigenous Lands	BD	World Bank	Venezuela, RB	GEF-3	MSP	0.75	0.35
2634	Guangxi Integrated Forestry Development and Biodiversity Conservation	BD	World Bank	China	GEF-3	FSP	5.25	199.35
2635	Protected Areas Consolidation and Administration	BD	World Bank	El Salvador	GEF-3	FSP	5.00	8.40

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
2641	Sustainable Cerrado Initiative	BD	World Bank	Brazil	GEF-3	FSP	13.00	29.69
2669	Natural Resources Development Project	MF	World Bank	Albania	GEF-3	FSP	5.00	14.40
2670	Central American Markets for Biodiversity (CAMBio): Mainstreaming Biodiversity Conservation and Sustainable use within Micro, Small and Medium-sized Enterprise Development and Financing	BD	UNDP	Costa Rica, Guatemala, Honduras, Nicaragua, El Salvador	GEF-3	FSP	10.23	27.27
2687	Improvement of Management Effectiveness in the Maya Biosphere Reserve (MBR)	BD	IDB	Guatemala	GEF-4	FSP	3.66	11.33
2690	SFM Improving the Conservation of Biodiversity in Atlantic Forest of Eastern Paraguay	MF	World Bank	Paraguay	GEF-4	FSP	4.50	13.79
2693	Strengthening Biodiversity Conservation through the National Protected Areas Program	BD	World Bank	Peru	GEF-4	FSP	8.89	21.82
2702	Strengthening and Catalyzing the Sustainability of Nicaragua's Protected Areas System	BD	UNDP	Nicaragua	GEF-4	FSP	1.80	4.62
2703	Effective Conservation and Sustainable Use of Mangrove Ecosystems in Brazil	BD	UNDP	Brazil	GEF-4	FSP	5.00	15.35
2751	SFM Rehabilitation and Sustainable Use of Peatland Forests in South-East Asia	MF	IFAD	Brunei, Indonesia, Malaysia, Philippines, Singapore, Thailand, Vietnam	GEF-4	FSP	4.30	10.21
2754	Biodiversity Conservation in Productive Forestry Landscapes	BD	World Bank	Argentina	GEF-3	FSP	7.00	8.88
2764	National Biodiversity Mainstreaming and Institutional Consolidation Project	BD	World Bank	Brazil	GEF-3	FSP	22.00	75.00
2765	Espirito Santo Biodiversity and Watershed Conservation and Restoration Project	BD	World Bank	Brazil	GEF-4	FSP	4.00	8.00
2772	Building a Comprehensive National Protected Areas System: A Financial and Operational Framework	BD	UNDP	Chile	GEF-4	FSP	5.00	33.08
2773	Overcoming Barriers to Sustainability of Costa Rica's Protected Areas System	BD	UNDP	Costa Rica	GEF-4	FSP	4.37	21.06
2787	CBPF: Shaanxi Qinling Mountains Integrated Ecosystem Development	BD	ADB	China	GEF-4	FSP	4.27	128.37
2817	Tabuleiro State Park: Conservation of Biodiversity and Ecosystem Rehabilitation	BD	World Bank	Brazil	GEF-3	MSP	0.97	1.35
2848	Improved Conservation and Governance for Kenya Coastal Forest Protected Area System	BD	UNDP	Kenya	GEF-4	MSP	0.80	2.29
2861	Mainstreaming Biodiversity Conservation into Tourism through the Development and Dissemination of Best Practices	BD	UNEP	Belize, Ecuador	GEF-3	MSP	0.97	1.31
2884	Mainstreaming Market-based Instruments for Environmental Management Project	BD	World Bank	Costa Rica	GEF-3	FSP	10.00	80.31

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
2906	CBSP Sustainable Financing of Protected Area Systems in the Congo Basin	BD	UNDP	Central African Republic, Congo, Rep., Cameroon, Gabon, Congo, Dem. Rep.	GEF-4	FSP	8.18	26.40
2929	Reducing Conflicting Water Uses in the Artibonite River Basin through Development and Adoption of a Multi-focal Area Strategic Action Programme	MF	UNDP	Dominican Republic, Haiti	GEF-4	FSP	3.08	7.18
2934	SFM Catalyzing the Contribution of Indigenous Lands to the Conservation of Brazil's Forest Ecosystems	BD	UNDP	Brazil	GEF-4	FSP	6.00	30.74
2948	Biodiversity Conservation Project	BD	World Bank	Sierra Leone	GEF-3	FSP	5.00	18.80
2969	Partnerships for Conservation Management of the Aketajawe-Lolobata National Park, North Maluku Province	BD	World Bank	Indonesia	GEF-4	MSP	1.00	1.09
2975	Mindanao Rural Development Program Phase II—Natural Resource Management Project	MF	World Bank	Philippines	GEF-4	FSP	6.35	10.25
3000	SFM: Sustainable Management of the Miombo Woodland Resources of Western Tanzania	MF	UNDP	Tanzania	GEF-4	FSP	2.75	13.77
3028	SFM Safeguarding and Restoring Lebanon's Woodland Resources	LD	UNDP	Lebanon	GEF-4	MSP	0.98	1.28
3077	Greening the Cocoa Industry	BD	UNEP	Brazil, Côte d'Ivoire, Colombia, Dominican Republic, Ecuador, Ghana, Indonesia, Peru, Venezuela, RB	GEF-4	FSP	5.00	15.00
3132	SFM Sustainable Land Management of the Upper Watersheds of South Western Haiti	MF	IDB	Haiti	GEF-4	FSP	3.44	17.65
3279	Citarum Watershed Management and Biodiversity Conservation Project	BD	ADB	Indonesia	GEF-4	FSP	3.75	26.23
3287	Community Based Adaptation to Climate Change through Coastal Afforestation	CC	UNDP	Bangladesh	GEF-4	FSP	3.30	7.10
3367	SIP: Community-Based Integrated Natural Resources Management in Lake Tana Watershed	LD	IFAD	Ethiopia	GEF-4	FSP	4.40	21.02
3376	SIP: Private Public Sector Partnership on Capacity Building for SLM in the Shire River Basin	LD	UNDP	Malawi	GEF-4	FSP	2.07	2.45
3390	SIP: Lower Usuthu Smallholder Irrigation Project (LUSIP)	MF	IFAD	Eswatini	GEF-4	FSP	1.97	8.67
3391	SIP: Reducing Land Degradation on the Highlands of Kilimanjaro	LD	UNDP	Tanzania	GEF-4	FSP	2.63	21.65
3417	Adaptation to Climate Change Impacts in Mountain Forest Ecosystems of Armenia	CC	UNDP	Armenia	GEF-4	MSP	0.90	1.90

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
3428	SFM Extending the Coastal Forests Protected Area Subsystem	BD	UNDP	Tanzania	GEF-4	FSP	3.55	7.02
3435	SFM Sustainable Forest and Biodiversity Management in Borneo	MF	ADB	Indonesia	GEF-4	FSP	2.53	6.45
3443	SFM Strengthening Community Based Forest and Watershed Management (SCBFWM)	MF	UNDP	Indonesia	GEF-4	FSP	7.00	42.45
3445	SFM: Integrated Community-based Forest and Catchment Management through an Ecosystem Service Approach (CBFCM)	MF	UNDP	Thailand	GEF-4	FSP	1.76	12.56
3449	SFM: Carbon Benefits Project (CBP): Modeling, Measurement and Monitoring	MF	UNEP	Global	GEF-4	FSP	5.53	5.19
3450	SFM Rehabilitation of Forest Landscapes and Degraded Land with Particular Attention to Saline Soils and Areas Prone to Wind Erosion	MF	FAO	Iran	GEF-4	FSP	2.67	8.34
3469	SLEM/CPP: Sustainable Land Management in Shifting Cultivation Areas of Nagaland for Ecological and Livelihood Security	MF	UNDP	India	GEF-4	FSP	3.60	25.42
3471	SLEM/CPP: Sustainable Land Water and Biodiversity Conservation and Management for Improved Livelihoods in Uttarakhand Watershed Sector	MF	World Bank	India	GEF-4	FSP	7.49	90.00
3472	SLEM/CPP: Integrated Land Use Management to Combat Land Degradation in Madhya Pradesh	MF	UNDP	India	GEF-4	FSP	5.76	95.52
3483	PRC-GEF Partnership: Forestry and Ecological Restoration in Three Northwest Provinces (formerly Silk Road Ecosystem Restoration Project)	MF	ADB	China	GEF-4	FSP	5.12	176.66
3484	PRC-GEF Partnership: Capacity and Management Support for Combating Land Degradation in Dryland Ecosystems	LD	ADB	China	GEF-4	FSP	2.73	6.20
3517	Catalyzing Sustainability of Thailand's Protected Area System	BD	UNDP	Thailand	GEF-4	FSP	3.36	14.20
3526	Expanding Coverage and Strengthening Management Effectiveness of the Terrestrial Protected Area Network on the Island of Mauritius	BD	UNDP	Mauritius	GEF-4	FSP	4.00	11.76
3533	Protected Area Project (Projet d'Appui à la Relance de la Conservation des Parcs et Réserves, PARC-CI)	BD	World Bank	Côte d'Ivoire	GEF-4	FSP	2.54	12.99
3575	SPWA-BD: Support for the Consolidation of a Protected Area System in Guinea-Bissau's Forest Belt	BD	UNDP	Guinea-Bissau	GEF-4	MSP	0.95	3.92
3592	Conservation of Biodiversity in the Indigenous Productive Landscapes of the Moskitia	BD	UNDP	Honduras	GEF-4	FSP	2.02	5.74
3603	Removing Barriers Hindering PA Management Effectiveness in Vietnam	BD	UNDP	Vietnam	GEF-4	FSP	3.54	18.54
3618	Sustainable Management of Nyika Transfrontier Conservation Area	BD	World Bank	Malawi, Zambia	GEF-4	FSP	4.82	12.45
3623	Establishment of Incentives for the Conservation of Ecosystem Services of Global Significance	MF	UNDP	Argentina	GEF-4	FSP	2.91	8.96

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
3627	SFM: Promotion of Sustainable Forest and Land Management in the Vietnam Uplands	MF	IFAD	Vietnam	GEF-4	MSP	0.65	4.99
3635	SFM Strengthening Sustainable Forest Management and the Development of Bio-energy Markets to Promote Environmental Sustainability and to Reduce Green House Gas Emissions in Cambodia	MF	UNDP	Cambodia	GEF-4	FSP	2.36	7.60
3637	SFM Transforming Management of Biodiversity-rich Community Production Forests through Building National Capacities for Market-based Instruments—under the Sustainable Forest Management Program	BD	UNDP	Mexico	GEF-4	FSP	6.90	17.47
3682	Developing an Experimental Methodology for Testing the Effectiveness of Payments for Ecosystem Services to Enhance Conservation in Productive Landscapes in Uganda	BD	UNEP	Uganda	GEF-4	MSP	0.87	1.23
3687	Madagascar's Network of Managed Resource Protected Areas	BD	UNDP	Madagascar	GEF-4	FSP	6.00	8.22
3692	Effective Management of Nkhotakota Wildlife Reserve (PDMNWR)	BD	World Bank	Malawi	GEF-4	MSP	0.85	2.46
3693	Strengthening the Protected Area Network within the Eastern Montane Forest Hotspot of Kenya	BD	UNDP	Kenya	GEF-4	FSP	4.50	12.47
3717	SFM Sustainable Management of Biodiversity and Water Resources in the Ibarra-San Lorenzo Corridor	MF	IFAD	Ecuador	GEF-4	FSP	2.70	16.05
3722	Improving Brazilian Capacity to Conserve and Use Biodiversity through Information Management and Use	BD	UNEP	Brazil	GEF-4	FSP	8.17	20.00
3737	Namibia Protected Landscape Conservation Areas Initiative (NAM PLACE)	BD	UNDP	Namibia	GEF-4	FSP	4.50	16.24
3750	CBSP Catalyzing Sustainable Forest Management in the Lake Tele-Lake Tumba (LTLT) Transboundary Wetland Landscape	BD	UNDP	Congo, Rep., Congo, Dem. Rep.	GEF-4	FSP	2.17	3.04
3753	Sustainable Financing of the Protected Area System in Mozambique	BD	UNDP	Mozambique	GEF-4	FSP	4.85	13.87
3757	CBSP—Strengthening the National System of protected areas in Equatorial Guinea for the effective conservation of representative ecosystems and globally significant biodiversity	BD	UNDP	Equatorial Guinea	GEF-4	FSP	1.77	4.93
3761	CBSP: Sustainable Management of the Mbe River Forested Watershed through the Development of a Payments for Ecosystem Services (PES) Mechanism	BD	UNDP	Gabon	GEF-4	MSP	0.86	1.98
3767	SFM Strengthening National Policy and Knowledge Frameworks in Support of Sustainable Management of Brazil's Forest Resources	MF	FAO	Brazil	GEF-4	FSP	8.85	56.67
3770	SPWA-BD: Incorporation of Sacred Forests into the Protected Areas System of Benin	BD	UNDP	Benin	GEF-4	MSP	0.95	5.64
3772	CBSP Forest and Nature Conservation Project	BD	World Bank	Congo, Dem. Rep.	GEF-4	FSP	6.00	79.00

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
3779	CBSP Enhancing Institutional Capacities on REDD issues for Sustainable Forest Management in the Congo Basin	MF	World Bank	Central African Republic, Congo, Rep. Cameroon, Gabon, Equatorial Guinea, Congo, Dem. Rep.	GEF-4	FSP	13.00	60.30
3790	Communities of Conservation: Safeguarding the World's Most Threatened Species	BD	UNEP	Bolivia, Colombia, Ecuador, Peru, Venezuela, RB	GEF-4	FSP	1.78	1.78
3813	Integrating Trade-offs between Supply of Ecosystem Services and Land Use Options into Poverty Alleviation Efforts and Development Planning	BD	UNEP	Mexico	GEF-4	FSP	5.90	9.79
3816	Mainstreaming the Conservation of Ecosystem Services and Biodiversity at the Micro-watershed Scale in Chiapas	BD	UNEP	Mexico	GEF-4	FSP	1.48	5.90
3818	SFM Capacity Development for Climate Change Mitigation through Sustainable Forest Management in non-Annex I Countries	MF	World Bank	Global	GEF-4	MSP	1.00	1.81
3819	PAS: Forestry and Protected Area Management	BD	FAO	Fiji, Niue, Vanuatu, Samoa	GEF-4	FSP	6.28	11.79
3820	Strengthening of the Protected Area Networking System in Mongolia (SPAN)	BD	UNDP	Mongolia	GEF-4	FSP	1.36	2.92
3821	CBSP Sustainable Community Based Management and Conservation of Mangrove Ecosystems in Cameroon	BD	FAO	Cameroon	GEF-4	FSP	1.73	4.66
3822	CBSP—A Regional Focus on Sustainable Timber Management in the Congo Basin	MF	UNEP	Central African Republic, Congo, Rep., Cameroon, Gabon, Equatorial Guinea, Congo, Dem. Rep.	GEF-4	FSP	3.08	13.84
3825	Mountains and Markets: Biodiversity and Business in Northern Pakistan	BD	UNDP	Pakistan	GEF-4	FSP	1.79	3.49
3830	Rural Corridors and Biodiversity Conservation	MF	World Bank	Argentina	GEF-4	FSP	6.29	17.71
3836	SPWA-BD: Management of Riparian Biological Corridors	BD	World Bank	Ghana	GEF-4	MSP	1.00	6.10
3837	SPWA-BD: Biodiversity Conservation through Expanding the Protected Area Network in Liberia (EXPAN)	BD	World Bank	Liberia	GEF-4	MSP	0.95	9.29
3844	Sustainable Rural Biomass Energy	CC	UNDP	Bhutan	GEF-4	FSP	1.70	2.53
3849	Improving the Financial Sustainability of the Carpathian System of Protected Areas	BD	UNDP	Romania	GEF-4	MSP	0.95	4.72
3859	CTI: Partnerships for Biodiversity Conservation: Mainstreaming in Local Agricultural Landscapes	BD	UNDP	Philippines	GEF-4	FSP	4.50	12.52

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
3864	CBPF: Strengthening Globally Important Biodiversity Conservation Through Protected Area Strengthening in Gansu Province	BD	UNDP	China	GEF-4	FSP	1.74	7.28
3867	Improving Effectiveness of Protected Areas to Conserve Biodiversity in Burundi	BD	UNDP	Burundi	GEF-4	MSP	0.86	2.30
3873	Developing and Demonstrating Replicable Protected Area Management Models at Nam Et—Phou Louey National Protected Area	BD	World Bank	Lao PDR	GEF-4	MSP	0.88	1.73
3886	Colombian National Protected Areas Conservation Trust Fund—Additional Financing for the Sustainability of the Macizo Regional Protected Area System (SIRAPM)	BD	World Bank	Colombia	GEF-4	FSP	4.00	11.25
3889	Mainstreaming biodiversity conservation through low-impact ecotourism in the SINAP	BD	IDB	Panama	GEF-4	FSP	4.00	10.00
3906	Enhancing the Effectiveness and Financial Sustainability of Protected Areas	BD	UNDP	Malaysia	GEF-4	FSP	5.60	13.40
3909	Mainstreaming Biodiversity Conservation into Russia's Energy Sector Policies and Operations	BD	UNDP	Russian Fed.	GEF-4	FSP	7.20	31.95
3915	Integrated Carbon Sequestration Project in Sudan	CC	IFAD	Sudan	GEF-4	FSP	3.65	11.06
3919	Mainstreaming Biodiversity into Value Chains for Mediterranean Medicinal and Aromatic Plants	BD	UNDP	Morocco	GEF-4	MSP	0.95	3.38
3932	Mainstreaming Biodiversity in Silvo-Pastoral and Rangeland Landscapes in the Pockets of Poverty of Jordan	BD	IFAD	Jordan	GEF-4	MSP	1.00	3.30
3933	SFM Sustainable Management of Protected Areas and Forests of the Northern Highlands of Peru	BD	IFAD	Peru	GEF-4	FSP	1.72	17.96
3940	Sustainable Management of Biodiversity in Thailand's Production Landscape	BD	UNDP	Thailand	GEF-4	FSP	1.94	5.52
3949	Ensuring Sufficiency and Predictability of Revenues for the Protected Areas Systems	BD	UNDP	Georgia	GEF-4	MSP	1.00	4.73
3951	Expanding FSC Certification at Landscape-level through Incorporating Additional Eco-system Services.	BD	UNEP	Chile, Indonesia, Nepal, Vietnam	GEF-4	FSP	2.88	3.89
3954	PAS: Community-Based Forest and Coastal Conservation and Resource Management in PNG	BD	UNDP	Papua New Guinea	GEF-4	FSP	6.90	23.00
3955	Enhancing the Prevention, Control and Management of Invasive Alien Species in Vulnerable Ecosystems	BD	UNDP	Cuba	GEF-4	FSP	5.02	10.00
3957	Removing Barriers to Invasive Species Management in Production and Protection Forests in SE Asia	BD	UNEP	Indonesia, Cambodia, Philippines, Vietnam	GEF-4	FSP	3.08	3.76
3960	CBSP-Capacity Building for Regional Coordination of Sustainable Forest Management in the Congo Basin under the GEF Program for the Congo Basin	MF	World Bank	Central African Republic, Congo, Rep. Cameroon, Gabon, Equatorial Guinea, Congo, Dem. Rep.	GEF-4	MSP	0.82	3.03

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
3963	Social Integral Development and its Interrelation with Climate Change in Watersheds in Lara and Falcon States (Venezuela) (PDELAFA)	CC	IFAD	Venezuela, RB	GEF-4	FSP	3.64	10.31
3965	Strengthening the Protected Area Network in Southern Tanzania: Improving the Effectiveness of National Parks in Addressing Threats to Biodiversity	BD	UNDP	Tanzania	GEF-4	FSP	5.30	12.06
3971	SFM Biodiversity Conservation through Sustainable Forest Management by Local Communities	BD	UNDP	Bolivia	GEF-4	FSP	5.50	10.89
3980	CTI Integrated Natural Resources and Environmental Management Sector	MF	ADB	Philippines	GEF-4	FSP	2.50	151.63
3981	Integrated Management in Lakes Apanas and Asturias Watershed	MF	IDB	Nicaragua	GEF-4	FSP	4.04	6.27
3984	SPWA-BD: Development of a Trans-frontier Conservation Area Linking Forest Reserves and Protected Areas in Ghana and Côte d'Ivoire	BD	FAO	Côte d'Ivoire, Ghana	GEF-4	MSP	0.86	1.60
3996	SFM: Mainstreaming Biodiversity Conservation into the Management of Pine-Oak Forests	BD	UNDP	Honduras	GEF-4	MSP	0.83	3.30
4075	SPWA-BD: Support to Protected Areas Management	BD	World Bank	Benin	GEF-4	FSP	1.90	7.40
4080	SPWA-BD: Participatory Biodiversity Conservation and Low Carbon Development in Pilot Ecovillages in Senegal	MF	UNDP	Senegal	GEF-4	FSP	2.88	13.18
4082	National Biodiversity Project	BD	UNDP	Angola	GEF-4	FSP	2.00	6.14
4083	CBSP- Integrated management of mangrove and associated wetlands and coastal forests ecosystems of the Republic of Congo	BD	FAO	Congo, Rep.	GEF-4	MSP	0.95	2.39
4084	CBSP Conservation and Sustainable Use of the Ngoyla Mintom Forest	BD	World Bank	Cameroon	GEF-4	FSP	3.50	15.41
4085	Amazon Region Protected Areas Program Phase 2	BD	World Bank	Brazil	GEF-4	FSP	15.89	70.00
4090	SPWA-BD: Niger Delta Biodiversity Project	BD	UNDP	Nigeria	GEF-4	FSP	3.61	10.65
4091	Capacity Building for Access and Benefit Sharing and Conservation and Sustainable Use of Medicinal Plants	BD	UNEP	Ethiopia	GEF-4	FSP	2.05	2.50
4098	Sustainable and Climate-friendly Development in Veraguas Province -Proyecto Participa	CC	IFAD	Panama	GEF-4	FSP	1.50	12.45
4104	Sustainable Land Management	MF	World Bank	Chile	GEF-4	FSP	5.86	58.00
4105	SPWA-BD: Wetlands Conservation Project	BD	World Bank	Sierra Leone	GEF-4	FSP	1.80	3.38
4111	Institutional and Policy Strengthening to Increase Biodiversity Conservation on Production Lands (PL)	BD	UNDP	Colombia	GEF-4	MSP	0.97	2.16
4135	Mechanism for Voluntary Mitigation of Greenhouse Gas Emissions in Colombia	CC	IDB	Colombia	GEF-4	FSP	2.70	7.92

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
4149	SFM Mitigating Climate Change through Sustainable Forest Management and Capacity Building in the Southern States of Mexico (States of Campeche, Chiapas and Oaxaca)	CC	IFAD	Mexico	GEF-4	FSP	5.00	12.04
4180	Coastal Protected Area Management	BD	UNDP	Suriname	GEF-4	MSP	0.97	1.61
4182	Biodiversity Conservation in Multiple-Use Forest Landscapes in Sabah	BD	UNDP	Malaysia	GEF-4	FSP	4.40	19.50
4191	Promoting Ecotourism to Strengthen the Financial Sustainability of the Guatemalan Protected Areas System (SIGAP)	BD	UNDP	Guatemala	GEF-4	FSP	1.30	2.02
4216	Integration of Climate Change Risk and Resilience into Forestry Management (ICCRIFS)	CC	UNDP	Samoa	GEF-4	FSP	2.40	2.53
4221	SPWA-BD: Protected Area Buffer Zone Management in Burkina Faso	BD	UNDP	Burkina Faso	GEF-4	MSP	0.86	7.72
4235	SFM Facilitating financing for Sustainable Forest Management in SIDS and LFCCs	MF	UNEP	Global	GEF-4	MSP	0.95	1.00
4332	Sustainable Land and Forest Management in the Greater Caucasus Landscape	MF	UNDP	Azerbaijan	GEF-5	FSP	5.68	11.40
4352	Environmental Land Management and Rural Livelihoods	LD	World Bank	Tajikistan	GEF-5	FSP	5.40	16.86
4452	Standardized Methodologies for Carbon Accounting and Ecosystem Services Valuation of Blue Forests	IW	UNEP	Global	GEF-5	FSP	4.50	23.27
4454	Integrated Management of the Yallahs River and Hope River Watersheds	MF	IDB	Jamaica	GEF-5	FSP	3.91	8.87
4468	Landscape Approach to Management of Peatlands Aiming at Multiple Ecological Benefits	MF	UNDP	Belarus	GEF-5	FSP	2.70	9.38
4469	Integrated Approach to Management of Forests, with Demonstration in High Conservation Value Forests in the Mediterranean Region	MF	UNDP	Turkey	GEF-5	FSP	7.12	21.43
4470	Building a Multiple-Use Forest Management Framework to Conserve Biodiversity in the Caspian Hyrcanian Forest Landscape	BD	UNDP	Iran	GEF-5	FSP	1.90	5.28
4479	Sustainable Forest Management and Multiple Global Environmental Benefits	MF	UNDP	Guatemala	GEF-5	FSP	4.40	13.72
4494	Integrated Ecosystem Approach to Biodiversity Mainstreaming and Conservation in the Buffer Zones of the Obo and Principe Natural Parks	BD	IFAD	São Tomé and Príncipe	GEF-5	FSP	2.42	8.39
4543	The GLOBE Legislator Forest Initiative	MF	UNEP	Brazil, Indonesia, Mexico, Congo, Dem. Rep.	GEF-5	MSP	1.00	1.19
4579	Sustainable Financing for Biodiversity Conservation and Natural Resources Management	MF	World Bank	Bhutan	GEF-5	FSP	4.08	12.33
4590	Delivering Multiple Global Environment Benefits through Sustainable Management of Production Landscapes	MF	UNDP	Honduras	GEF-5	FSP	3.05	17.56

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
4605	Management and Protection of Key Biodiversity Areas	MF	World Bank	Belize	GEF-5	FSP	6.09	16.00
4625	Shire Natural Ecosystems Management Project	MF	World Bank	Malawi	GEF-5	FSP	6.58	72.77
4631	Watershed Approach to Sustainable Coffee Production in Burundi	MF	World Bank	Burundi	GEF-5	FSP	4.20	20.80
4639	Strengthening Management Effectiveness and Generating Multiple Environmental Benefits within and around the Greater Kafue National Park in Zambia	MF	UNDP	Zambia	GEF-5	FSP	13.15	46.94
4644	Addressing Barriers to the Adoption of Improved Charcoal Production Technologies and Sustainable Land Management Practices through an Integrated Approach	MF	UNDP	Uganda	GEF-5	FSP	3.48	14.66
4645	Hwange-Sanyati Biological Corridor (HSBC) Project	MF	World Bank	Zimbabwe	GEF-5	FSP	5.65	23.17
4650	GMS-FBP: Strengthening Protection and Management Effectiveness for Wildlife and Protected Areas	MF	World Bank	Lao PDR	GEF-5	FSP	6.83	27.45
4652	GMS Forest and Biodiversity Program (GMS-FBP)— Creating Transboundary Links Through a Regional Support	MF	ADB	China, Cambodia, Lao PDR, Myanmar, Thailand, Vietnam	GEF-5	MSP	0.92	30.74
4677	GMS-FBP: Strengthening Capacity and Incentives for Wildlife Conservation in the Western Forest Complex	MF	UNDP	Thailand	GEF-5	FSP	7.34	24.23
4690	Capturing Coral Reef and Related Ecosystem Services (CCRES)	IW	World Bank	Indonesia, Philippines	GEF-5	FSP	4.50	27.81
4709	GGW: Integrated Disaster and Land Management (IDLM) Project	MF	World Bank	Togo	GEF-5	FSP	9.16	55.29
4732	Improving Connectivity in the Central Forest Spine (CFS) Landscape —IC-CFS	MF	UNDP	Malaysia	GEF-5	FSP	10.86	36.50
4739	Participative Integrated Ecosystem Services Management Plans for Bakassi Post Conflict Ecosystems (PINESMAP-BPCE)	BD	UNEP	Cameroon	GEF-5	FSP	2.65	13.60
4744	Mainstreaming Biodiversity Conservation, SFM and Carbon Sink Enhancement Into Mongolia's Productive Forest Landscapes	MF	FAO	Mongolia	GEF-5	FSP	3.59	19.79
4746	Implementation of Global and Regional Oceanic Fisheries Conventions and Related Instruments in the Pacific Small Island Developing States (SIDS)	IW	UNDP	Cook Islands, Fiji, Micronesia, Kiribati, Marshall Islands, Nauru, Niue, Papua New Guinea, Palau, Solomon Islands, Tonga, Tuvalu, Vanuatu, Samoa	GEF-5	FSP	10.00	84.93

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
4748	Improving Lake Chad Management through Building Climate Change Resilience and Reducing Ecosystem Stress through Implementation of the SAP	IW	UNDP	Central African Republic, Cameroon, Niger, Nigeria, Chad	GEF-5	FSP	5.83	236.28
4750	Multiplying Environmental and Carbon Benefits in High Andean Ecosystems	MF	UNEP	Ecuador, Peru	GEF-5	FSP	4.80	16.16
4761	Sustainable Management of Mountainous Forest and Land Resources under Climate Change Conditions	MF	FAO	Kyrgyz Republic	GEF-5	FSP	5.45	19.00
4772	Conservation and Sustainable Use of Biodiversity in Dry Ecosystems to Guarantee the Flow of Ecosystem Services and to Mitigate the Processes of Deforestation and Desertification	MF	UNDP	Colombia	GEF-5	FSP	8.79	26.93
4773	Conservation and Sustainable Use of High-Andean Ecosystems through Compensation of Environmental Services for Rural Poverty Alleviation and Social Inclusion	BD	IFAD	Peru	GEF-5	FSP	5.35	37.02
4774	Conservation and Sustainable Use of Biodiversity, Forests, Soil and Water to Achieve the Good Living (Buen Vivir / Sumac Kasay) in the Napo Province	MF	FAO	Ecuador	GEF-5	FSP	2.63	12.32
4778	Environmental Services Project	MF	World Bank	Albania	GEF-5	FSP	2.88	22.57
4779	Sustainable Forest and Landscape Management	MF	World Bank	Bosnia-Herzegovina	GEF-5	FSP	5.58	18.40
4792	Conservation of Coastal Watersheds to Achieve Multiple Global Environmental Benefits in the Context of Changing Environments	MF	World Bank	Mexico	GEF-5	FSP	39.52	228.28
4800	Sustainable Forest Management under the Authority of Cameroonian Councils	MF	FAO	Cameroon	GEF-5	FSP	3.57	17.85
4811	CBPF-MSL: Strengthening the Management Effectiveness of the Wetland Protected Area System in Hainan for Conservation of Globally Significant Biodiversity	BD	UNDP	China	GEF-5	FSP	2.63	18.00
4834	Recovery and Protection of Climate and Biodiversity Services in the Southeast Atlantic Forest Corridor of Brazil	MF	IDB	Brazil	GEF-5	FSP	31.51	187.82
4847	Pine Islands—Forest/Mangrove Innovation and Integration (Grand Bahama, New Providence, Abaco and Andros)	MF	UNEP	Bahamas	GEF-5	FSP	2.85	7.70
4859	Conservation, Restoration and Sustainable Management Strategies to Enhance Caatinga, Pampa and Pantanal Biodiversity—GEF Terrestre	MF	IDB	Brazil	GEF-5	FSP	32.62	159.15
4860	Mainstreaming Biodiversity Conservation and Sustainable Land Management into Production Practices in all Bioregions and Biomes	MF	UNDP	Paraguay	GEF-5	FSP	6.86	22.44

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
4905	Strengthening National Biodiversity and Forest Carbon Stock Conservation through Landscape-based Collaborative Management of Cambodia's Protected Area System as Demonstrated in the Eastern Plains Landscape (CAMPAS Project)	MF	UNEP	Cambodia	GEF-5	FSP	4.72	14.57
4907	GGW: Nigeria Erosion and Watershed Management Project (NEWMAP)	MF	World Bank	Nigeria	GEF-5	FSP	8.59	500.00
4908	GGW: Agriculture Production Support Project (with Sustainable Land and Water Management)	MF	World Bank	Chad	GEF-5	FSP	9.26	102.25
4932	Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States (IWEco)	MF	UNEP	Antigua and Barbuda, Barbados, Cuba, Dominican Republic, Grenada, Jamaica, St. Kitts and Nevis, St. Lucia, Trinidad and Tobago, St. Vincent and Grenadines	GEF-5	FSP	20.72	68.02
4942	India Ecosystems Service Improvement Project	MF	World Bank	India	GEF-5	FSP	20.50	115.00
4952	Landscape Approach to Forest Restoration and Conservation (LAFREC)	MF	World Bank	Rwanda	GEF-5	FSP	9.53	51.60
4953	Mano River Union Ecosystem Conservation and International Water Resources Management (IWRM) Project	MF	IUCN	Côte d'Ivoire, Guinea, Liberia, Sierra Leone	GEF-5	FSP	6.34	56.39
4968	Integrated National Monitoring and Assessment System on Forest Ecosystems (SIMEF) in Support of Policies, Regulations and SFM Practices Incorporating REDD+ and Biodiversity Conservation in Forest Ecosystems	MF	FAO	Chile	GEF-5	FSP	6.29	25.61
4970	Integrated Management of Protected Areas in Côte d'Ivoire, West Africa	MF	UNEP	Côte d'Ivoire	GEF-5	FSP	4.24	48.75
5005	Integrating Biodiversity Conservation, Climate Resilience and Sustainable Forest Management in Trung Truong Son Landscapes	MF	ADB	Vietnam	GEF-5	FSP	3.79	30.75
5057	Iyanola—Natural Resource Management of the NE Coast	MF	UNEP	St. Lucia	GEF-5	FSP	2.33	5.02
5069	Implementing a "Ridge to Reef" Approach to Protecting Biodiversity and Ecosystem Functions within and Around Protected Areas	MF	UNDP	Grenada	GEF-5	FSP	3.03	15.43
5080	Transforming Management of Protected Area/Landscape Complexes to Strengthen Ecosystem Resilience	MF	UNDP	Peru	GEF-5	FSP	8.99	50.71
5083	Capacity, Policy and Financial Incentives for PFM in Kirisia Forest and integrated Rangelands Management	MF	FAO	Kenya	GEF-5	FSP	2.82	8.68

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
5122	Integrated Forest Management in the Solomon Islands	MF	FAO	Solomon Islands	GEF-5	FSP	5.68	30.67
5123	Sustainable Cropland and Forest Management in Priority Agro-ecosystems of Myanmar	MF	FAO	Myanmar	GEF-5	FSP	6.18	13.61
5135	Protecting Biodiversity and Multiple Ecosystem Services in Biological Mountain Corridors in Chile's Mediterranean Ecosystem	MF	UNEP	Chile	GEF-5	FSP	5.66	26.95
5139	Sustainable Forest Management to Enhance the Resilience of Forests to Climate Change	MF	FAO	China	GEF-5	FSP	7.15	48.40
5187	GGW: Community based Rural Development Project 3rd Phase with Sustainable Land and Forestry Management	MF	World Bank	Burkina Faso	GEF-5	FSP	7.41	97.35
5208	R2R: Advancing Sustainable Resources Management to Improve Livelihoods and Protect Biodiversity in Palau	MF	UNEP	Palau	GEF-5	FSP	3.75	15.80
5215	GGW: Forests and Adjacent Lands Management Project	MF	World Bank	Benin	GEF-5	FSP	5.56	46.45
5220	PSG: Sustainable Land Management Project 2	MF	World Bank	Ethiopia	GEF-5	FSP	12.96	94.66
5221	PSG-Additional financing—Sustainable Land and Water Management Project	MF	World Bank	Ghana	GEF-5	FSP	8.75	59.50
5225	Mozambique Conservation Areas for Biodiversity and Development Project	MF	World Bank	Mozambique	GEF-5	FSP	6.32	61.50
5252	GGW: Third Phase of the Community Action Program	MF	World Bank	Niger	GEF-5	FSP	4.52	43.65
5264	Sustainable Management of Critical Wetlands Ecosystems Project	MF	World Bank	Gabon	GEF-5	FSP	8.47	37.23
5270	GGW Natural Resources Management in a Changing Climate in Mali	MF	World Bank	Mali	GEF-5	FSP	8.43	13.00
5272	Scaling up Sustainable Land Management and Biodiversity Conservation to Reduce Environmental Degradation in Small Scale Agriculture in Western Kenya	MF	UNEP	Kenya	GEF-5	FSP	3.58	9.90
5277	Strengthening the Resilience of Multiple-use Protected Areas to Deliver Multiple Global Environmental Benefits	MF	FAO	Nicaragua	GEF-5	FSP	6.19	19.92
5285	Strengthening Forest and Ecosystem Connectivity in RIMBA Landscape of Central Sumatra through Investing in Natural Capital, Biodiversity Conservation, and Land-based Emission Reductions (RIMBA project)	MF	UNEP	Indonesia	GEF-5	FSP	9.43	40.64
5324	Reversing Desertification Process in Susceptible Areas of Brazil: Sustainable Agroforestry Practices and Biodiversity Conservation (REDESER)	MF	FAO	Brazil	GEF-5	FSP	3.93	15.77
5330	Maximizing Carbon Sink Capacity and Conserving Biodiversity through Sustainable Conservation, Restoration, and Management of Peat-swamp Ecosystems	MF	UNDP	Thailand	GEF-5	FSP	3.22	13.38

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
5334	Promotion of Environmentally Sustainable and Climate-Resilient Grid Isolated Grid BasedHydroelectric Electricity Through an Integrated Approach in São Tomé and Príncipe.	MF	UNDP	São Tomé and Príncipe	GEF-5	FSP	5.27	20.71
5353	Mainstreaming Sustainable Land and Forest Management in Dry Mountain Landscapes	MF	UNDP	Armenia	GEF-5	FSP	2.98	13.99
5356	Global Forest Watch 2.0 FW 2.0	MF	UNEP	Georgia, Madagascar	GEF-5	FSP	5.34	27.89
5364	Program to Establish Pilots for Access through Renewable Energy	CC	World Bank	India	GEF-5	FSP	12.84	28.10
5390	Sustainable Pathways—Protected Areas and Renewable Energy	MF	UNEP	Antigua and Barbuda	GEF-5	FSP	2.64	7.98
5397	R2R: Integrated Sustainable Land and Coastal Management	MF	FAO	Vanuatu	GEF-5	FSP	4.61	15.29
5398	Implementing a “Ridge to Reef” Approach to Preserve Ecosystem Services, Sequester Carbon, Improve Climate Resilience and Sustain Livelihoods in Fiji (Fiji R2R)	MF	UNDP	Fiji	GEF-5	FSP	7.39	30.24
5410	Sustainable Forest Lands Management and Conservation under an Eco-social Approach	MF	FAO	Venezuela, RB	GEF-5	FSP	8.25	25.73
5449	PSG- Sustainable and Inclusive Agribusiness Development Project	MF	World Bank	Senegal	GEF-5	FSP	6.02	80.00
5487	Integrated Development for Increased Rural Climate Resilience in the Niger Basin	MF	AfDB	Burkina Faso, Benin, Côte d'Ivoire, Cameroon, Guinea, Mali, Niger, Nigeria, Chad	GEF-5	FSP	12.01	61.00
5516	Payment for Ecosystem Services to Support Forest Conservation and Sustainable Livelihoods	MF	FAO	Mozambique	GEF-5	FSP	3.64	37.60
5531	Ecosystem Approach to Haiti Cote Sud	MF	UNEP	Haiti	GEF-5	FSP	6.22	42.67
5544	R2R Reimaanlok Looking to the Future: Strengthening Natural Resource Management in Atoll Communities in the Republic of Marshall Islands Employing Integrated Approaches (RMI R2R)	MF	UNDP	Marshall Islands	GEF-5	FSP	3.93	4.06
5547	Community-Based Miombo Forest Management in South East Katanga	MF	FAO	Congo, Dem. Rep.	GEF-5	FSP	4.53	14.49
5551	Resilient Islands, Resilient Communities	MF	FAO	Kiribati	GEF-5	FSP	4.72	13.34
5560	Forest Conservation and Sustainability in the Heart of the Colombian Amazon	MF	World Bank	Colombia	GEF-5	FSP	10.40	32.87
5578	R2R Integrated Land and Agro-ecosystem Management Systems	MF	FAO	Tonga	GEF-5	FSP	2.34	7.17
5619	GGW Sudan Sustainable Natural Resources Management Project SSNRMP	MF	World Bank	Sudan	GEF-5	FSP	7.73	25.68
5660	Sustainable Forest Management to Secure Multiple Benefits in High Conservation Value Forests	MF	UNDP	Pakistan	GEF-5	FSP	8.34	49.42

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
5699	Supporting Sustainable Land Management in Steppe and Semi-arid Zones through Integrated Territorial Planning and Agro-environmental Incentives	LD	UNDP	Kazakhstan	GEF-5	MSP	1.90	9.50
5745	Sustainable Fuelwood Management in Nigeria	MF	UNDP	Nigeria	GEF-5	FSP	4.41	16.40
5746	Scaling up and Replicating Successful Sustainable Land Management (SLM) and Agroforestry Practices in the Koulikoro Region of Mali	MF	UNEP	Mali	GEF-5	MSP	1.54	7.79
5752	Promotion of Sustainable Biomass-based Electricity Generation in Benin	MF	UNDP	Benin	GEF-5	FSP	3.87	25.75
5755	Sustainable Management of Forest Ecosystems in Amazonia by Indigenous and Local Communities to Generate Multiple Environmental and Social Benefits	MF	UNDP	Bolivia	GEF-5	FSP	6.21	26.39
5764	Sustainable Management of Peatland Ecosystems in Indonesia (SMPEI)	MF	IFAD	Indonesia	GEF-5	FSP	4.77	21.75
5792	PSG-Sustainable Landscape Management Project under SAWAP	MF	World Bank	Mauritania	GEF-5	FSP	4.81	19.20
6940	Sustainable Forest and Land Management in the Dry Dipterocarp Forest Ecosystems of Southern Lao PDR	MF	UNDP	Lao PDR	GEF-6	FSP	10.88	78.99
6947	Belarus Forestry Development Project	MF	World Bank	Belarus	GEF-6	FSP	2.74	40.71
6949	Conservation and Sustainable Use of Pamir Alay and Tian Shan Ecosystems for Snow Leopard Protection and Sustainable Community Livelihoods	MF	UNDP	Tajikistan	GEF-6	FSP	4.18	19.61
6958	Conservation of Globally Important Biodiversity and Associated Land and Forest Resources of Western Tian Shan Forest Mountain Ecosystems to Support Sustainable Livelihoods	MF	UNDP	Kyrgyz Republic	GEF-6	FSP	3.99	24.52
6965	Strengthening Forest Area Planning and Management in Kalimantan	MF	UNDP	Indonesia	GEF-6	FSP	9.00	50.05
6992	Ridge to Reef: Integrated Protected Area Land and Seascape Management in Tanintharyi	MF	UNDP	Myanmar	GEF-6	FSP	5.25	16.54
7993	Conservation-oriented Management of Forests and Wetlands to Achieve Multiple Benefits	MF	UNDP	Belarus	GEF-6	FSP	4.26	14.23
8021	Zambia Lake Tanganyika Basin Sustainable Development Project	MF	AfDB	Zambia	GEF-6	FSP	7.33	22.49
8031	Sustainable Natural Resource Use and Forest Management in Key Mountainous Areas Important for Globally Significant Biodiversity	MF	UNDP	Uzbekistan	GEF-6	FSP	6.21	25.30
9037	Sustainable Forest and Land Management	MF	World Bank	Kyrgyz Republic	GEF-6	FSP	4.11	12.00
9050	Building Resilience For Food Security and Nutrition in Chad's Rural Communities	MF	AfDB	Chad	GEF-6	FSP	5.33	15.05

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
9055	Sustainable Development of the Ecuadorian Amazon: Integrated Management of Multiple Use Landscapes and High Value Conservation Forests	MF	UNDP	Ecuador	GEF-6	FSP	12.46	49.34
9059	Promoting Sustainable and Resilient Landscapes in the Central Volcanic Chain	MF	UNDP	Guatemala	GEF-6	FSP	11.14	45.83
9089	Contribution of Sustainable Forest Management to a Low Emission and Resilient Development	MF	FAO	Serbia	GEF-6	FSP	3.27	26.18
9092	Sustainable Management of Agro-Biodiversity and Vulnerable Ecosystems Recuperation in Peruvian Andean Regions Through Globally Important Agricultural Heritage Systems (GIAHS) Approach	MF	FAO	Peru	GEF-6	FSP	9.37	79.43
9155	Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon	MF	UNDP	Cameroon	GEF-6	FSP	3.91	25.78
9156	Combating poaching and the illegal wildlife trade in Tanzania through an integrated approach	MF	UNDP	Tanzania	GEF-6	FSP	5.35	26.80
9159	Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Congo	MF	UNDP	Congo, Rep.	GEF-6	FSP	3.13	20.68
9161	LCB-NREE: Nigeria Child Project: Comprehensive and Integrated Management of Natural Resources in Borno State	MF	AfDB	Nigeria	GEF-5	FSP	4.14	31.70
9190	Sustainable Management of Forests in Mountain and Valley Areas	MF	FAO	Uzbekistan	GEF-6	FSP	3.19	18.67
9193	Conservation and Sustainable Management of Key Globally Important Ecosystems for Multiple Benefits	MF	UNDP	Kazakhstan	GEF-6	FSP	8.07	86.80
9199	Enhancing Sustainability and Climate Resilience of Forest and Agricultural Landscape and Community Livelihoods	MF	UNDP	Bhutan	GEF-6	FSP	13.97	42.63
9208	Integrating Biodiversity Safeguards and Conservation into Planning and Development	MF	UNDP	Palau	GEF-6	FSP	4.23	22.67
9231	Snow Leopard and Ecosystem Protection Program	MF	UNDP	Pakistan	GEF-6	FSP	4.64	15.13
9232	Sustainable Management of Peatland Ecosystems in Mekong Countries	MF	IUCN	Cambodia, Lao PDR, Myanmar	GEF-6	FSP	2.91	10.36
9239	Integrated Management of Peatland Landscapes in Indonesia (IMPLI)	MF	IFAD	Indonesia	GEF-6	FSP	4.90	22.37
9243	Green-Ag: Transforming Indian Agriculture for Global Environmental Benefits and the Conservation of Critical Biodiversity and Forest Landscapes	MF	FAO	India	GEF-6	FSP	33.56	868.39
9262	Agroforestry Landscapes and Sustainable Forest Management that Generate Environmental and Economic Benefits Globally and Locally	MF	UNDP	Honduras	GEF-6	FSP	13.29	50.09
9265	GEF-AF-Mekong Delta Integrated Climate Resilience and Sustainable Livelihoods Project	MF	World Bank	Vietnam	GEF-6	FSP	6.09	386.70

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
9266	Restoring Degraded Forest Landscapes and Promoting Community-based, Sustainable and Integrated Natural Resource Management in the Rora Habab Plateau, Nakfa Sub-zoba, Northern Red Sea Region of Eritrea	MF	UNDP	Eritrea	GEF-6	FSP	8.26	23.50
9267	Rural Productivity and Ecosystems Services Enhanced in Central Dry Zone Forest Reserves	MF	ADB	Myanmar	GEF-6	FSP	4.79	45.70
9270	Sustainable Management of Peatland Ecosystems in Malaysia (SMPEM)	MF	IFAD	Malaysia	GEF-6	FSP	9.43	52.71
9285	Community-based Sustainable Land and Forest Management in Afghanistan	MF	FAO	Afghanistan	GEF-6	FSP	10.50	54.26
9288	Improving Environmental Management in the Mining Sector of Suriname, with Emphasis on Gold Mining	MF	UNDP	Suriname	GEF-6	FSP	7.59	22.13
9293	Scaling up a Multiple Benefits Approach to Enhance Resilience in Agro- and Forest Landscapes of Mali's Sahel Regions (Kayes, Koulikoro and Ségou)	MF	AfDB	Mali	GEF-6	FSP	8.61	59.45
9294	Integrated ecosystem management project for the sustainable human development in Mauritania	MF	FAO	Mauritania	GEF-6	FSP	8.22	22.14
9330	Sustainable Agriculture Landscape Project	MF	World Bank	Madagascar	GEF-6	FSP	13.70	93.00
9339	AMAZON Coordination Technical Assistance	MF	World Bank	Brazil, Colombia, Peru	GEF-6	FSP	5.00	20.00
9361	Mainstreaming Natural Resource Management and Biodiversity Conservation Objectives into Socio-economic Development Planning and Management of Biosphere Reserve in Viet Nam	MF	UNDP	Vietnam	GEF-6	FSP	6.66	36.54
9366	Sustainability and Scaling Up Approaches for Transformational Management, Restoration and Conservation of Forests Landscapes and Biodiversity in Côte d'Ivoire (SSATMARC-FOLAB)	MF	UNEP	Côte d'Ivoire	GEF-6	FSP	2.83	15.56
9372	Managing Together: Integrating Community-centered, Ecosystem-based Approaches into Forestry, Agriculture and Tourism Sectors	MF	UNDP	Sri Lanka	GEF-6	FSP	3.35	29.25
9383	Sustainable Forest Management and Conservation Project in Central and South Benin	MF	AfDB	Benin	GEF-6	FSP	2.63	8.85
9385	Forest Landscape Restoration in the Mayaga Region	MF	UNDP	Rwanda	GEF-6	FSP	6.21	26.49
9387	Sustainable Productive Landscapes in the Peruvian Amazon	MF	UNDP	Peru	GEF-6	FSP	18.35	129.00
9389	Ensuring Sustainability and Resilience (ENSURE) of Green Landscapes in Mongolia	MF	UNDP	Mongolia	GEF-6	FSP	7.96	39.08
9405	Integrated Management of Oasis Ecosystems of Northern Niger (IMOEN-NN)	MF	UNEP	Niger	GEF-6	FSP	4.60	21.07

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
9406	Integrated Ecosystem Management and Restoration of Forests on the South East Coast of St. Lucia	MF	UNEP	St. Lucia	GEF-6	FSP	4.43	14.62
9413	Realizing the Biodiversity Conservation Potential of Private Lands	MF	UNEP	Brazil	GEF-6	FSP	8.95	33.89
9416	Conserving Biodiversity through Sustainable Management in Production Landscapes in Costa Rica	MF	UNDP	Costa Rica	GEF-6	FSP	6.70	26.10
9417	Restoring Ecological Corridors in the Mayo-Kebbi Quest, Chad, to Support Multiple Land and Forests Benefits—RECONNECT	MF	IUCN	Chad	GEF-6	FSP	5.37	9.15
9424	Mainstreaming Conservation of Biodiversity and Ecosystem Services in Productive Landscapes in Threatened Forested Mountainous Areas	MF	UNDP	Dominican Republic	GEF-6	FSP	8.18	54.01
9426	Namibia Integrated Landscape Approach for Enhancing Livelihoods and Environmental Governance to Eradicate Poverty (NILALEG)	MF	UNDP	Namibia	GEF-6	FSP	10.82	74.11
9429	Incorporating Multiple Environmental Considerations and their Economic Implications into the Management of Landscapes Forests and Production Sectors in Cuba	MF	UNDP	Cuba	GEF-6	FSP	9.58	37.89
9434	Securing the Long-term Conservation of Timor Leste Biodiversity and Ecosystem Services through the Establishment of a Functioning National Protected Area Network and the Improvement of Natural Resource Management in Priority Catchment Corridors	MF	CI	Timor Leste	GEF-6	FSP	3.34	12.29
9437	Integrated Landscape Management to Secure Nepal's Protected Areas and Critical Corridors	MF	WWF-US	Nepal	GEF-6	FSP	6.70	42.69
9441	Contributing to the Integrated Management of Biodiversity of the Pacific Region of Colombia to Build Peace	MF	FAO	Colombia	GEF-6	FSP	7.56	31.39
9476	LCB-NREE Chad Child Project: Integrated Management of Natural Resources in the Chadian part of the Lake Chad Basin	MF	AfDB	Chad	GEF-5	FSP	2.56	8.29
9497	LCB-NREE Niger child project: Improving Sustainable Management of Natural Resources in Niger's Diffa Region	MF	AfDB	Niger	GEF-5	FSP	3.29	20.66
9524	Supporting the implementation of integrated ecosystem management approach for landscape restoration and biodiversity conservation in Tanzania	MF	UNEP	Tanzania	GEF-6	FSP	11.21	64.28
9526	Enhancing Integrated Natural Resource Management to Arrest and Reverse Current Trends in Biodiversity Loss and Land Degradation for Increased Ecosystem Services in the Tana Delta, Kenya	MF	UNEP	Kenya	GEF-6	FSP	3.35	36.53
9532	LCB-NREE CAR child project: Enhancing Agro-ecological Systems in Northern Prefectures of the Central African Republic (CAR)	MF	AfDB	Central African Republic	GEF-5	FSP	2.56	3.39

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
9554	Enhancing Biodiversity, Maintaining Ecosystem Flows, Enhancing Carbon Stocks through Sustainable Land Management and the Restoration of Degraded Forestlands	MF	FAO	Philippines	GEF-6	FSP	2.64	16.81
9555	Sustainable Productive Landscapes	MF	World Bank	Mexico	GEF-6	FSP	21.86	54.30
9575	Sudan Sustainable Natural Resources Management Project- Additional Financing	MF	World Bank	Sudan	GEF-6	FSP	5.50	27.50
9584	Integrated Approach in the Management of Major Biodiversity Corridors (IA-Biological Corridors)	MF	UNDP	Philippines	GEF-6	FSP	12.26	62.70
9600	Strengthening of Social Forestry in Indonesia	MF	World Bank	Indonesia	GEF-6	FSP	14.32	95.11
9604	Removing Barriers to Biodiversity Conservation, Land Restoration and Sustainable Forest Management through Community-based Landscape Management—COBALAM	MF	UNEP	Cameroon	GEF-6	FSP	3.11	20.80
9663	Colombia: Connectivity and Biodiversity Conservation in the Colombian Amazon	MF	World Bank	Colombia	GEF-6	FSP	21.00	107.21
9664	Amazon Sustainable Landscapes Project	MF	World Bank	Brazil	GEF-6	FSP	60.33	373.78
9700	Strengthening the Management of Wildlife and Improving Livelihoods in Northern Republic of Congo	MF	World Bank	Congo, Rep.	GEF-6	FSP	6.51	123.79
9842	Shire Valley Transformation Program—I	MF	World Bank	Malawi	GEF-6	FSP	5.59	39.10
10079	Implementing the National Framework on Access and Benefit Sharing of Genetic Resources and Associated Traditional Knowledge in the Philippines	BD	UNDP	Philippines	GEF-7	FSP	4.38	21.63
10081	Consolidating biodiversity and land conservation policies and actions as pillars of sustainable development	MF	UNDP	Uruguay	GEF-7	FSP	2.64	15.00
10083	Sustainable Natural Resources Management Project -AF	MF	World Bank	Sudan	GEF-7	FSP	5.94	17.60
10085	Mainstreaming biodiversity conservation criteria in sectoral and intersectoral public policies and programs to safeguard threatened wildlife in Argentina	BD	UNDP	Argentina	GEF-7	FSP	2.70	16.81
10113	Conservation and sustainable use of biodiversity: Strengthening network of protected areas through advanced governance and management	BD	FAO	Azerbaijan	GEF-7	FSP	2.64	8.50
10161	Ecosystem Restoration and Sustainable Land Management to improve livelihoods and protect biodiversity in Nauru	MF	UNEP	Nauru	GEF-7	FSP	3.50	19.33
10162	Landscape Approach to Riverine Forest Restoration, Biodiversity Conservation and Livelihood Improvement	BD	FAO	Sudan	GEF-7	FSP	2.59	14.70
10166	Strengthening human and natural systems resilience to climate change through mangrove ecosystems conservation and sustainable use in southern Benin	MF	FAO	Benin	GEF-7	FSP	7.16	62.86

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
10169	Combating land degradation and biodiversity loss by promoting sustainable rangeland management and biodiversity conservation in Afghanistan	MF	FAO	Afghanistan	GEF-7	FSP	5.91	30.00
10170	Integrated forest and biodiversity management for sustainable development in the Biban mountain range	MF	FAO	Algeria	GEF-7	FSP	3.30	29.22
10184	LDN Target-Setting and Restoration of Degraded Landscapes in Western Andes and Coastal areas	LD	FAO	Ecuador	GEF-7	FSP	4.42	28.33
10188	BIOREACH: Biodiversity Conservation and Agroecological Land Restoration in Productive Landscapes of Trinidad and Tobago	MF	FAO	Trinidad and Tobago	GEF-7	FSP	3.75	18.70
10192	Ecosystem conservation and community livelihood enhancement in North Western Zambia	MF	UNEP	Zambia	GEF-7	FSP	5.34	20.38
10195	CSIDS-SOILCARE Phase1: Caribbean Small Island Developing States (SIDS) multicountry soil management initiative for Integrated Landscape Restoration and climate-resilient food systems	MF	FAO	Antigua and Barbuda, Belize, Grenada, Guyana, Haiti, Jamaica, St. Lucia, Regional	GEF-7	FSP	8.16	25.80
10204	Transforming agricultural systems and strengthening local economies in high biodiversity areas of India through sustainable landscape management and public-private finance	MF	UNEP	India	GEF-7	FSP	6.27	68.59
10209	Eldoret-Iten Water Fund for Tropical Water Tower Conservation	MF	IFAD	Kenya	GEF-7	FSP	2.63	24.85
10216	Integrated Landscape Management in Dominican Republic Watersheds	MF	World Bank	Dominican Republic	GEF-7	FSP	4.06	15.60
10217	Leveraging Eco-Tourism for Biodiversity Protection (LETBP)	BD	World Bank	Dominica	GEF-7	FSP	3.52	16.29
10220	Protecting biodiversity and recovering degraded ecosystems—RECOVER Honduras	MF	UNDP	Honduras	GEF-7	FSP	9.86	101.26
10222	Enabling a policy environment for integrated natural resources management and implementation of an integrated approach to achieve land degradation neutrality in Moldova	LD	FAO	Moldova	GEF-7	MSP	1.67	5.04
10232	Reducing deforestation from palm oil and cocoa value chains	MF	CI	Liberia	GEF-7	FSP	7.14	67.00
10237	Integrated Landscape Management of Heart of Borneo Landscapes in Sabah and Sarawak	MF	UNDP	Malaysia	GEF-7	FSP	0.20	0.00
10238	Strengthening Sustainability in Commodity and Food-Crop Value Chains, Land Restoration and Land Use Governance through Integrated Landscape Management for Multiple Benefits in Indonesia	MF	UNDP	Indonesia	GEF-7	FSP	16.21	132.51
10239	Establishing System for Sustainable Integrated Land-use Planning Across New Britain Island in Papua New Guinea	MF	UNDP	Papua New Guinea	GEF-7	FSP	10.71	50.57

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
10243	Preventing forest loss, promoting restoration and integrating sustainability into Ethiopia's coffee supply chains and food systems	MF	UNDP	Ethiopia	GEF-7	FSP	20.34	208.48
10245	Integrated Sustainable Landscape Management in the Mekong Delta of Vietnam	MF	FAO	Vietnam	GEF-7	FSP	5.35	77.95
10246	Innovative transformation of China's food production systems and agroecological landscapes	MF	FAO	China	GEF-7	FSP	13.46	402.19
10247	Scaling up Cocoa-based Food Systems, Land Use and Restoration / Transformative Innovations in Côte d'Ivoire (SCOLUR-CI)	MF	FAO	Côte d'Ivoire	GEF-7	FSP	5.35	65.23
10248	Building human well-being and resilience in Amazonian forests by enhancing the value of biodiversity for food security and bio-businesses, in a context of climate change	MF	FAO	Peru	GEF-7	FSP	15.60	124.56
10249	Promoting Dryland Sustainable Landscapes and Biodiversity Conservation in the Eastern Steppe of Mongolia	MF	FAO	Mongolia	GEF-7	FSP	5.35	50.95
10250	Integrated Landscape Management in Dry Miombo Woodlands of Tanzania	MF	FAO	Tanzania	GEF-7	FSP	7.37	37.30
10251	Integrated landscape management to reverse degradation and support the sustainable use of natural resources in the Mopane-Miombo belt of Northern Namibia	MF	FAO	Namibia	GEF-7	FSP	6.13	54.55
10252	Strengthening management of protected and productive landscapes in the Surinamese Amazon	MF	UNDP	Suriname	GEF-7	FSP	5.17	25.53
10253	Global coordination project for the SFM Drylands Impact Program	MF	FAO	Global	GEF-7	FSP	8.06	16.11
10254	Transforming landscapes and livelihoods: A cross-sector approach to accelerate restoration of Malawi's Miombo and Mopane woodlands for sustainable forest and biodiversity management	MF	FAO	Malawi	GEF-7	FSP	6.35	47.70
10255	Integrated sustainable and adaptive management of natural resources to support land degradation neutrality and livelihoods in the Miombo-Mopane landscapes of North-east Botswana	MF	FAO	Botswana	GEF-7	FSP	5.35	71.50
10256	Land and natural resource degradation neutrality and community vulnerability reduction in selected Miombo and Mopane Ecoregions of Angola (Okavango and Cunene river basin)	MF	FAO	Angola	GEF-7	FSP	5.36	34.50
10257	A cross-sector approach supporting the mainstreaming of sustainable forest and land management to enhance ecosystem resilience for improved livelihoods in the Save and Runde Catchments of Zimbabwe	MF	FAO	Zimbabwe	GEF-7	FSP	10.43	60.83
10259	Connectivity corridors in two priority landscapes of the Ecuadorian Amazon Region	MF	WWF-US	Ecuador	GEF-7	FSP	6.42	45.06
10262	Food Systems, Land Use and Restoration in Tanzania's Forest Landscapes	MF	WWF-US	Tanzania	GEF-7	FSP	7.37	72.69

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
10263	Promoting sustainable landscapes in the Motagua River watershed	MF	UNDP	Guatemala	GEF-7	FSP	11.16	60.02
10264	Promoting sustainable livestock management and ecosystem conservation in Northern Ukraine	MF	UNDP	Ukraine	GEF-7	FSP	6.76	67.39
10265	Promotion of sustainable food systems and improved ecosystems services in Northern Kazakhstan Landscape	MF	UNDP	Kazakhstan	GEF-7	FSP	10.47	132.31
10268	Inclusive Sustainable Rice Landscapes in Thailand	MF	UNEP	Thailand	GEF-7	FSP	5.54	67.30
10269	Transformational Change in Sustainable Forest Management in Transboundary Landscapes of the Congo Basin	MF	UNEP	Africa, Regional	GEF-7	FSP	8.19	49.94
10287	Integrated management of Cameroon's forest landscapes in the Congo Basin	MF	WWF-US	Cameroon	GEF-7	FSP	9.61	74.33
10288	Securing a Living Amazon through Landscape Connectivity in Southern Guyana.	BD	WWF-US	Guyana	GEF-7	FSP	5.15	4.62
10291	Sustainable management of dryland landscapes in Burkina Faso	MF	IUCN	Burkina Faso	GEF-7	FSP	6.68	34.29
10292	Strengthening forest management for improved biodiversity conservation and climate resilience in the Southern rangelands of Kenya	MF	IUCN	Kenya	GEF-7	FSP	5.35	15.08
10293	Transforming and scaling up results and lessons learned in the Monte Alen and Rio Campo Landscapes through an inclusive Landscape-scale approach, effective land use planning and promotion of local governance	MF	IUCN	Equatorial Guinea	GEF-7	FSP	5.35	32.45
10295	Amazon sustainable landscape approach in the Plurinational System of Protected Areas and Strategic Ecosystems of Bolivia	MF	CAF	Bolivia	GEF-7	FSP	10.06	38.37
10298	Integrated Community-Based Conservation of Peatlands Ecosystems and Promotion of Ecotourism in Lac T���� Landscape of Republic of Congo—ICOBACPE /PELATEL	MF	UNEP	Congo, Rep.	GEF-7	FSP	6.11	42.31
10299	Kazakhstan Resilient Agroforestry and Rangeland Management Project	MF	World Bank	Kazakhstan	GEF-7	FSP	6.28	191.95
10300	Forest Conservation and Sustainability in the Heart of the Colombian Amazon (AF2)	MF	World Bank	Colombia	GEF-7	FSP	18.37	122.81
10306	FOLUR Global Knowledge to Action Platform to Support Transformational Shifts In Food and Land Use Systems	MF	World Bank	Global	GEF-7	FSP	29.13	44.50
10307	Deforestation Free Commodity Supply Chains in the Peruvian Amazon	MF	UNDP	Peru	GEF-7	FSP	13.56	112.15
10314	Community-based forested landscape management in the Grand Kivu and Lake Tele-Tumba	MF	UNEP	Congo, Dem. Rep.	GEF-7	FSP	13.76	76.53
10343	Biodiversity Mainstreaming into Sectoral Policies and Practices and Strengthened Protection of Biodiversity Hot-Spots in Montenegro	BD	UNDP	Montenegro	GEF-7	FSP	3.28	32.78

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
10344	Improved Financial Sustainability and Strengthened Resilience of Protected Areas Through Development of Sustainable Recreation and Partnership With Private Sector	BD	UNDP	Bosnia-Herzegovina	GEF-7	FSP	2.64	18.51
10346	El Salvador Integrated Landscape Management and Restoration	MF	World Bank	El Salvador	GEF-7	FSP	3.56	17.96
10347	Scaling up ecological corridors and transboundary connectivity through integrated natural resources management in the Ngotto Forest landscape and Mbaéré-Bodingué National Park	MF	World Bank	Central African Republic	GEF-7	FSP	7.61	22.40
10348	Landscape Restoration and Ecosystem Management for Sustainable Food Systems	MF	World Bank	Ghana	GEF-7	FSP	12.76	129.50
10351	Biodiversity protection through the Effective Management of the National Network of Protected Areas	BD	UNDP	Comoros	GEF-7	FSP	4.02	25.85
10352	Conservation and Sustainable Management of Land Resources and High Nature Value Ecosystems in the Aral Sea Basin for Multiple Benefits	MF	UNDP	Turkmenistan	GEF-7	FSP	4.58	57.53
10356	Conservation and sustainable management of lakes, wetlands, and riparian corridors as pillars of a resilient and land degradation neutral Aral basin landscape supporting sustainable livelihoods	MF	UNDP	Uzbekistan	GEF-7	FSP	3.55	59.59
10361	Páramos for Life	BD	UNDP	Colombia	GEF-7	FSP	13.61	74.02
10362	Resilient, productive and sustainable landscapes in Mali's Kayes Region	MF	FAO	Mali	GEF-7	FSP	6.83	27.88
10365	Implementation of Armenia's LDN commitments through sustainable land management and restoration of degraded landscapes	LD	FAO	Armenia	GEF-7	FSP	2.18	12.02
10367	Sustainable Forest and Rangelands Management in the Dryland Ecosystems of Uzbekistan	LD	FAO	Uzbekistan	GEF-7	FSP	3.78	37.50
10369	Strengthening the Conservation of Biodiversity and Sustainable Management of Forest Landscapes in Turkey's Kazdaglari Region	MF	FAO	Turkey	GEF-7	FSP	4.66	25.00
10371	Biodiversity Conservation, Restoration and Integrated Sustainable Development of Mangoky sub-watersheds	MF	FAO	Madagascar	GEF-7	FSP	7.33	49.92
10381	Enhancing capacity for sustainable management of forests, land and biodiversity in the Eastern Hills (ECSM FoLaBi EH)	MF	FAO	Nepal	GEF-7	FSP	4.19	28.50
10386	Natural Capital Accounting and Assessment: Informing development planning, sustainable tourism development and other incentives for improved conservation and sustainable landscapes	BD	UNEP	Philippines	GEF-7	FSP	3.50	14.53

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
10388	Biodiversity conservation, sustainable land management and enhanced water security in Lake Tanganyika basin	MF	UNEP	Africa, Burundi, Congo, Dem. Rep., Tanzania, Zambia, Regional	GEF-7	FSP	14.60	62.09
10389	Evaluation of Natural Capital to Support Land Use Planning, Improved management effectiveness of Terrestrial Protected Areas, deployment of SLM practices and Creation of Eco-Villages in Central Madagascar	MF	UNEP	Madagascar	GEF-7	FSP	5.65	27.48
10390	Integrated Forest Landscape Management for Strengthening the Northeastern and Eastern Forest Corridors	BD	FAO	Thailand	GEF-7	FSP	3.14	27.92
10393	Strengthening the integral and sustainable management of biodiversity and forests by indigenous peoples and local communities in fragile ecosystems of the dry forests of the Bolivia Chaco	MF	FAO	Bolivia	GEF-7	FSP	3.50	22.57
10396	Conservation and sustainable use of biodiversity within the sustainable use areas of the State Subsystem of Protected Areas (SEAP) of Ecuador and its buffer zones.	BD	FAO	Ecuador	GEF-7	FSP	4.42	37.53
10400	Mainstreaming biodiversity into mountain agricultural and pastoral landscapes of relevant ecosystems in Eastern Cuba	BD	FAO	Cuba	GEF-7	FSP	4.66	4.49
10404	Inclusive Conservation Initiative	BD	CI	Global	GEF-7	FSP	22.54	90.38
10409	Mainstreaming biodiversity-based tourism in Thailand to support sustainable tourism development	BD	UNDP	Thailand	GEF-7	FSP	2.64	19.82
10410	Enhancing integrated sustainable management to safeguard Samoa's natural resources	BD	UNDP	Samoa	GEF-7	FSP	3.50	18.86
10412	Sustainable Luangwa: Securing Luangwa's water resources for shared socioeconomic and environmental benefits through integrated catchment management	MF	WWF-US	Zambia	GEF-7	FSP	2.89	21.85
10415	Adaptation to Climate Change in the Coastal Zone in Vanuatu—Phase II (VCAP II)	MF	UNDP	Vanuatu	GEF-7	FSP	12.54	50.86
10416	Sustainable Management of Drylands in Northern Togo	MF	UNDP	Togo	GEF-7	FSP	5.45	14.87
10420	Promoting Sustainable Agricultural Production and Conservation of Key Biodiversity Species through Land Restoration and Efficient Use of Ecosystems in the Dallol Bosso and Surrounding Areas (PROSAP/COKEBIOS)	MF	IFAD	Niger	GEF-7	FSP	5.30	70.39
10439	Conservation and Sustainable Management of High-Value Arid Ecosystems in the Lower Amu Darya Basin	MF	UNDP	Tajikistan	GEF-7	FSP	2.64	34.24
10463	Promoting integrated landscape management approach for conservation of the Mount Elgon ecosystem in Eastern Uganda	MF	UNEP	Uganda	GEF-7	FSP	9.43	82.01
10464	Paraguay FOLUR	MF	UNEP	Paraguay	GEF-7	FSP	8.19	47.57

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
10468	Sustainable Multiple Use Landscape Consortia—Vertentes Project	MF	World Bank	Brazil	GEF-7	FSP	24.58	172.00
10469	Restoring the degraded watershed and livelihoods of Lakhandei river basin through Sustainable Land Management	LD	IUCN	Nepal	GEF-7	MSP	1.56	7.00
10480	Promotion of Sustainable Food Systems in India through Transforming Rice-Wheat Systems in Punjab, Haryana, Odisha and Chhattisgarh	MF	FAO	India	GEF-7	FSP	20.37	378.69
10481	Promoting Integrated Landscape Management and Sustainable Food Systems in the Niger Delta Region in Nigeria	MF	FAO	Nigeria	GEF-7	FSP	5.35	67.74
10497	AGRI3 A Forest Conservation and Sustainable Agriculture Fund for Developing Countries	MF	CI	Global	GEF-7	FSP	13.46	151.54
10499	Lao PDR Landscapes and Livelihoods Project	MF	World Bank	Lao PDR	GEF-7	FSP	7.37	50.00
10500	Livelihoods Carbon Fund 3 (LCF3)	MF	CI	Global	GEF-7	FSP	13.46	111.03
10515	Enabling sustainable production landscapes in Eastern Highlands and Western Highlands Provinces for Biodiversity, Human Livelihoods and Well-being	BD	FAO	Papua New Guinea	GEF-7	FSP	6.46	36.20
10517	Integrated Agro-ecosystem Approach for enhancing Livelihoods and Climate Resilience in Tuvalu	LD	FAO	Tuvalu	GEF-7	FSP	2.64	6.77
10528	Achieving land degradation neutrality targets through restoration and sustainable management of degraded land in Northern Jordan	LD	FAO	Jordan	GEF-7	FSP	4.00	29.05
10529	Strengthening Community-managed Protected Areas for Conserving Biodiversity and Improving Local Livelihoods in Pakistan	BD	UNDP	Pakistan	GEF-7	FSP	2.34	7.68
10532	Securing Long-Term Sustainability of Multi-functional Landscapes in Critical River Basins of the Philippines	MF	UNDP	Philippines	GEF-7	FSP	3.27	76.02
10533	Restoration of Degraded Natural Forests and Soil Erosion Management Improvement in Erosion-Prone Regions of China	LD	UNDP	China	GEF-7	FSP	2.99	27.53
10537	Partnerships and Innovative Financing to Mainstream Biodiversity and Sustainable Land Management in the Wet and Intermediate Climatic Zones	MF	UNDP	Sri Lanka	GEF-7	FSP	4.01	39.80
10539	Sustainable Forest and Forest Land Management in Viet Nam's Ba River Basin Landscape	MF	UNDP	Vietnam	GEF-7	FSP	2.18	18.63
10541	Sustainable management and restoration of the Dry Forest of the Northern Coast of Peru	MF	FAO	Peru	GEF-7	FSP	7.67	57.83
10545	Managing Peatlands in Mongolia and Enhancing the Resilience of Pastoral Ecosystems and Livelihoods of Nomadic Herders	LD	UNEP	Mongolia, Global	GEF-7	FSP	3.76	20.50
10552	Natural Capital Values of Coastal and Marine Ecosystems in Sri Lanka Integrated into Sustainable Development Planning	MF	IUCN	Sri Lanka	GEF-7	FSP	2.66	5.24

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
10556	Strengthening ecological connectivity in the Dulombi-Boé Tchetché complex (DTB)	MF	IUCN	Guinea-Bissau	GEF-7	FSP	4.77	7.00
10562	Resilient and sustainable livelihoods for rural Yemen	MF	FAO	Yemen, Rep.	GEF-7	FSP	16.06	104.22
10567	Conservation and Sustainable Use of the Ciénaga Grande de Santa Marta	BD	IDB	Colombia	GEF-7	FSP	8.22	41.58
10570	Improving biodiversity mainstreaming in the agro-forestry and fishery sectors in São Tomé and Príncipe	BD	IFAD	São Tomé and Príncipe	GEF-7	FSP	3.54	11.60
10572	Integrated Landscape Management Gambia (INLAMAG) Project	LD	IFAD	Gambia	GEF-7	FSP	4.71	29.20
10574	Mainstreaming Biodiversity in Rural Landscapes of Mexico	MF	CI	Mexico	GEF-7	FSP	8.97	75.76
10578	Mainstreaming biodiversity conservation in the tourism sector of the protected areas and strategic ecosystems of San Andres, Old Providence and Santa Catalina islands	BD	WWF-US	Colombia	GEF-7	FSP	2.65	21.65
10580	Integrated land management, restoration of degraded landscapes and natural capital assessment in the mountains of Papua New Guinea	MF	UNEP	Papua New Guinea	GEF-7	FSP	3.51	19.60
10581	Implementing Alliance for Zero Extinction (AZE) Site Conservation and Preventing Global Extinctions	BD	UNEP	Chile, Colombia, Dominican Republic, Madagascar, Global	GEF-7	MSP	1.96	8.00
10583	Conservation Areas for Biodiversity Conservation and Development II-Additional Financing	MF	World Bank	Mozambique	GEF-7	FSP	23.12	113.00
10588	Sustainable land management and restoration of productive landscapes in river basins for the implementation of national targets of Land Degradation Neutrality (LDN) in Panama	LD	FAO	Panama	GEF-7	MSP	1.87	17.51
10594	Burundi Landscape Restoration and Resilience Project	MF	World Bank	Burundi	GEF-7	FSP	6.00	31.00
10598	Integrated Landscape Management for conservation and restoration of the Mt. Elgon Ecosystem in Western Kenya	MF	FAO	Kenya	GEF-7	FSP	5.35	46.51
10599	Transforming Food Systems and Reducing Deforestation in the Protected Areas and Biological Corridors landscapes from the Southern Caribbean Coast and San Juan River autonomous region	MF	FAO	Nicaragua	GEF-7	FSP	5.35	44.69
10600	Integrated management of degraded landscapes for sustainable food systems and livelihoods in Guinea Forest Region and Upper Guinea	MF	FAO	Guinea	GEF-7	FSP	9.50	43.40
10601	Food System, Land Use and Restoration Impact Program in Uzbekistan	MF	FAO	Uzbekistan	GEF-7	FSP	5.99	72.75
10633	Green Finance for Sustainable Landscapes Joint Initiative of the CPF (GF4SL)	LD	UNEP	Global	GEF-7	MSP	0.91	5.84
10634	Harnessing the Great Green Wall Initiative (GGWI) for a Sustainable and Resilient Sahel	LD	UNEP	Regional	GEF-7	MSP	2.00	19.51

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
10650	Conservation and sustainable management of wetlands with focus on high-nature value areas in the Prut River basin	MF	UNDP	Moldova	GEF-7	MSP	0.86	20.72
10670	Mainstreaming biodiversity conservation and climate change mitigation in sustainable tourism development in Cuba	MF	UNDP	Cuba	GEF-7	FSP	3.60	31.13
10674	Sustainable Integrated Management of Biodiversity in the Indio-Maíz Biological Reserve	BD	FAO	Nicaragua	GEF-7	FSP	2.98	14.49
10675	Safeguarding Marine & Terrestrial Biodiversity in Fiji (SAMBIO)	BD	CI	Fiji	GEF-7	FSP	7.26	33.75
10677	Effective Implementation of Access and Benefit Sharing of the Nagoya Protocol and Integration into Planned co-management Arrangements in the Nyambai Forest Park of The Gambia	BD	UNEP	Gambia	GEF-7	FSP	3.07	12.90
10678	Integrated management of multiple use landscapes and high conservation value forest for sustainable development of the Venezuelan Andean Region	MF	FAO	Venezuela, RB	GEF-7	FSP	5.33	45.68
10684	Improving the flow of ecosystem services in biologically-rich watersheds of the Southern region of Haiti	BD	UNDP	Haiti	GEF-7	FSP	5.06	55.65
10687	Climate security and sustainable management of natural resources in the central regions of Mali for peacebuilding	MF	UNDP	Mali	GEF-7	FSP	7.51	66.60
10688	Restoring and Enhancing the Value of Degraded Lands and Forest Ecosystems for Enhanced Climate Resilience in Benin (PIRVaTEFoD-Benin)	MF	UNDP	Benin	GEF-7	FSP	9.03	48.27
10689	Fostering sustainable, legal and traceable use and trade of wild native species in Mexico	BD	UNDP	Mexico	GEF-7	FSP	9.79	48.70
10690	Building the resilience of forest biodiversity to the threats of climate change in Tanzania's Nature Forest Reserves	BD	UNDP	Tanzania	GEF-7	FSP	4.84	27.69
10692	Integrated Community-based Management of High Value Mountain Ecosystems in Southern Kyrgyzstan for Multiple Benefits	MF	UNDP	Kyrgyz Republic	GEF-7	FSP	2.64	20.27
10693	Combating land degradation through integrated and sustainable range and livestock management to promote resilient livelihoods in Northern Punjab	LD	FAO	Pakistan	GEF-7	FSP	2.18	13.10
10694	Integrated Landscape Management for Addressing Land Degradation, Food Security and Climate Resilience Challenges in The Bahamas	LD	UNEP	Bahamas	GEF-7	FSP	5.72	15.09
10698	Safeguarding Solomon Islands endemic and globally threatened biodiversity and ecosystem services from key threats, particularly invasive alien species and unsustainable land use practices (SAFE project)	MF	UNDP	Solomon Islands	GEF-7	FSP	9.21	21.74
10699	Mainstreaming biodiversity conservation and restoring forest landscape connectivity in Bago Region, Myanmar	MF	UNDP	Myanmar	GEF-7	FSP	7.12	29.13

GEF ID	Title	Focal area	GEF Agency	Country	GEF period	Modality	Funding (mil. \$)	
							GEF grant	Cofinancing
10701	Transformational wildlife conservation management in China	BD	UNDP	China,Global	GEF-7	FSP	5.79	51.16
10702	Community-based Management of Tanguar Haor Wetland in Bangladesh	MF	UNDP	Bangladesh	GEF-7	FSP	4.05	17.20
10704	Sustainable Management of Natural Resources towards Rehabilitation and Preservation of the Key Biodiversity Area along Bataan Province to Manila Bay	MF	FAO	Philippines	GEF-7	FSP	2.73	17.08
10705	Strengthening Capacities for Management of Invasive Alien Species (SMIAS) in Indonesia	BD	FAO	Indonesia	GEF-7	FSP	4.42	36.23
10706	Strengthening participatory natural resource management processes for sustainable economic development, conservation of biodiversity and maintenance of carbon stocks in Amazon Wetlands.	BD	FAO	Brazil	GEF-7	FSP	3.41	31.30
10708	Towards a Land Degradation-Neutral Azerbaijan	LD	FAO	Azerbaijan	GEF-7	FSP	2.09	13.94
10711	Innovating Eco-Compensation Mechanisms in Yangtze River Basin (YRB)	MF	ADB	China	GEF-7	FSP	8.07	109.50
10717	Green and Inclusive Recovery in Mexico (GreenMex): Making high-value ecosystems and rural livelihoods more resilient and sustainable in a post COVID-19 scenario.	BD	FAO	Mexico	GEF-7	FSP	10.10	50.36
10718	Restoration of biodiversity and ecosystem services at the landscape scale on productive agroforestry areas and their natural environment	MF	FAO	Chile	GEF-7	FSP	5.67	37.40
10723	Regeneration of Livelihoods and Landscapes (ROLL) Project	LD	IFAD	Lesotho	GEF-7	FSP	3.50	40.69
10728	Investing in the Komodo Dragon and other globally threatened species in Flores (IN-FLORES)	BD	UNDP	Indonesia	GEF-7	FSP	6.28	40.41
10729	Transforming Forest Landscape Governance in the Lower Ogooué–Lower Nyanga Landscape Corridor	MF	UNDP	Gabon	GEF-7	FSP	6.57	38.04
10735	Connecting Watershed Health with Sustainable Livestock and Agroforestry Production	MF	World Bank	Mexico	GEF-7	FSP	13.76	99.01
10737	Amazon Regional Technical Assistance	MF	World Bank	Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname, Regional	GEF-7	FSP	8.26	50.58
10749	Brazil Amazon Sustainable Landscapes Project—Phase 2	MF	World Bank	Brazil	GEF-7	FSP	19.28	120.39
10750	Integrated Landscape Management for a zero-deforestation coffee and rice value chains in the Central South and Eastern coast of Madagascar	MF	FAO	Madagascar	GEF-7	FSP	9.87	28.88

Note: *Focal areas:* BD = biodiversity, CC = climate change, IW = international waters, LD = land degradation, MF = multifocal. *Modalities:* EA = enabling activity, FSP = full-size project; MSP = medium-size project.

Interviewees

GEF

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Corine Moser, Rainforest Alliance

Beatrice Avalos, Rainforest Alliance

Fred Stolle, World Resources Institute

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Josh Brann, for UNDP

Yves Desoye, for UNDP

Anthony Mills, for UNEP

GEF-AWARE FOREST EXPERTS

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Maria Leichner, President, Fundación Ecos Corrientes

Jeff Campbell, former Director of the Forest and Farm Facility, FAO

Tom Griffiths, Forest People's Programme

Kerstin Cisse, Sida

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Ana Paula Prates, former Director of Protected Areas, Ministry of the Environment

André Nahur, Nature for Climate Strategy Director, Conservação Internacional (CI-Brazil)

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Carlos Castro, former UNDP officer in charge of GATI

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Iara Vasco, Civil Servant, Ministry of the Environment, and General Coordinator at FUNAI

Izabella Teixeira, former Minister of the Environment, former Executive-Secretary

Manoel Serrão, Chief Operating Officer, FUNBIO

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Paulo Henrique Martins Skiripi, Educator and PNGATI participant, Rikbaktsa Indigenous People

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Ronaldo Weigand, Senior Consultant, ARPA 2

CONGO BASIN

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Beatrice Avalos, Rainforest Alliance

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Jean-Marc Sinnassamy, Impact Program Manager and Senior Environment Specialist, GEF Secretariat

Emma Stokes, World Conservation Society

Countries not included in GEF-7 SFM impact programs

Africa	Asia	Europe and Central Asia	Latin America and the Caribbean	Small island developing states
1. Benin	1. Afghanistan	1. Albania	1. Belize	1. Antigua and Barbuda
2. Chad	2. Bhutan	2. Azerbaijan	2. Chile	2. Bahamas
3. Eritrea	3. Cambodia	3. Belarus	3. Costa Rica	3. Cuba
4. Mali	4. Lao PDR	4. Bosnia-Herzegovina	4. Honduras	4. Dominican Republic
5. Mauritania	5. Myanmar	5. Kyrgyz Republic	5. Venezuela, RB	5. Fiji
6. Niger	6. Nepal	6. Serbia		6. Grenada
7. Rwanda	7. Pakistan	7. Tajikistan		7. Haiti
8. Senegal	8. Philippines	8. Turkey		8. Jamaica
9. Sudan	9. Sri Lanka			9. Kiribati
10. Togo				10. Marshall Islands
11. Zambia				11. Palau
				12. São Tomé and Príncipe
				13. Solomon Islands
				14. St. Lucia
				15. Timor Leste
				16. Tonga
				17. Vanuatu

Management response

This annex presents the management response from the GEF Secretariat to the working document version of this report. It has been formatted but not edited, and all quotations refer to the working document, not the published report.

INTRODUCTION

1. The Secretariat welcomes the IEO “Evaluation of GEF support to Sustainable Forest Management Volume 1: Main report – May 2022”, which is the first comprehensive evaluation of GEF support to sustainable forest management (SFM). The GEF Secretariat values this informative study, which covers a huge portfolio of 640 projects with a value of \$3.654 billion of GEF finance across a wide range of geographies, implementing agencies, and focal areas implemented over the entire period from the GEF pilot to GEF-7. Through its analysis, findings, and conclusions, the study assesses the outcomes and performance of this diverse portfolio of projects and programs related to SFM and provides recommendations to further enhance GEF’s impact in the context of the crucial role forests play for the global environment.

2. The Secretariat is encouraged by the IEO findings that confirm that “*GEF is well positioned as a*

natural and effective integrator of many goals concerning forests in the context of the multilateral environmental agreements (MEAs), the Sustainable Development Goals (SDGs), and governance and transparency initiatives such as the Capacity-building Initiative for Transparency (CBIT).” The GEF Secretariat takes particular note of the IEO’s acknowledgment that “*GEF’s integrated approach has helped with the critical bridging of institutional silos that is needed for multi-objective SFM— supporting long-term capacity development, providing continuity of funding over periods that are far longer than those of traditional development assistance, and mainstreaming many SFM issues into policy debate and planning.*”

3. The Secretariat is also encouraged by the IEO’s findings of the positive contributions of GEF’s SFM portfolio to creating multiple environmental benefits through protecting forests, restoring forest landscapes, maintaining environmental services, socio-economic benefits through the creation of jobs, and to empowerment and gender equity, as well as policies, institutions, and capacities. The Secretariat is pleased that the IEO assesses these contributions to lead to transformative change, i.e. deep, systemic, and lasting change in 21 percent of the projects with terminal evaluations (TEs) and

with 81.2 percent of all projects rated as satisfactory in achieving their outcomes.

4. The Secretariat is pleased that the evaluation confirms that all project funding sizes exhibit good value for money—especially in jobs created by small grants, in area of forest protected and restored by medium grants, and in transformational change for larger grants. Therefore, the evaluation confirms the positive and encouraging findings of the “Value for Money Analysis of GEF Interventions in Support of Sustainable Forest Management - May 2019” [GEF/ME/C.56/Inf.02]¹.

5. The Secretariat is confident that the lessons learned and recommendations of the evaluation will contribute to GEF’s continued and focused support of SFM in an integrated way through GEF’s strategies in GEF-8 and beyond in line with the international ambition and calls for greater action for forests in the climate, biodiversity, and land degradation agendas. Forests will remain at the heart of GEF’s integration agenda through a substantial and diverse portfolio of projects and programs, and extensive scope of SFM activities. This management response focuses specifically on the recommendations and strategies for addressing them in the future.

RECOMMENDATION (1)

“Enhance GEF’s SFM strategy to include all elements necessary for a comprehensive, clearly articulated and visible long-term vision and strategy for SFM.” The GEF’s SFM strategy has evolved and promoted the integration of focal areas in MFA as a starting point, and after GEF- 5 & GEF-6 shifted from a scattered approach to funding projects to a consolidated approach in critical biomes. The GEF should now bring these elements together in a more comprehensive, clearly articulated, and long-term strategy for SFM going forward. This strategy should include:

- (a) a clear articulation of the SFM vision, approach, alignment with the conventions’ objectives, priority areas, and geographical focus
- (b) SFM-specific theory of change
- (c) guidance on definitions of terms
- (d) clear criteria for inclusion in the GEF SFM portfolio; and
- (e) guidance on indicators and monitoring results both for the intermediate and longer term, including for environmental, socio-economic, and policy dimensions of SFM.

6. The Secretariat takes note of this recommendation. The Secretariat would like to emphasize that a clear, articulated, and continually-evolving SFM vision and strategy has always been a part of its scope, fully aligned with the goals and objectives of the three Rio Conventions, and since 2000 also with the UNFF. GEF’s vision and strategy for SFM has indeed progressed through adaptation to specific contexts over the period covered by the evaluation, and further evolution is expected in GEF-8. All strategic developments have occurred in line with the respective GEF programming directions, and in the context of global policies for forests, donor and country priorities. As the IEO evaluation acknowledges, [...] *“GEF’s activities in relation to SFM have been well developed over nearly three decades. While remaining firmly linked to the MEAs and aimed at global environmental benefits, the SFM portfolio has responded to changing contexts and emphases in international agreements and national needs, “reinventing itself” and renewing its justification with each GEF replenishment. It has both led and responded to progressive and evidence-based changes in practice. The SFM portfolio has become more integrated, investing more in projects that address multiple focal areas and multiple countries, and is run increasingly by multi-agency partnerships, with the impact programs perhaps the apex response to date.”*

7. The Secretariat would like to highlight that SFM investments have been strategically used to deliver multiple environmental benefits and support

¹ <https://www.thegef.org/council-meeting-documents/value-money-analysis-gef-interventions-support-sustainable-forest>

countries to implement their engagement with the MEAs. As required for the design of all GEF projects and programs, the alignment with the conventions' objectives is demonstrated and systematically justified by the project proponents. This approach is threefold: 1- through stand-alone projects following the country driven process of GEF modality; 2- through specific programs to guide GEF SFM work on priority areas including forests with highest potential benefits and seeking more impacts at global scale; and 3- through global forest policy interventions in the context of the UNFF and the CPF, to influence multilateral approaches towards more environmental considerations of SFM approaches and enhance synergies with other global partners.

8. The GEF SFM investments have always been aligned with the UNGA definition and its key elements and with the UNFF global forest objectives. Using the SFM thematic elements enables clarification on which projects are considered SFM projects in the GEF portfolio. In particular the GEF had a clear objective and RBM framework for the SFM program in GEF-5 and GEF-6 as part of the Programming Directions, and in GEF-7 the SFM Impact program laid out a clear vision for SFM and explained how it built on GEF-5 and GEF-6 and why it shifted the focus to critical biomes.

9. The Secretariat would therefore like to highlight that over the three decades there have been clear visions, guidance and programmatic approaches on SFM. The evolution was clearly planned and intended to culminate in GEF-8: from the outset the SFM strategy recognized the integrated nature and multiple benefits of forests and promoted the integration of focal areas in MFA approaches as a starting point. Further in GEF-5 and GEF-6 it developed programmatic approaches through specific SFM programs to enhance coherence in the GEF portfolio of projects. In GEF-7, to address urgent needs the strategy evolved to a more consolidated approach focused on critical biomes

and built to maximize impacts through systemic changes (in Amazon, Congo Basin, and Drylands). With this same vision of targeting forests with the highest potential to deliver environmental and socio-economic benefits, the GEF-8 strategy is further promoting SFM and ecosystems integrity in primary forests, including Amazon and Congo Basin and other critical forests biomes (in GEF-8). This has translated into one of the main goals of the SFM vision going forward to be focused on maintaining the ecological integrity and functioning of major tropical forest biomes, without which individual site based investments would be useless. This focus on "integrity and functioning" has pushed us to develop regional visions and investments (e.g. Impact Program regional coordination platforms) that ensure the delivery of this vision, as well as the needed political collaboration and coordination at the biome scale. The Secretariat will continue to enhance its strategy fulfilling its mandate vis-à-vis the MEAs and responding to the evolving global context.

10. The Secretariat emphasizes that SFM is a cross-cutting element in the GEF portfolio of projects and programs. While the GEF Programming Directions do include all the elements of GEF SFM strategy, the Secretariat takes note of the findings and conclusions of the IEO evaluation and agrees with the importance of the visibility of its SFM strategy. To enhance this visibility, the Secretariat proposes to elaborate a strategy document to be widely shared. This document will present all the various aspects of GEF's cross-cutting SFM approach including *inter alia* the five points listed in recommendation 1. The Secretariat is confident that this would enable the GEF partnership to continue to enhance its SFM strategy and SFM interventions responding to Conventions guidance and countries priorities in GEF-8 and beyond.

RECOMMENDATION (2)

“Strengthen monitoring of socio-economic co-benefits and promote learning.” The GEF should clarify and use relevant SFM indicators to capture multiple SFM dimensions, improving the measurement of socio-economic benefits where possible and consistent with project size and scope. Where feasible the use of geospatial analysis and social impact monitoring should be considered. Lessons on methodological and science innovations and broad coverage of diverse contexts of the results of SFM support could be better disseminated. Communication on GEF’s SFM work is also needed to unblock awareness and barriers to practical SFM policy and practice.

11. The Secretariat welcomes this recommendation, noting that it is continuously striving to strengthen the monitoring of socio-economic benefits and to promote learning and knowledge exchange in the entire GEF project portfolio. The GEF partnership is already working on several elements included in the recommendation, notably on enhanced monitoring, the use of geospatial information, and on knowledge management. A comprehensive knowledge management approach, including lessons learned and information sharing is a requirement by GEF policy in all GEF projects and programs, which therefore also includes SFM work. Specifically regarding SFM, three out of the ten available Good Practice Briefs have featured SFM projects².

12. A further enhanced knowledge management is being implemented or planned through the GEF-7 and GEF-8 integrated programs related to SFM: all these programs include regional or global platforms aiming at enhancing knowledge

management and wide communication on GEF’s SFM investments and results. This will particularly be the case of the Critical Forest Biomes Integrated Program which includes as key intervention: “Promote regional cooperation: South-South learning, technical exchanges, intergovernmental cooperation, knowledge management, and communication strategies” (GEF-8 Programming Directions³, p. 45), including regional and global platforms.

13. The Secretariat notes however, that capturing the multiple SFM dimensions using relevant SFM indicators is challenging, and a reasonable balance needs to be achieved between capturing essential information at the GEF corporate level and needs for more granular information. In this context, the Secretariat notes that the previous use of a dedicated SFM tracking tool in GEF-5 and GEF-6 has been categorized by the IEO and agencies as being too burdensome for agencies and countries to apply (Review of Results-Based Management in the GEF, Nov 2017⁴). In its conclusions, the IEO notes “the GEF is still tracking too much information”. Notwithstanding these challenges, while the set of Core and Sub-Indicators applied since GEF-7 focuses only on a streamlined set of indicators, projects are developed using a comprehensive results framework made of indicators relevant to the achievement of the specific project’s development objectives. In this sense, there is no constraint to capture all relevant SFM dimensions at the project and program level.

RECOMMENDATION (3)

“Support specific national and local priorities to manage trade-offs and maintain benefits.” The GEF should support national and local organizations

² <https://www.thegef.org/newsroom/publications/good-practice-brief-data-driven-integrated-for-est-management-turkey>; <https://www.thegef.org/newsroom/publications/good-practice-brief-enhancing-engagement-private-sector-and-local-communities>; <https://www.thegef.org/newsroom/publications/good-practice-brief-participatory-conservation-and-peacebuilding-dry-forest>

³ https://www.thegef.org/sites/default/files/documents/2022-04/GEF_R.08_29_Rev.01_GEF8_Programming_Directions.pdf

⁴ <https://www.gefio.org/sites/default/files/documents/reports/rbm-study-2017.pdf>

to strengthen capacity, improve SFM enabling conditions and maintain SFM-related benefits and manage trade-offs. This includes promoting and strengthening forest rights and land tenure, setting minimum threshold levels of SFM project funding for IPLCs, considering broadening the small grants, and providing more resources for adaptive management. GEF SFM support should also help engage with broader contextual factors such as the political economy issues affecting forests. In addition, the GEF should continue working with government partners and Agencies to influence upstream policies on forests and identify, track, and address drivers of deforestation beyond the forest sector.

14. The Secretariat welcomes the recommendation and agrees with the importance of supporting specific national and local priorities and managing trade-offs, which are both crucial elements of policy coherence at the national level. Strengthening the capacity of national and local organizations and improving SFM enabling conditions through integrated planning and policy developments already constitute important elements of many SFM GEF projects and programs. The strong integrated approach implemented by the GEF serves exactly the purpose of maintaining SFM-related environmental and socio-economic benefits while managing trade-offs.

15. Among GEF's investments supporting the IPLCs to implement SFM, it is worth mentioning in particular the dedicated program working with IPLCs in GEF-7 "Inclusive Conservation Initiative", aiming at enhancing IPLCs efforts to steward land, waters and natural resources to deliver global environmental benefits. This initiative is empowering IPLCs through access to larger volumes of resources required for larger-scale biodiversity conservation and natural resource management activities (notably in forests). It therefore allows increasing the level of SFM project funding for IPLCs. The consideration of IPLCs rights and funding will remain a key element in many future GEF projects and programs.

16. The Secretariat would like to underline that strengthening governance, including forest rights and land tenure features prominently throughout the GEF-8 Programming Directions, especially in the SFM related Integrated Programs on Amazon, Congo, and Critical Forest Biomes and on Ecosystem Restoration. The key interventions supported by the GEF-8 strategy include the improvement of land tenure rights and policies, especially the legal recognition of the customary rights and tenure security of IPLCs.

17. SFM is a dedicated area of work of the SGP⁵ and SGP 2.0 will provide enhanced opportunities, especially in collaboration with the IPs. Recognizing the imperative role of local action and civil society for delivering Global Environmental Commitments, the enhanced SGP 2.0 in GEF-8 Programming Directions offers entry points and opportunities for broadening the small grants further to work on SFM at the community level and with local stakeholders, including CSOs. The GEF strategy explicitly seeks to increase the scale and scope of financing for civil society and elevate the SGP as the premier GEF grant mechanism and platform for civil society and local communities for the global environment.

18. The Secretariat especially welcomes the recommendation to continue working to influence upstream policies on forests and identify, track, and address drivers of deforestation beyond the forest sector. This is an essential element of its landscapes approaches and notably those focusing on food systems approaches such as in particular (but not only) the Food Systems, Land Use and Restoration Impact Program in GEF-7 (the biggest GEF Program ever) and the Food Systems Integrated Program in GEF-8. Those programs are particularly good examples of GEF forest-related investments beyond the forest sector: promoting sustainable

⁵ <https://sgp.undp.org/areas-of-work-151/sustainable-forest-management-174.html>

food systems including restoration of agriculture lands, they seek to influence multiple and relevant stakeholders to move away from deforestation. Furthermore, on engaging with broader contextual factors affecting forests, the Secretariat would like to point to a very strong focus throughout the GEF-8 strategy and in particular in the Amazon, Congo and Other Critical Forest biomes IP: the policy coherence. In the future, it will be one key lever for the GEF to influence across multiple sectors policies and investments which have impacts on forests.

CONCLUSION

19. The findings and recommendations from this evaluation are useful in continuing GEF's efforts to support SFM to ensure the critical role that forests play for the global environment and reflecting the global ambition and calls for greater support to forests at the level of the MEAs. The Secretariat agrees with the IEO that the GEF is vital and relevant for promoting SFM globally and continues to be one of the major sources of financial support for SFM. GEF's SFM integrated approach is relevant to develop the needed multisectoral approaches to meet SFM multi-objectives and generate multiple environmental and socio-economic benefits.

20. As the evaluation has highlighted, GEF's activities in relation to SFM have been well developed over nearly three decades and the SFM strategy has continuously evolved responding to the political context, convention guidance, and countries priorities. The recommendations made in this evaluation will help to further enhance the strategy with a longer-term horizon and in line with GEF's vision and strategy for GEF-8 and beyond.

21. Together with STAP and GEF Agencies, the Secretariat will continue to strengthen its work on SFM and forest related issues, including enhanced visibility, knowledge management and exchange of best practices, and monitoring of SFM in GEF projects. In addition, the Secretariat will strengthen elements of policy coherence, good governance, including forest rights and land tenure, as well as ensuring adequate funding levels for IPLCs in the cross-cutting SFM strategy and its implementation.

22. The GEF Secretariat will track progress on the implementation of each of the recommendations, and report this progress to Council, through the IEO's standard Management Action Record.

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The Office undertakes independent evaluations that involve a set of projects and programs implemented by more than one GEF Agency. These evaluations are typically at the strategic level, on focal areas, or on cross-cutting themes. We also undertake institutional evaluations, such as assessing the GEF resource allocation mechanism or GEF governance.

Within the GEF, the Office facilitates cooperation on evaluation issues with professional evaluation networks; this includes adopting evaluation guidelines and processes consistent with international good practices. We also collaborate with the broader global environmental community to ensure that we stay on the cutting edge of emerging and innovative methodologies.

To date, the Office has produced over 100 evaluation reports; explore these on our website: www.gefio.org/evaluations.



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