

OPS5

FIFTH OVERALL PERFORMANCE STUDY OF THE GEF

CIVIL SOCIETY ORGANIZATIONS ENGAGEMENT

OPS5 Technical Document #14

OPS5 Technical Document # 14:
**Civil Society Organizations
Engagement**

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November, 2013

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1. Conclusions and Recommendations

1. GEF has been a leader in civil society engagement in the global environment arena from the beginning of its existence. It has regularly set up and strengthened mechanisms at multiple levels to enable engagement. It has routinely sought to respond to civil society requests for greater engagement and has produced many official documents as proof. GEF has reached outward and inward to develop ways to capture the voices of civil society.

2. The main tendencies and trends in civil society engagement by the GEF uncovered by this study are highlighted below:

- The terms civil society and engagement have no standard definition within the GEF partnership. The existence of different uses by GEF Agencies and levels poses many challenges for the tracking of engagement.
- The term civil society is also *unpacked* differently by GEF Agencies and entities. Although the tendency is to break apart NGO from CBO, even the term NGO often combines very different entities in a manner that is not useful (i.e., combining research institutions, local NGOs international NGOs such as IUCN, national NGOs and CBOs within the same category).
- The GEF Policy for Public Involvement (PPI) is outdated, not systematically implemented and largely ineffective. Its call for the documentation of CSO engagement in every project, however, is very clear.
- Despite this official directive, there is no systematically applied practice inside GEF to monitor CSO engagement. Tracking is a post-facto compilation of “CSO-executed” projects and an irregularly answered question on stakeholder engagement in PIF templates. Although useful to start to understand the trends, these indicators are likely to be partial, obscuring many CSO efforts and attempting to capture the quality of engagement within the confines of a check-box.
- The volume of grants allocated to CSO-executed projects (FSP, MSP and SGP combined) has hovered around \$250 million since GEF-2 (and \$150 million for the FSP/MSP without the SGP). With and without SGP, the CSO-executed project volume has never reached the 15% of the greater GEF portfolio formally “demanded” of and “welcomed by” Council since the CSO Forum in 2010.
- CSO-executed projects are confirmed to demonstrate added value and provide environmental impacts in GEF projects at local levels, at significantly higher levels than non-CSO executed projects. This is achieved while sustaining equivalent cost-effectiveness and equivalent portfolio performance as non-CSO executed projects.
- Evidence supports a general lack of CSO engagement in the design phase -going against both the Policy for Public Involvement and good practice in project management. This may be due to the current tracking in place.
- Until this study, SGP and FSP/MSP data on CSO engagement have never been combined. Despite the limitations of this combination at this time, it would be important for the GEF to monitor the wider and complete perspective.

3. The FSP/MSP and SGP Portfolios are testament to a significant investment of the GEF in civil society led efforts, with a grant volume of \$1.1 billion (675 and 425 for FSP/MSP and SGP projects, respectively) through the history of the GEF. The vast majority of these projects have performed with at least moderate satisfaction. This performance and the co-financing raised by the CSO-executors (\$3 billion) is a parallel testament of CSO added value to the GEF enterprise in pursuit of global environmental benefits with local impact.

4. Despite this solid record, although systematically ‘included’ in GEF affairs, civil society engagement in the GEF very often simply stops short of being meaningful. This appears to be due to numerous dynamics: 1. Different understanding of the meaning of terms, 2. Interpretation of what is appropriate and relevant and, 3. Existing mechanisms, which do not assure and track meaningful engagement in every project, as stipulated in the PPI.

5. Presently, there is no consensus on what the terms *civil society organization* and *engagement* mean and any future effort to enhance GEF’s engagement of civil society would benefit from an official more precise statement of what the terms include. In that definition it may be useful to add specificity to the overly broad and amorphous terms of partnership, participation and involvement. It will also be useful to consider categories of civil society that differentiate between the vastly different types of CSOs. An initial categorization is NGO and CBO, but as this study highlights, the NGO category itself combines entities such as international NGOs, e.g., the IUCN and a small national NGO in a way that may not be helpful to track engagement. Currently national research institutions are also currently included in the categorizations. These issues will require further and largely qualitative exploration.

6. Any serious endeavor to further enhance CSO engagement in the GEF would be greatly assisted by conducting an update to the 1996 policy. The policy needs to be more authoritative and prescriptive. The revised Policy could transform a statement of ‘Public Involvement’ into a more deliberate ‘Policy and Guidelines for Civil Society Engagement’ that appears to be the initial intention of the PPI authors.

7. Perhaps most importantly there is a need for guidelines that strengthen existing mechanisms to implement the fifth clause of the current PPI (“*All GEF financed projects should have full documentation of public involvement*”). The guidelines need to provide direction to national governments and all partners on how to determine when, if ever, CSO engagement is not appropriate, and how to make sure that CSOs are meaningfully engaged when appropriate. There is nor likely to be a GEF project that would not benefit from a more systematic and meaningful engagement of civil society starting at the early phases of the effort. The completion of an exercise reported at Council Meeting 41, to review how to adapt the PMIS to creatively comply with such documentation requirements, thereby providing simpler and more straight forward techniques to monitor CSO engagement, is crucial.

8. Additional efforts to further enhance CSO engagement in the GEF may therefore include:

- Develop guidelines for Focal Points and GEF Agencies that direct adequate implementation of the Policy on Public Involvement;
- Search for practical indicators that will capture meaningful CSO engagement at multiple phases of the project cycle without adding burden to the results based management system and project cycle;

- Further explore the widely varying and qualitative interpretations of what *appropriate* and *meaningful* engagement represents for any type of GEF project in multiple cultural contexts (i.e. with field work);
- Consider techniques to more seamlessly align CSO data from FSP/MSP projects and SGP to demonstrate GEF's overall CSO engagement, but without hindering the well-established protocols setup in each system;
- Explore the addition of text that more deliberately commits the National Focal Points (in their approval letters for each project) to the meaningful engagement of *civil society* stakeholders;
- Assess the possibility to reach the proposed level of 15% of the GEF envelope to CSO-executed MSP/FSP projects (at global and country levels);
- Consider regular reviews of the GEF-NGO Network as the main GEF link to civil society;
- Consider a well-crafted, tested and translated annual survey of GEF CSOs administered by GEFEO to routinely track evolution in meaningful CSO engagement.

9. GEF has long been a leader in harnessing the energy of civil society and channeling it towards global environmental benefits. There is no reason to see this role diminished. The challenge is now to take a few bold steps away from the involvement of civil society into the realm of meaningful engagement. Most of the mechanisms to do so already exist in Council decisions and GEF products. For these, it may be time to make the mechanisms more visible and routinely applied, and after repackaging or minor enhancements, send them back on their way to more systematically account for the impressive civil society efforts that the GEF has never ceased to support.

2. Context and Objectives

10. The global environmental conventions, for which the GEF serves as financial mechanism, all contain language regarding engagement with civil society. Civil society organizations (CSO) as key development actors are recognized as effective intermediaries between local communities and governments, providing voice to marginalized groups, and holding governments and private actors accountable to sustainability goals. Given the strong emphasis in Agenda 21 and the GEF Instrument, from GEF's inception it was expected that CSOs would have an important role to play. The involvement of civil society organizations, particularly local, in GEF projects has thus always been considered necessary for success.

11. This perspective was intertwined with GEF seeking out and listening to local/indigenous voices. International conventions, treaties and obligations recognize the importance of protecting indigenous peoples and the lands and resources upon which they depend. The adoption of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) highlights the rising importance of the need to secure a sustainable future for Indigenous Peoples globally. The Convention for Biodiversity (CBD) and the UNFCCC, among others, provide important guidance to financial mechanisms, such as the GEF, on appropriate activities to support indigenous peoples and the land and resources they conserve and rely upon for survival¹.

12. GEF's engagement with civil society has been reviewed as part of previous studies of the GEF's performance. In the first Overall Performance Study (OPS1), it was determined that "the issuance of guidelines on stakeholder participation in GEF-financed projects" was determined by OPS1 to be "one of the most significant accomplishments...providing the basis for one of the most extensive and far-reaching policies on public involvement in projects anywhere"(GEF, 1999; GEFO, 2012). The third overall performance study (OPS3) also noted the contributions of NGOs: "nonfinancial support, including technical expertise, management capacity, equipment and technology, and other in-kind contributions" and indicated the maturation of the GEF's Small Grants Programme as leading to increased access by smaller, national NGOs to GEF activities (GEF, 2005b).

13. Also along the line of previous studies, in 2005 an independent review of the GEF NGO Network was requested by the Network itself to identify ways to improve its effectiveness. In response to this request, the Secretariat collaborated with the NGO Central Focal Point to prepare the Terms of Reference (TORs). The recommendations made and accepted by the NGO Network included strengthening accountability and effectiveness, outreach and the partnership with the Secretariat as well as capacity building needs for NGOs engaging with the GEF. Although no further formal evaluations have been conducted since this date, annual reports and Council decisions permit monitoring of progress (see below).

14. The Small Grants Programme (SGP) also has been evaluated several times, most recently in 2008. The Evaluation Offices of GEF and UNDP will undertake another joint evaluation of SGP, of which the first phase results will be included in the final report of OPS5². Although one of the conclusions of the 2008 review was that the SGP is a cost-effective instrument for

¹ The CBD, for example, has invited the GEF to provide special consideration in funding to projects that clearly contain elements of participation of indigenous and local communities, where appropriate, and to support the full and effective participation of Indigenous Peoples (COP6 Decision vi/10, 29 and 30, Convention on Biological Diversity).

the GEF to generate global environmental benefits through NGOs and community based organizations, it did not focus on the engagement with CSOs per se.

15. The Mid-Term Review of the Resource Allocation Framework (RAF, 2009), introduced for GEF-4, stated that the RAF had led to reduced involvement of CSOs and the private sector in the execution of projects. Elements that could have contributed to this were the lack of involvement of CSOs and the private sector in the development of the RAF, but also country circumstances that would dictate the level of civil society involvement in project development and execution. While there were a few excellent examples of NGO and civil society cooperation under the RAF, in the majority of countries the involvement of the NGO community declined, and the private sector was largely excluded from project proposals and government-led consultations on the GEF portfolio. A review undertaken jointly by Universal Ecological Fund (Fundacion Ecologica Universal (FEU-US), in collaboration with WWF-Germany (Hisas, 2009) also concluded that the implementation of the RAF had significantly impacted the GEF-CSO partnership. The number of CSO led MSP and FSP projects was reduced and the value of the CSO-executed projects had fallen significantly following the introduction of the RAF.

16. The sub-study on GEF engagement focuses on key question 8 of the OPS5 final report: “What are the trends in involvement of civil society?” This evaluation proposes to answer the broad OPS5 question through the examination of multiple queries. The first pertains to an examination of the portfolio of projects where civil society organizations (CSO) have been the executing partner in comparison to those where CSOs have not played this role. A second query explores to what extent and how effectively the GEF Policy on Public Involvement (PPI) and other GEF mechanisms have been in engaging civil society.

17. The present study starts with a description of the methodology (A). It then sets the stage with an exploration of the target, establishing trends in the definition and typologies of civil society (B). Next, it charts the history of CSO engagement in the GEF (C) prior to stepping into an analysis of relevance (policy and compliance, added value in D). Effectiveness is then explored through an examination of the FSP/MSP and SGP portfolios, mechanisms of engagement, and barriers ending with a discussion on what makes engagement meaningful (E). A short section on efficiency and sustainability is provided (G) before the conclusions (H) lay out potential responses and recommendations to enhance civil society engagement in pursuit of global environmental benefits.

3. Methodology

18. This evaluation employs four main techniques: portfolio analysis, systematic literature review (SLR), consultation with key informants and e-surveys (see Table 1). The Portfolio Analysis explores the historical Project Management Information System (PMIS), including general, Quality at Entry and Terminal Evaluation queries) and the Small Grants Programme (SGP) project database to chart evolution through time. The SLR established evidence on the practice of engaging CSOs within GEF and the 10 GEF Agencies, including an examination of their definitions of CSO, policy documents and compliance mechanisms. It also examined the GEF-6 Replenishment documents and 44 sets of Council Meeting documents to determine the evolving importance given to civil society. Finally, consultations were held with CSO and Focal Point representatives at various GEF Events in 2013. More than 30 different consultative events since 1992 were also tallied to glean main opinion trends.

Table 1: Overview of Evaluation Components

Element	Number reviewed/consulted	Main focus of evaluation
PMIS (GEF and SGP, both historical)	3086 GEF and 16794 SGP projects	Trends through GEF Phases (Including efficiency and sustainability)
PMIS: Quality at Entry / Project Implementation Forms (PIF)	80 projects (Sampled randomly from 431 in GEF5 with PIFs)	Confirmation and type of engagement, effectiveness
PMIS: Terminal Evaluation Reviews (TER)	76 projects (Sampled randomly from 131 CSO-executed projects with TER data)	Confirmation and type of engagement, effectiveness and sustainability
PMIS: Impacts Analysis	476 projects: 109 CSO-executed and 364 non-CSO-Executed	Products, impacts and broader adoption
Consultative Event Review	34 events since 1993 (CSO Meetings prior to Council, ECW, NPFE, NDI)	Opinions on engagement
Council Meeting Review	44 meetings since 1994 (especially joint Summary and Highlight documents)	Relevance: importance of engagement
GEF and 10 Agency Review	Literature from GEF and GEF agency websites and external	Definitions, policies, type and compliance (to GEF PPI only)
E-Survey	415 respondents	Definitions, relevance, effectiveness, sustainability

Portfolio Analysis

19. The portfolio of GEF projects is based on analysis of project data from Project Management Information System (PMIS) managed by the GEF Secretariat. The PMIS is an archive of GEF projects that includes medium sized projects (MSP) and full sized projects (FSP), but does not include the Small Grants Programme (SGP, managed separately under UNDP-see below). The PMIS currently has no fail-proof mechanism that tags projects as being CSO executed or engaged. Based on the Annual Monitoring Report 2012 data, the full PMIS set was trimmed to 268 projects determined to be ‘executed by CSOs’ since the GEF Pilot Phase.

This includes 10 enabling activities, 80 FSP and 178 MSP projects. The portfolio was developed through reviewing the names of executing agencies, project titles, programs, and in some cases, reviews of project documents and verifying the final list among multiple sources (See Annex X for list). The resulting 'CSO portfolio of 268' focuses specifically on those MSP/FSP that have been led or executed by a civil society organization, rather than those that have had general CSO involvement. Although it does not fully address issues of partnership quality³, the focus on project execution rather than general 'involvement' permits a clearer definition of the portfolio and enables a measurable comparison between CSO and non-CSO executed projects. The larger portfolio of FSP/MSP projects, from which we extracted the 268 projects, is the full set of 3086 projects since GEF Pilot Phase, having removed the 8 umbrella grant projects that have channeled the funds to the Small Grants Programme (SGP).

20. For a more complete exploration of CSO-engagement beyond the FSP/MSP analysis described above, an additional review of projects (providing 95% confidence to represent the PMIS total of 3086) was conducted at two stages. One review sampled 80 projects from those with Quality at Entry (Quality at Entry) documents in GEF5 (PIFs, N=431, project numbers ranging from 14 - 3811) and the other sampled 76 from the set of CSO-executed projects with Terminal Evaluations (N=131, project numbers ranging from 4353 - 5483). The Quality at Entry review permitted an exploration of CSO engagement at the design stage (what project designers planned) and the Terminal Evaluation review at the closing stage (what actually occurred), albeit for a different sets of projects. The samples were entirely discrete (no overlap) and results between them cannot be directly compared. Lists of the two sets are available in Annex X.

21. The sub study also availed the "progress to impact" database in order to enable the comparison of impacts between CSO and non-CSO Executed projects. A total of 473 projects were reviewed for impacts; after cleaning and removal of all projects for which the respective variables were either not applicable or unable to be found, this resulted in 109 that were CSO-executed and 364 projects that were not CSO executed.

22. The Small Grants Programme (SGP) database was also utilized by the GEFE0 with its 16794 projects from GEF Pilot Phase to present. Data on these projects were recoded with PMIS conventions: e.g., naming of regions to four (AFR, ASIA, ECA and LAC) and focal areas (to six total) to align to the PMIS database described above.

Consultation

23. Consultations consisted of interviews with Focal Points and CSO representatives at consultative events aligned with the Expanded Constituency Workshops in 2012 and 2013. Meetings with the GEF Secretariat and CSOs were also held at the June 2013 Council meeting. A review was also conducted of 33 consultative events held in 25 countries conducted by GEF across the world since 2007. These events were predominately National Dialogue Initiatives (NDIs, 20) but also Extended Constituency Workshops (ECWs, 10) and GEF-NGO Network Meetings prior to Council Meetings (3). They all had Focal Point representatives, GEF

³ The intent here is not to minimize the myriad of ways that CSOs have and will continue to add value to the GEF, but rather to find measurable elements that will allow more careful tracking of what has and will occur. The measure of CSO engagement should not be relegated to a simple checkbox of compliance, but also and simultaneously identify ways to capture the quality and meaning of engagement.

Secretariat, Agency or GEFEO representatives and CSOs in attendance. They included voices from at least 114 different countries that attended the various events.

Systematic Literature Review

24. Additional separate systematic reviews were conducted of GEF consultative events (33 meetings), Council Meeting documents (44 meetings), GEF Agency websites and literature, GEF-6 replenishment documents, and the general body of literature on the subject of CSO engagement.

E-Surveys

25. Three separate electronic surveys were set up to capture and measure opinions on CSO engagement among GEFSEC and GEF Agencies, focal point agents and CSO respondents. The questionnaires were pre-tested at the ECW in the Dominican Republic and subsequently improved. The following numbers of respondents completed a survey (Table 2). Among the CSO respondents 74% (N=221) claimed to be GEF NGO Network Members and 34, 12 and 11% reported having been involved in the execution of Small Grants Program, Medium Sized and Full-Sized Projects, respectively.

Table 2: Survey Respondents

Entity	Number of Completed Surveys
GEFSEC Agents	12
GEF Agencies	40
Focal Point Agents	64
CSO Representatives	299
TOTAL	415

Limitations & Cross Fertilization

26. The study relied heavily on the triangulation of evidence from the many quantitative and qualitative sources compiled. There are nonetheless various limitations. For the PMIS, the analysis depends on the extraction of facts that are not fully verifiable. There is also an attempt for the first time to present a combined analysis of FSP/MSP and SGP project data, and there may be unanticipated limitations in interpretation. Although the electronic surveys were designed to capture information about agencies more than particular respondents (i.e. the phrasing of questions emphasized the agency as opposed to the individual) results inevitably captured a mix of both institutional and individual familiarity / knowledge.

27. A few OPS5 studies provide evaluative evidence concerning trends in GEF’s engagement with CSOs. The mid-term review of the System for Transparent Allocation of Resources (STAR) provided information on participation and resource flow patterns during GEF-5 for different groups, including involvement of NGOs and civil society. The mid-term review of the National Portfolio Formulation Exercise (NPFE) assesses CSO engagement in that process and the Joint GEF/UNDP SGP Evaluation: *Preparing for GEF-6* will contribute to information on impact of local level CSO engagement for generating global environmental benefits. Lastly, the GEFEO

in its first OPS5 report has provided a comprehensive analysis of impact results that we used to compare CSO-executed to non-CSO executed projects⁴.

28. Finally, this study is limited to a review of civil society *organizations*. It does not capture how GEF is engaging civil society in general, which is an even wider and more complex exploration. Results are limited to instances in which civil society has been organized into some type of entity (even if not formally recognized) that is assumed to somehow reflect the greater civil society.

⁴ http://www.thegef.org/gef/sites/thegef.org/files/EO/TD2_Impact%20of%20the%20GEF.pdf

4. Defining the Target: What is a CSO?

Definitions

29. The term *civil society* is often credited to Cicero (before 50 BC) when the Romans expected peace and order to be achieved through efforts of both state and society; there was then no separation of the two entities embedded in the term. *Civil Society Organizations* are recognized since at least 1839 (Davies, 1997). The modern version of the concept was born with the United Nations in 1945, and grew exponentially since globalization. Although not used consistently, the contemporary use of the term generally has two conditions: non-profit efforts and a separation from the state.

30. In 1992, the United Nations Conference on Environment and Development (UNCED, 1992a) determined that nine (9) major groups made up what was then referred to as *civil society*. Some informants of this study encourage a return to these groups rather than an insistence on the term organization, i.e. CSO. They included:

- Non-Governmental organizations;
- Farmers;
- Women;
- Scientific and technological communities (academic/research entities);
- Youth and children;
- Indigenous peoples and their communities;
- Business and industry (private sector);
- Workers and trade unions; and lastly,
- Local authorities.

31. There is no consistent definition today between GEF and GEF Agencies to describe *civil society*. A review of GEF and ten GEF agencies disclosed that at least nineteen different terms—not all entirely discrete—have been used in official definitions of civil society. Beyond the nine listed above (UNCED, 1992), they include: non-profit organizations, community based organizations (CBO), foundations, charitable organizations, faith-based organizations, professional organizations, social movements, policy/advocacy groups, volunteer organizations and political parties.

32. Such a list results in an average of seven different terms included in their respective official definitions of civil society. All Agencies (except one) recognize NGOs in their formal definition, over 80 percent of the agencies also include trade unions. Fewer than half however specifically name ‘indigenous people’, ‘policy/advocacy’ or ‘academic/research institutions’ in their listings of CSO entities. The inclusiveness of their definitions appears to be more related to the focus of their sector than to any general attempt through time to engage with more types of entities.

33. Although there is clearly some overlap and there are terms that are often used nearly interchangeably (e.g., charitable and non-profit; community based and grass-roots), it is important to recognize how the term *civil society* has evolved over time, from a wide inclusive concept to one that may require greater precision to remain useful. The terms most frequently included by GEF and GEF Agencies in their respective definitions⁵ of CSO (Table 3) are Non-Governmental Organizations, Trade Unions and Professional Associations.

Table 3: Terms used by GEF and GEF Agencies to represent Civil Society

Term	Entities (out of 11) that include the term in official definition
Non-Governmental Organizations (NGO)	91% (N=10)
Trade Unions	82% (N=9)
Community Based Organizations (CBO) Professional Associations	64% each (N=7)
Women	55% (N=6)

34. The term *civil society organization* (CSO), therefore, systematically includes more than one entity or type of entity⁶. The terms that GEF and GEF agencies use to describe civil society have been extracted from many different kinds of official documents ranging from policies to webpages between 1992 and 2013 (Table 4). When more than one official source was found with differing definitions, only the source with the most inclusive definition was retained in the analysis.

35. Out of 32 GEF Agency respondents for the question on the E-Survey, 100% believe that NGO, CBO and IPOs should be systematically included in any definition of CSO (for the GEF). A majority believe the term should also include foundations (69%), universities and other research entities (56 and 52%, respectively). A minority would likewise vote for private sector inclusion (28%) and funds (19%) and other (6% for trade unions, the “9 major groups” discussed above). Informants report that it does not make sense to lump in same group entities that have different roles, objectives, mode of operation and different types of engagement. No policy can be tailored effectively to such a broad group.

36. A term of equal ambiguity is *engagement*. How does engagement differ from involvement? At the start of the GEF journey, making information available to all (civil society assumingly include) was a sufficient sign of the good faith of an organization. Many policies from that era thus refer to “public information” or disclosure. It quickly became clear, however, that available information is not necessarily accessible information, and that knowledge after the fact (i.e. after a project had started) does not connote sufficient involvement of civil society.

⁵ *Definitions* are most typically a listing of entities that are specifically included in the official description of a CSO. *Official* indicates that the listing was found in a document or webpage prepared by the organization.

⁶ The definitions of CSO that are the most inclusive are those used by two of the original implementing agencies of the GEF (UNDP and UNEP). Evidence points to a sectorial trend (as opposed to a temporal trend) in the inclusiveness of the term. Entities with a more narrow sectorial focus (i.e. FAO and IFAD) use more narrow definitions.

Table 4: Use of terms per entity

Entity	Number of different terms used to define 'CSO'	Date of Source Used
GEF	9	1992
UNDP	12	2012
UNEP	10	2009
World Bank	9	2010
IADB	9	2004
ADB	7	2004
AfDB	7	2000
EBRD	6	2008
UNIDO	7	2013
FAO	3	1999
IFAD	2	2000

37. The term engagement is often defined with strong words such as “contract”, “promise”, “agreement” and even “obligation”. Although no evidence was compiled on this issue, it may help to explain why some entities, including the GEF, appear to prefer the term *involvement*.

38. The GEF Policy on Public Involvement (henceforth referred to as the PPI), discussed in greater detail below), defines involvement to consist of “three related, and often overlapping, processes: information dissemination, consultation, and stakeholder participation” (GEF, 1996). GEF goes on to define participation as “collaborative engagement”. This leads us, then to an exploration of even more terms, among them “public”, “participation” and “partnership”. Sometimes synonymous with “public involvement” or “citizen participation”, these terms add even more complexity to the subject review. *Public* is a more loose formulation of citizen, or civil society, and may connote volunteer efforts more readily. *Participation* opens the door for a wider set of actions that are as-if not more-difficult to recognize and measure that *engagement*. *Partnership*, although based on a strong and positive model of participation, is a broad term that is not specific to CSO engagement (i.e. it can also describe relationships between governments and GEF and private sector and GEF). Although these terms may be chosen because of their inclusive and positive character they can be operationally cumbersome and clumsy. The terms *participation* and *partnership* are revisited below, under the section on policy.

39. To summarize some of these concepts, the World Bank, in their annual update of Bank-Civil Society engagement (World Bank, 2013) produced a figure that portrays the concepts usefully as a continuum (See Figure 1). Therein, information is a first step leading to dialogue, programmatic consultation and eventually collaboration and partnership. Such partnerships can be between CSO and governments in each country, but also with CSOs and the GEF. Based on available evidence for this sub-study, the apparent level of engagement attained between the GEF and CSO would generally be somewhere between the levels of policy-dialogue and policy/programmatic consultation (closer to policy dialogue at local level

and nearing programmatic consultation at the international level). Clearly this requires verification and varies from country to country, case-by-case and through the replenishment periods. In some countries we were informed by ECW consultations that “CSO engagement is a constitutional right”.

40. The Small Grants Programme (SGP) has a long history in reaching, measuring and understanding terms describing CSO engagement. In the SGP project template they feature Section 1.6, Plan to Ensure Community Participation. Therein they clarify that “community participation means much more than how the community will benefit from the project. It refers to active involvement and ownership by the relevant stakeholders. Describe the specific steps that have been taken/planned to maximize this involvement”(UNDP & GEF, 2012).

Figure 1: From Involvement to Meaningful Engagement (Source: World Bank 2013)

Activity	Nature of Interactivity	Level of Decision Making	Expected Outputs
Information access and dissemination	One-way	None	Better informed outside stakeholders
Policy dialogue	Two-way	None	Both sides better informed
Policy and programmatic consultation	Two-way	Low	Views of stakeholders taken into account
Collaboration	Two-way	Shared	Shared goals and action (short term, ad hoc)
Partnership	Two-way	Equal	Common goals and action (long term, institutional)

41. From this point forward in the document the term CSO is used to represent the varying package of entities discussed excepting those that are formally linked to governments or are for-profit⁷. NGO, one type of CSO, is only used when it is the specific or only term employed in a given context. Engagement is also used from this point on to signify active involvement.

Typology of a GEF CSO

42. Parallel to a need for clarity on what constitutes a CSO is the need to distinguish between different types of CSOs and to explore the different roles and envelopes managed. Where as a CBO is generally equated with the grass roots or local level, an NGO effort could be local, national or higher. A main distinction in the GEF system is between full sized (FSP), medium (MSP) and small projects (managed under the SGP). Another distinction used in the CSO literature is between NGOs and CBOs. Both are discussed below.

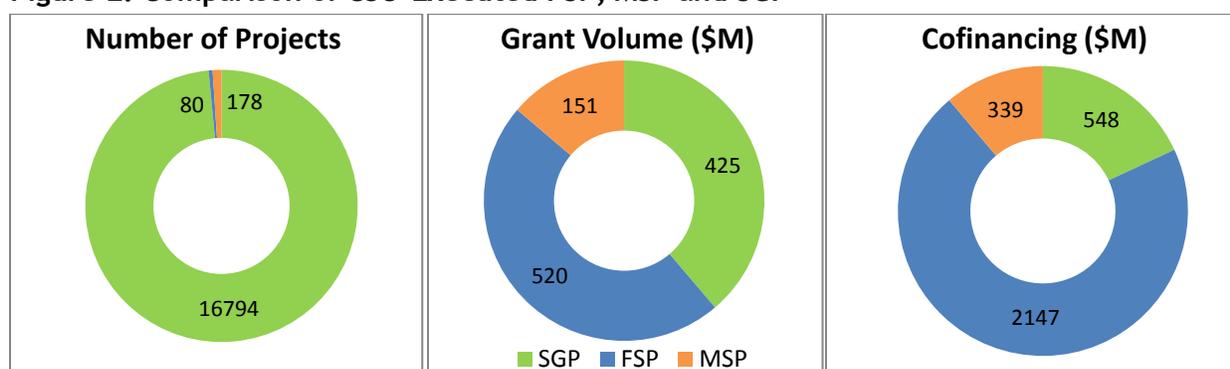
43. **FSP vs. MSP vs. SGP:** Here we compare only Full to Medium to Small Sized Projects within the GEF, all GEF Phases combined. The number of SGP projects (all CSO-executed) vastly exceeds that of CSO-executed MSP (N=178) and FSP (N=80). The total grant volume of CSO-executed MSP (\$151 M) is less than one-third that of FSP (\$520 M) and less than half that of SGP (\$425 M). While CSO-executed MSP and FSP leverage four times their grant volume in co-financing⁸, the SGP projects leverages 122%⁹ (See Figure 2).

⁷ None of the component reviews in this study included private sector contributions as part of CSO.

⁸ CSOs may raise co-financing from many different sources. The numbers do not indicate funding strictly from CSOs and the figures may also reflect estimates of in-kind co-financing.

⁹ The lower leveraging of co-financing by SGP is explained and justified by the nature of the SGP mandate (to reach poor and vulnerable communities, CBOs, and local CSOs--all stakeholders without extra resources, particularly cash). Furthermore, since

Figure 2: Comparison of CSO-Executed FSP, MSP and SGP



While the volume of CSO-executed FSP has risen since GEF1, CSO-executed MSP volume has fallen since GEF2. The trends in decreasing support to CSO-execution in MSP have been highlighted as an issue since 2009. At that time, MSPs were already reported to be experiencing “the most significant decrease in GEF-4” with “national NGOs being the most disadvantaged partners”. As stated within the FEU-WWF review, “more than a decade after the approval of MSPs, CSOs are once again faced with the same issue that led to the approval of this expedited procedure, addressing the gap between government-led multi-million dollar projects vs. the Small Grants Programme”(Hisas, 2009).

44. Given their added value situated at the “local” level, it comes as little surprise that CSOs seem to succeed better (i.e., have higher outcome ratings) at MSPs than at FSPs (MSPs are by definition smaller and typically more focused than FSPs). Evidence also supports that the SGP has more “highly satisfactorily rated projects than the MSP and the FSP” (NDI/Ecuador, 2008). The Joint Evaluation of the SGP reported that the performance ratings of moderate or higher for their projects ranged from 82 to 93% of the portfolio for each GEF cycle Pilot to GEF-3 (UNDP & GEFO, 2008), compared to 67 to 83% for non-CSO executed projects (as per PMIS review for the present study).

45. **NGO versus CBO:** NGOs take the lead on the number of CSO-executed projects in the MSP/FSP portion of the GEF Portfolio, as compared to CBOs, who of course lead in the Small Grants Programme (SGP) projects (See Figure 3). In the SGP, CBOs execute twice as many projects as NGOs. For the Quality At Entry (Q@E) review (FSP/MSP projects only), 82% of the reviewed projects (N=76) showed evidence of engaging CSOs. At this early design phase, 63, 35 and 30%¹⁰ planned to engage NGOs, CBOs and other types of CSO entities, respectively. At the Terminal Evaluation Review (N=76), closed projects had evidence of engaging NGOs (83%), CBOs (24%), and other (22%). See Table 5. Although the samples were not designed to permit direct comparison and the results are not definitive, a trend appears in recently designed projects (and is confirmed by SGP) to show potential recent engagement with a broader set of CSO entities (beyond NGO).

the beginning, there was official agreement that SGP globally is only required to meet a co-financing ratio of 1:1 (half in cash and half in-kind). SGP’s approach follows commitments for equity and social inclusiveness inscribed in Agenda 21, Rio+20 outcomes, and also in conventions for which the GEF is a financial mechanism.

¹⁰ Because some projects had planned or proven to work with more than one type of CSO entity, these figures are not additive (do not add up to 100%). The figures are for CSO engagement but not necessarily formal CSO engagement. This holds for both the Q@E and the TER reviews.

Table 5: Comparison of CSO engagement in samples of planned and closed projects

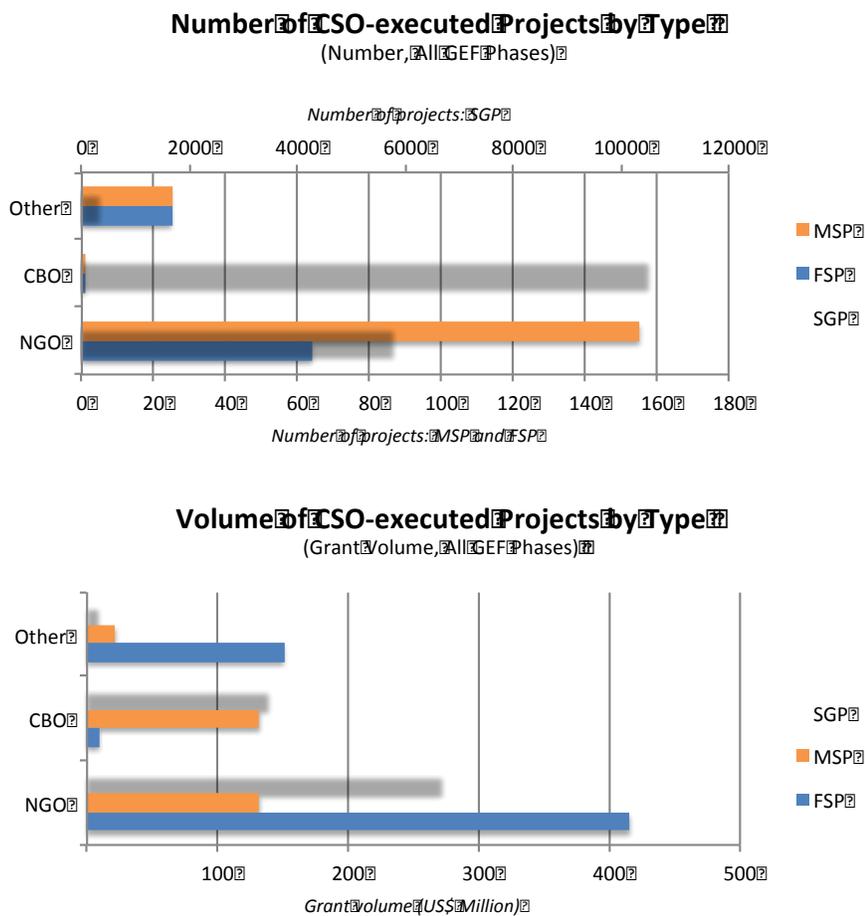
Terminal Evaluation (TE/TER) (N=76*, All GEF Phases)	% of projects that:	Quality at Entry (PIF) (N=80, Registered in PMIS between 2010 and present)
None	Shows no evidence of CSO Engagement	18
83-24-14-8	Engages NGO-CBO-Academic-IPO entities	63-35-24-6
4	Engages with only Un-named CSOs	38
99*	¹ Describe "formal" engagement of CSOs	69
25-97-37	Describes a formal role for CSO in Design-Execution-M&E	25-38-16
18	Features Mega-CSOs (IUCN, CI, WWF, IFRC) on the list of those engaged	20
11-9-8-5	Were designed to conduct: Implementation Strategies- Broader Adoption-Institutional Capacity Building-Knowledge & Information Management	50-40-34-28

*The TER sample was chosen among projects previously determined to be CSO-executed--an entirely different set reviewed for the Quality at Entry.
¹ Formal indicates that at least a paper trail demonstrating the nature of engagement (i.e., receipt, attendance, etc.) could be expected.

46. Other tendencies appearing from the comparison of designed versus closed projects include: more frequent highlighting of CSO engagement early in the project proposal stages, but naming them only later in the project cycle; formally engaging CSOs more frequently as executors of various project efforts than in design or M&E; up to one-fifth of the CSO portfolio being dominated by the ultra large CSO entities that are difficult to compare to national and local CSO engagement and the difficulty in measuring concrete CSO-influenced achievements.

47. NGOs (in comparison to CBOs) take the lead on grant volume of CSO-executed FSPs (as well as on CSO-leveraged co-financing), but have received roughly the same financing as CBOs in MSPs and receive nearly double the grant volume of CBOs in SGP projects (Figure 3). These figures are not surprising as it is well established that CBOs are smaller, more local, and may therefore have fewer assets and less experience. Overall, there are nearly twice as many CSO-executed Medium Sized Projects (MSP) than CSO-executed Full Sized Projects (FSP), except in GEF5 (see Annex X for disaggregated portfolio analysis results).

Figure 3: Comparison of Execution by NGO, CBO and Others



48. The SGP, a preeminent GEF effort to reach out to CSOs as executers of projects, typically focus on and distinguish between NGOs and CBOs, the later recognized as one whose members live in a targeted community. Although not clearly visible in the SGP database as is, SGP leaders report that a growing proportion of the SGP portfolio is being granted to “organizations such as schools, universities, foundations, trusts, unions, etc” (GEF-6 Rationale SGP, 2013).

49. According to participants at multiple recent Expanded Constituency Workshops (ECW, Senegal, Mozambique and Zambia, 2013), there is “very little opportunity for CSO engagement in MSP and FSP, only SGP”. ECW (Cambodia) participants claim there is absolutely “no access”. SGP leaders, however, report an increasing number of CSO entities that are graduating from SGP and moving into larger efforts.

50. **By role or effort:** It is likewise interesting to explore the contributions of CSOs at different stages of a project cycle. The most well known stages are design, execution, monitoring and evaluation. Other engagements can include co-financing and general stakeholder consultation. The various reviews of this study determined the role and whether

or not the relationship was likely to be/to have been formalized¹¹. Formalized engagement may be understood as the difference between symbolic and meaningful engagement; it remains symbolic at least until it is formalized.

51. Evidence is quite strong that CSOs are *irregularly* involved in project design. See Table 5 above. From both the Quality at Entry and Terminal reviews, a maximum of 25% of the proposed projects included the formal engagement of CSOs in the design of the proposed efforts. Key informants report that they “wish CSOs were more involved at this early stage”. Participants at the ECW (Cambodia 2013) report that “CSO engagement is an essential part of project design”. Good practice stressed by most experts in many fields insists that the key stakeholders, civil society in this case, be intimately involved in the design of project efforts. According to the PPI, GEF Partner Agencies need to “work closely with governments and project executing agencies to involve stakeholders starting at the earliest phase of project identification and throughout design, implementation and evaluation” (GEF, 1996).

52. It appears that CSOs are also *irregularly* engaged in project Monitoring and Evaluation, as indicated among the closed projects. CSO role in M&E is rarely considered at design. While the Quality At Entry review found 16% of the recently proposed projects intended to include the formal engagement of CSOs in M&E, 37% of the closed activities appear to have formally engaged CSO in the same. It is uncertain if this indicates a trend towards less M&E involvement or that, perhaps, projects are uncertain in the early stages of project development precisely how they will engage CSOs. Participants at ECW (Cambodia, 2013 and Mozambique, 2012) claimed there was “no involvement of civil society in the review process” of GEF projects.

53. For the Quality At Entry review, 38% of the proposed activities included the formal engagement of CSOs as executors of the planned efforts. Although the PMIS only shows CSO-execution for 268 projects (9% of projects and 7% of the grant volume for the full GEF portfolio), the Q&E and TE provide evidence for much greater engagement. In these cases, the CSO may not be the main executor (thus not captured in the 268) but appear to have been “formally” (as defined above) involved in various projects efforts.

54. Another typology issue is the collective cluster of entities such as the IUCN, WWF and other international non-governmental players on the environmental scene into the same series as a national CSO or grass roots CBO. It may not be logical or useful to treat as one type of entity within GEF those organizations that can qualify for GEF accreditation and small local NGOs and CBOs. CSO-execution in the GEF could become dominated by international entities versus national or local NGOs without meaningful ways of differentiating between them. The SGP division (NGO versus CBO) is a first step towards clearly marking this difference but may benefit from a secondary classification.

¹¹ Formal, here, refers to any effort that can, in common practice, produce a paper trail with an individual’s name (the person “engaged”) on it, with or without an exchange of money. A list of trainees signing an Attendance Sheet would make the training a formal engagement in the same way a service could be purchased with a receipt as proof.

5. History of CSO Engagement in the GEF

Early days¹²

55. Principle 10 of the Rio Declaration states: “Environmental issues are best handled with the participation of all concerned citizens, at the relevant level. At the national level, each individual shall have appropriate access to information concerning the environment that is held by public authorities, including information on hazardous materials and activities in their communities, and the opportunity to participate in decision-making processes” (UNCED, 1992d). See Text Box 1. It is noteworthy, here, that the term used is *participation*—one that is broad, vague, and hard to measure. It appears that one way to encourage participation then was to make information available. Although full disclosure is a valuable step in the right direction, it is now known to be only one small step towards meaningful engagement.

56. Section III, Chapter 27 of Agenda 21 (United Nations, 1992) is fully dedicated to “strengthening the role of non-governmental organizations: as partners for sustainable development.” It was implied that the central funding mechanism of Agenda 21, the GEF, should be aligned with civil society, far beyond a joint exploration of “innovative fund-raising schemes” (see Chapter 33.16). The most common formulation during the Earth Summit was NGO and not CSO (GEF & Moriniere, 2012).

57. Prior to Rio, CSO actors often protested vehemently against their exclusion from the GEF (Fairman, 1996). UNCED opened with official speeches such as that of the Prime Minister of the Netherlands (Ruud Lubbers), declaring that “in order to put these [Agenda 21] objectives in practice, it has been decided...to strengthen the existing UN agencies ...calling for involvement of NGOs in the decision-making process”(UNCED, 1992b).

58. Many donors, including the United States, chose to use the NGO environmentalist movement intermittently to influence Bretton Woods agencies. UNCED PrepCom notes the United States statement of concern with NGO exclusion: an open and transparent appraisal process for the GEF “should involve scientific and technical authorities, and NGOs that have experience and expertise in certain fields” (UNCED, 1992c). The inclusion of civil society, or “public participation” was often a condition for funding. In fiscal year 1993, the U.S. Congress stipulated that “procedures allowing public participation must exist before funds could be given to the GEF” (Bowles & Kormos, 1995).

59. Already back in 1993, at least five CSO consultations had been held and were deemed “useful” by participants; moreover, it was reported that they needed to be “organized in more systematic professional manner, with an agenda prepared and circulated in advance” (GEF, 1994). This led to the Technical Note in 1994; see Text Box 1.

¹² A good portion of the history presented s been adapted from the Journey to Rio Annex 2 that laid out the evidence for formulating and fulfilling the early expectation that GEF would “engage nongovernmental organizations”(GEFEO, 2012).

Text Box 1: Main Official Positions on CSO Engagement

1992: **Principle 10 of Rio Declaration:** 9 major groups of civil society (UNCED, 1992d)

Agenda 21 (Section III, Chapter 27): Strengthens the role of NGOs: as partners for sustainable development (United Nations, 1992)

1994: **GEF Instrument** (Chapter I: Basic Provisions, Article 5): provide for full disclosure of all non-confidential information, and consultation with, and participation *as appropriate* of, major groups and local communities throughout the project cycle (GEF, 2011d)

http://www.thegef.org/gef/sites/thegef.org/files/publication/GEF_Instrument_Oct2011_final_0.pdf

Technical Note on NGO Relations with the GEF: proposal to make ad hoc NGO participation systematic with an accredited list of NGOs and options for consultation aligned to Council Meetings (GEF, 1994)

<http://www.thegef.org/gef/sites/thegef.org/files/documents/GEF-C-1-4.pdf>

1995: **GEF Operational Strategy:** Principle 7 relates directly to public participation: “GEF projects shall provide for full consultation with, and participation *as appropriate*, of the beneficiaries and affected groups of people.” (GEF, 1995)

<http://www.thegef.org/gef/sites/thegef.org/files/documents/GEF-C-6-3.pdf>

1996: **GEF Policy on Public Involvement in GEF Projects (PPI):** information dissemination, consultations and ‘stakeholder’ participation (GEF, 1996). The main clauses insist that:

- Effective public involvement should enhance the social, environmental, and financial sustainability of projects. Responsibility for assuring public involvement rests within the country, normally with government, project executing agency or agencies, with the support of GEF Partner Agencies.
- Public involvement activities should be designed and implemented in a flexible manner, adapting and responding to recipient countries' national and local conditions and to project requirements.
- To be effective, public involvement activities should be broad-based and sustainable. GEF Partner Agencies will include in project budgets, as needed, the necessary financial and technical assistance to recipient governments and project executing agencies to ensure effective public involvement.
- Public involvement activities will be carried out in a transparent and open manner. **All GEF financed projects should have full documentation of public involvement.**

<http://www.thegef.org/gef/gef/node/2024>

2008: GEF/C.34/9, **Enhancing Civil Society Engagement and Partnership with the GEF:** a GEC Council paper (GEF, 2008) describing progress made since the 2005 Network evaluation. It welcomes the progress and Strategic Operational Plan 2008-10 and encourages GEF Secretariat implementation of it; it approves recreating the Voluntary NGO Trust Fund and adjusting the support provided for the participation of eligible Network representatives at Council meetings (raised to 70,445 US\$); it approves the replacement of the NGO accreditation to the GEF with membership in the Network.

<http://www.thegef.org/gef/node/3704>

2010: GEF/C.39/10/Rev.1, **Enhancing the Engagement of Civil Society Organizations in Operations of the GEF:** a GEF Council paper (GEF, 2010c) that welcomes the proposal of the same name and requests the GEF Secretariat to implement it. Proposed elements include: a Stakeholder Engagement Plan as component of GEF project proposals, annual meetings between Operational Focal Points and Network members in each country, and an annual report made by the Network at Council Meetings. http://www.thegef.org/gef/GEF_C.39_10_Rev.1_Enhancing_the_Engagement_of_CS0

The GEF and Civil Society Organizations: A Strategic Partnership (GEF, 2010b): showcases policies, partnerships, publications and good practice.

http://www.thegef.org/gef/sites/thegef.org/files/publication/GEF_CS0_partnership-CRA.pdf

2011: C41.10/**GEF Policy on Agency Minimum Standards on Environmental and Social Safeguards (GEF, 2011a)** highlights 8 minimum standards that all GEF Partner Agencies are expected to meet to implement GEF projects. For CSOs mainly: (1) Environ. and Social Impact Assessment and (4) Indigenous Peoples.

From Pilot through GEF-5

60. Starting with a bang under the pilot phase (see Table 6 for number of times NGO or CSO were cited in each evaluation), the importance of NGOs seemed to continuously decrease with each subsequent GEF replenishment period. Or, perhaps, NGO contributions were increasingly internalized and considered part and parcel of a mechanism with less and less need to articulate their engagement. Although opinions are never unanimous, evaluative evidence leans to the latter.

Table 6: CSO / NGO “engagement” throughout the GEF

GEF Phase	Pilot	GEF-1	GEF-2	GEF-3	GEF-4	GEF-5
<i>Number of times “NGO” and “CSO” appear in OPS</i>	138 “NGO” 0 “CSO”	123 “NGO” 5 “CSO”	104 “NGO” 0 “CSO”	26 “NGO” 1 “CSO”	18 “NGO” 19 “CSO”	TBD
<i>Summary of evidence in OPS documents</i>	Little progress in involving local communities and NGOs	Public participation Generally improved; NGOs continue to feel excluded	NGOs invited to Council meetings, NGO Consultations, GEF-NGO Network created; many opportunities for improvement	NGOs actively Contributing to GEF programs at many levels; SGP Accessing small National NGOs	No exploration; Advises continued partnership; NGOs as donors	Min. Standards & Social Safeguards; IPO Guidelines; CSO Forum Organized; 4 CSOs accredited; CSO Engagement Sub-Study

61. As one of six priorities for GEF reform proposed at the end of the pilot phase, the Independent Evaluation of the Pilot Phase (IEPP) reiterated that the GEF would actively engage NGOs—this, because evaluators witnessed little meaningful or effective engagement of local communities (World Bank UNDP UNEP, 1994). Based on this, GEF-1 programming seems to have proceeded to stress engagement. Guided by a cornucopia of studies, “the issuance of guidelines on stakeholder participation in GEF-financed projects” was determined by OPS1 to be “one of the most significant accomplishments...providing the basis for one of the most extensive and far-reaching policies on public involvement in projects anywhere (GEF, 1999)”. The guidance referred to was the GEF Policy of Public Involvement in GEF Projects (GEF, 1996).

62. In GEF-2, NGOs played a valuable role in the functioning of the GEF, ranging from policy analysis and project planning at the international level to project implementation and monitoring at the local level¹³. According to OPS2: over 700 NGOs participated actively— that is, receiving funding from GEF projects—in GEF activities as co-executing agents or service contractors. Of these, more than three-fourths are reportedly based in developing countries. International NGOs (INGOs) have been particularly effective when they have functioned in strong partnership with national and local NGOs and CBOs. INGOs have brought technical

¹³ NGOs are invited for a full-day consultation meeting prior to each Council meeting. The GEF-NGO Network was created during GEF-2 to serve as a consultative body as well as a channel of information to national civil society groups on policies and programs. Greater detail can be found below under effective mechanisms.

strengths to bear on projects, have assisted in securing co-financing, have supported capacity building for national NGOs, and been responsible for the establishment of medium-sized projects that provide a window of opportunity for NGOs to take the lead in implementing GEF programs” (GEF, 2002).

63. During GEF-3, the contributions of NGOs were documented to involve “nonfinancial support, including technical expertise, management capacity, equipment and technology, and other in-kind contributions.” The maturation of the Small Grants Programme (SGP) also was seen to have increased the access of smaller, national NGOs to GEF activities (GEF, 2005b). The following evaluation, OPS4, simply states that the GEF should continue to serve as a catalytic agent, leveraging funds in “parallel and in partnership” with civil society. In particular, the evaluation reiterates that the Small Grants Programme (SGP) helped place the environment and the GEF “on the map with regard to local authorities and NGOs” and explored NGOs as donors to the GEF (GEF, 2010a).

64. GEF-5 ushered in some major additions to its portfolio on civil society. In late 2010, a seminal report was compiled on “The GEF and Civil Society Organizations: A Strategic Partnership” (GEF, 2010b). Although not a position or strategy per se, it showcases policies, partnerships, publications and good practice in CSO engagement. In 2011, the GEF Policy on Agency Minimum Standards on Environmental and Social Safeguards was adopted (GEF, 2011a). Among the “eight minimum standards that all GEF Partner Agencies are expected to meet in order to implement GEF projects”, the first is an “Environmental and Social Impact Assessment”. Therein it insists that GEF is to “involve stakeholders... including local CSOs, as early as possible in the preparation process and make sure their views are made known to the decision makers...and to continue consultations...as necessary to address issues that affect them”. Most of the other references to CSO in this document refer to disclosure of information about projects to the public.

65. The fourth minimum standard from the above document is a focus on “Indigenous Peoples”. It was further enhanced in 2012 with the “Principles and Guidelines for Engagement with Indigenous Peoples” (GEF, 2012b). While important to the GEF portfolio and to CSO engagement, this topic goes beyond the scope of the present study and has been carefully studied elsewhere (Refer to: GEF, 2012b; Nations, 2013; United Nations, 2008).

66. A CSO Forum was organized on 24th May 2010 at the Fourth GEF Assembly and was attended by more than 300 participants. It was catalyzed by concern for the declining levels of funding to CSOs in the previous four years. The forum made the following recommendations (GEF, 2010c): refine and implement the PPI, strengthen support for Indigenous Peoples, and demand equitable access for CSO to MSP/FSP and empower the GEF-NGO Network. CSOs believed that equitable access should be ensured to GEF resources by CSOs such that at least 15% of GEF resources be allocated to CSO-led medium and full sized projects (similar to the levels in the GEF-2 and GEF-3) through appropriate set-asides and incentives. Furthermore, the Small Grants Programme (SGP) should also be maintained and strengthened (GEF, 2010c).

Present and Future

67. Most recently, and as part of the GEF’s mandate to accredit new institutions to serve as GEF project implementing partners, the governing Council of the GEF has invited 11 new agencies to the first round of application to the GEF’s family of partner organizations. The GEF is maneuvering to work directly with national, regional, and civil society, United Nations

and other international partners on environmental projects. Four of the 11 agencies are categorized as civil society organizations¹⁴: World Wildlife Fund (WWF), International Union for the Conservation of Nature (IUCN), Conservation International (CI) and the International Federation of the Red Cross (IFRC).

68. This year as GEF gears up for the sixth replenishment, it is interesting once again to see how frequently *civil society* appears in key documents. The terms "CSO", "Civil society" or "NGO" were used 95 times in the three available GEF-6 documents (Program and Policy documents combined), as compared to 205 times that "private sector" was used, 21 times "indigenous people" and 18 times "gender". Although the terms may often be used in passing, there are some interesting developments theoretically planned for CSO engagement, albeit all in the realm of SGP. There are GEF-6 plans to establish through the SGP the following:

- Network of capable communities and CSOs in each country;
- Support mechanism for "Barefoot Consultants";
- "Grassroots Reach communication channels";
- "CSO-Government Policy and Planning Dialogue Platform";
- "Digital library of Community Innovations for the Global Commons"; and
- "South-South Community Innovation Exchange Platform"(GEF, 2013a, 2013b, 2013c; SGP, 2013).

69. As a final historical component to this sub study, the full series of 44 Council Meetings was reviewed to examine the frequency with which civil society issues were brought to the attention of the main governing body of the GEF. Each of the 44 Council Meetings has a page upon which the main documents are posted. At roughly one-third of those meetings a document with the term NGO or CSO in the title was posted, or formally presented, to the Council¹⁵. The other documents included most of those featured in Text Box 1, as they became available.

70. For two-thirds of the Council meetings, the Joint Summary and/or Highlight documents specifically refer to CSO issues. Council Meeting 41 (2012) appears to have had the greatest number of CSO issues discussed (terms mentioned 27 times in the two documents combined). At that time, there was substantial debate about the Indigenous Peoples policy and strong urges for the Council to give serious consideration to adding checks and balances for CSO engagement inside the PMIS (see section further below under Indicators for greater details).

71. The apparently strong record for civil society engagement in the GEF, however, has often been contested. As one example, the Midterm Evaluation of the Resource Allocation Framework (RAF) in 2009 underscored general discontent by NGOs with a new and complicated process with which they were neither consulted nor optimistic (regarding

¹⁴ Two other recommended applicants were funds: Fundo Brasileiro para a Biodiversidade- Brazil (FUNBIO) and the National Environment Fund – Peru (FONAM). Funds, which often get combined with CSOs in the wider GEF, were classified as "National Organizations" in the GEF accreditation exercise.

¹⁵ Although the GEF NGO Network typically makes a formal statement at every Council Meeting, only four of the documents tagged due to their title were found to be Official GEF-NGO Network Statements to Council or a GEF-NGO Response.

opportunities). While greater weight is accorded to countries in the RAF, participation by civil society appears to have, in fact, decreased (GEF, 2009).

More recently, the Midterm Evaluation of the System for Transparent Allocation of Resources (STAR) was undertaken¹⁶. Among other items, it examined further the concern among GEF stakeholders that the shift to national allocation expanded under STAR, has the potential to also reduce the participation of NGOs and CSOs in GEF projects and operations. Such an outcome could result if, for example, NGOs and CSOs were excluded from programming decisions concerning the use of GEF resources that have been allocated to countries, or if their contributions to GEF projects were not valued in the same way as under earlier periods.

The STAR Midterm Evaluation reviewed the percentage of projects and GEF grants with NGOs and CSOs serving as lead executing agents, along with percentages for governmental agencies in that role. The evaluation found a clear upward trend for governmental agencies under the biodiversity and climate change focal areas, alongside a decline in the percentages for NGOs and CSOs. National governments as executing agencies has risen from 66% in GEF-3 to 88% in GEF-5, compared with a decline from 12% to 3% for NGOs/CSOs over the same period. The percentages are largely unchanged when assessed as the percentage of grants executed. For NGOs and CSOs, the percentage of non- biodiversity and non-climate change grants executed has risen from 1% in GEF-3 to 9% in GEF- 5. Thus, from the data available so far (GEF-5 figures are provisional), it appears that the shift to national allocation under RAF and STAR may be contributing to a decline in the participation of NGOs/CSOs as lead executing agencies, and an increase in the percentage of governmental agencies serving in this role.

While the participation of NGOs and CSOs as lead executing agencies has declined under RAF and STAR, in other capacities their participation has increased. The STAR Midterm Evaluation found the percentage of projects with NGOs/CSOs serving as secondary executing agencies has increased from 3% in GEF-3 to 11% in GEF-5, in the biodiversity and climate change focal areas. Similarly, the percentage of NGOs/CSOs serving as project collaborators has increased from 62% in GEF-3 to 73% in GEF-5. On balance, while the nature of NGO and CSO participation in GEF appears to have changed under RAF and STAR, the percentage of projects with any kind of NGO/CSO participation appears to be on the rise

¹⁶ <http://www.thegef.org/gef/sites/thegef.org/files/EO/TD3%20-%20Resource%20Utilization%20under%20STAR.pdf>

6. Relevance

Policy Analysis

72. An evaluation of policies, as signposts to GEF engagement of civil society, starts with the 1996 document that has neither the term *civil society* nor *policy* in its title. It also featured in its title the term *involvement* instead of *engagement*.

73. The first line of the document entitled “Public Involvement in GEF-Financed Projects” (GEF, 1996), however, clearly states that it presents the GEFs “policy” on public involvement. To explore to what extent this lack of explicit reference is important (in the only GEF document known to specifically promote civil society engagement), we turned to a more inclusive review of the ten GEF Agencies. With the aim to determine to what extent the GEF Agencies had explicit documents, we tallied and analyzed all official documents found on-line¹⁷ that marry, in the title, the terms “policy, strategy or guidance” with the terms “civil society, NGO, participation, public, social, safeguard or information”. The search for documents that met these criteria was therefore intentionally generous and inclusive (i.e., safeguards may not mention anything about civil society and information, as established above, represents primarily passive engagement). Most of the agencies¹⁸ have at least one official policy, guideline or strategy document that appears to relate to civil society engagement. For 5 of 11¹⁸ entities (GEF, UNEP, IADP, EBRD, IFAD), the terms CSO or NGO are not explicit in the title of the identified document; their documents, rather, refer to “participation”, “pubic”, “involvement”, “social”, “safeguard” or only “information”. The GEF document appears to be one of the most dated.

74. The GEF PPI provides five main clauses (see Text Box above for the verbatim clauses) for the involvement of civil society. In summary, it states that the involvement:

- Should enhance the social, environmental, and financial sustainability of projects.
- Should be the responsibility of Governments, executing agencies, supported by GEF Agencies.
- Should be designed and implemented in a flexible manner.
- Should be broad-based and sustainable, reinforced with the necessary financial and technical assistance, and
- “Will be carried out in a transparent and open manner: *all* GEF financed projects should have full documentation of public involvement” (GEF 1996).

75. Not only are elements required for meaningful engagement (added-value, responsibility, flexibility, financial assistance and transparency) present in this official policy, but it also calls for the systematical tracking of involvement in every project.

¹⁷ The list of such documents is not considered exhaustive, but only what was readily found on-line (In References, please find: African Development Bank, 2012; Asian Development Bank, 2008; Europe Reconstruction and Development Bank (ERBD), 2011; Food and Agriculture Organization (FAO), 2013; GEF, 1996; IFAD, 2012; Inter-American Development Bank, 2004; UNDP, 2012; UNEP, 2009; UNIDO, 2002; World Bank, 2012)

¹⁸ GEF plus 10 GEF Agencies

‘Compliance’

76. With such a mixed view among GEF Agencies and partners on how to define the term CSO, it is exceedingly difficult if not impossible to track engagement or PPI ‘compliance’ (here defined loosely) in the GEF portfolio (admittedly these are two very different elements). Personal communication with GEF-NGO agents report that measures to check for PPI Compliance within the project approval process (vague and often ignored components in the Project Identification Form (PIF, Part II, Section A.2 in on-line template, (GEF, 2013e)) have repeatedly been in danger of removal. Informants report that GEF is constantly looking for ways to streamline the proposal processing cycle and to reduce the burden on applicants. However, in line with the policy, they request at least one irremovable check that can assure compliance with the PPI at any given moment (recognizing that it does not necessarily reflect the quality of that engagement).

77. GEF documents that guide project design (PIF above and GEF-5 MSP 1-step Procedure Approval, under Project Template - January 2013) request information such as "Question B.5. Identify key stakeholders involved in the project including the private sector, civil society organizations, local and indigenous communities, and their respective roles, as applicable". On the GEF Secretariat Review Sheet (GEF, 2013d)¹⁹, one of the questions asks "Is public participation, including CSOs and indigenous people, taken into consideration, their role identified and addressed *properly*?" This question is often missing from the submitted documents and at other times the order of the questions has been changed.

78. In addition to the PIFs, GEF Agencies submit project proposals using their internal templates. Proposal templates posted within the GEF PMIS were located for only two²⁰ of the 10 GEF agencies, both of them (FAO and WB), have specific sections addressing participation or civil society. The World Bank template included: "Public Participation Plan: stakeholder identification, information dissemination and participation, social and participation issues".

79. One of the drawbacks to the official GEF documents described above is the clause "as appropriate" (see GEF Instrument) or "as applicable" (Project review). Such clauses make it simple for proposers to state that CSO engagement is not applicable for their situation and for reviewers to assume that this is true. As stated above, the more pervasive problem, however, is that there is to date no routinely applied method (or check-box) for a GEF agent to indicate that civil society engagement was considered and / or eventually determined not to be applicable or appropriate. A few of the PIFs reviewed include cursory answers to that question, some were even queried (sent back to the proposers), but on most others the question was not even part of the form (i.e. the template format is editable by proposers). These would be excellent efforts if required, systematically completed and controlled.

80. The only compliance the Focal Point agent must submit for each project states "In my capacity as GEF Operational Focal Point for [country]. I confirm that the above project proposal (a) is in accordance with the government's national priorities and the commitments made by [country] under the relevant global environmental conventions and (b) has been discussed with relevant stakeholders, including the global environmental convention focal points" (GEF, 2012a). Nowhere is a discussion with civil society stakeholders required, or expected unless that government agent happens to consider them "relevant". Anecdotally, some informants report that earlier versions prior to 2007 of the government support letter

¹⁹ <http://www.thegef.org/gef/node/3915>

²⁰ For the other agencies, the team was unable to find or obtain a copy of the project proposal template used routinely used.

required to mention the Policy on Public Information (PPI), but time did not permit a confirmation of this. The burden may then be on assisting the government focal points to more carefully decide and articulate when civil society is or is not relevant to an effort.

81. One last note on compliance is in relation to the GEF Accreditation process. Four CSO entities²¹ have recently been invited into the next round of review. The approval process is long and elaborate and is overseen by many long-term full-time staff. It reviews for each applicant 29 questions across six “Value-Added Review Criteria”. One of the criteria is “Network and Contacts” in which it asks about general collaboration, providing resources to others and collaboration with local NGO/CSOs (GEF, 2010d, 2011b, 2013f).

82. Although a system of mechanical checks could be revived in the GEF proposal process whereby CSO engagement can be tallied more routinely, who has the power or perspective to confirm what is *relevant*, *appropriate* and/or *applicable* (as the official documents now state) in regards to civil society engagement? Can GEF Agencies? The Operational or Political Focal Points? Can GEF Secretariat be responsible to answer this question? Do the Council reviewers have the time to check this? The answer is almost systematically no. This points to the need for a more thoughtful modern policy accompanied by guidance providing insight on how to determine what is appropriate where (i.e. implementation) with at least one method to check if diligence was done (i.e., by asking the right questions)—without adding more weight or time to an already complex process. It may also be optimistic to expect that policy to determine what is appropriate in every context.

Table 7: Effectiveness of the GEF Policy on Public Involvement (PPI)

<i>Scale: from 0, none, to 3, high Entity</i>	Average Score given the PPI	Proportion who were not familiar with the PPI	Average Score given the GEF (for its overall CSO engagement)
CSO Respondents (N=299)	1.68	14	1.89
Focal Point Agents (N=64)	1.93	9	1.97
GEF Agency Reps (N=40)	2.03	25	1.97
GEFSEC Agents (N=12)	1.64	1	2.00
TOTAL (N=415)	1.92	14	1.92

83. Overall, the GEF Policy on Public Involvement (PPI) is not considered particularly effective (it was accorded an average score of 1.92 out of a maximum average of 3.0, all respondents combined) and is unknown to a good segment of GEF partners and potential partners (16% of respondents). As indicated by the responses, surprisingly, the GEF Agency representatives (N=40) appeared to be the least aware of the policy. CSOs were not the most critical of the PPI (lowest scores came from GEF Secretariat, N=12). Similar scores were

²¹ Applicants are required to chose one type of entity: National, Regional, CSO or UN. No explanation was found, but this choice would appear complicated for CSO applicants that may have headquarters at a national level or huge ‘CSO’, such as the IUCN, that have countries and governments sitting on their board of more than 200-- much like the IPCC. Here, again, clarification of what constitutes a CSO would be useful in the GEF system.

given the GEF as a whole. Respondents gave the GEF a general rating of 1.92 (out of 3) for their effectiveness in engaging CSOs; the GEF Secretariat was the most generous (2.0) and the CSOs the least (1.89) as shown in Table 7.

84. Opinions on the PPI at ECWs were also polled. Those that knew about the PPI did not hide their discontent: "We're shocked to hear that the PPI is considered a suitable mechanism" (ECW/Rwanda), "generally a good policy but lacks implementation" (ECW/DR, 2013), "limited scope, inadequate guidance and no implementation" (ECW/Senegal, 2013), "outdated and too general" (ECW/Tajikistan, 2013).

Added Value

85. Since UNCED 1992, local NGOs have been acknowledged to be as important if not more so than international NGOs. Involvement of local NGOs was considered to be "critical to a [GEF] project's success because they are often able to serve as effective intermediaries between local communities and governments" (Reed, 1993). Due to their wealth of experience and grassroots knowledge, Implementing Agencies were encouraged to make it "standard practice for the GEF to seek the advice of local, national and international field-based NGOs in project design and implementation" (Mittermeier & Bowles, 1993). Given this, it was expected that NGOs would have a role to play in the post-UNCED GEF (Fairman, 1996), including the capture of local/indigenous voices.

86. The added value of civil society engagement in the GEF has been clearly recognized since the 1996 PPI. When effective, it "should enhance the social, environmental, and financial sustainability of projects" (GEF, 1996). The only issue, then, is how to assure that it is 'effective'. This study has compiled evidence, described in the chapters below, that demonstrates the effectiveness of CSO engagement in GEF efforts. In summary, CSO-led efforts have equivalent levels of performance (Table 8 (a) and (b)) but provide a significantly greater impact at the local level (greater environmental stress reduction and attenuated environmental change, Table 12) with an equivalent cost-effectiveness (Table 11), as compared to projects not led by CSOs.

87. The perceived added value of CSOs for the GEF today differs widely among e-survey respondent groups: a majority of GEF Secretariat respondents prioritize the value of "gaining community perspectives" (58%). The most common added value perceived by CSOs themselves was "working with grass roots organizations" (39% and also the overall average, all respondents combined). For the Focal Point respondents it was more about "generating local benefits" (39%) than just getting the right perspective (22%). Anecdotal evidence from key informants also suggest that CSO effort are also valuable in spurring innovation, and for the "importance of the new perspectives they can bring" to the GEF.

88. Contrary to common belief, the added value for CSO to be part of the GEF was less about finance (39%) than about "gaining access to government agencies" (45%)-an interesting finding given the well-recognized struggle between these two groups. Most of the other respondent groups had opinions differing from the CSOs. UNDP has regularly articulated the added value of CSOs especially in guiding policy: "community level action provides policy feedback on poverty reduction policies and strategies and community based experience and ideas constitute building blocks for people-centered policies" (NDI, Tanzania, 2012). Others that were consulted claim that the value added of involving CSOs includes "linkage and ownership including country ownership, improvement of project design and better quality networks"

(ECW, Dominican Republic, 2013). According to key informants, civil society engagement enables the GEF to answer the needs of communities while responding to national priorities.

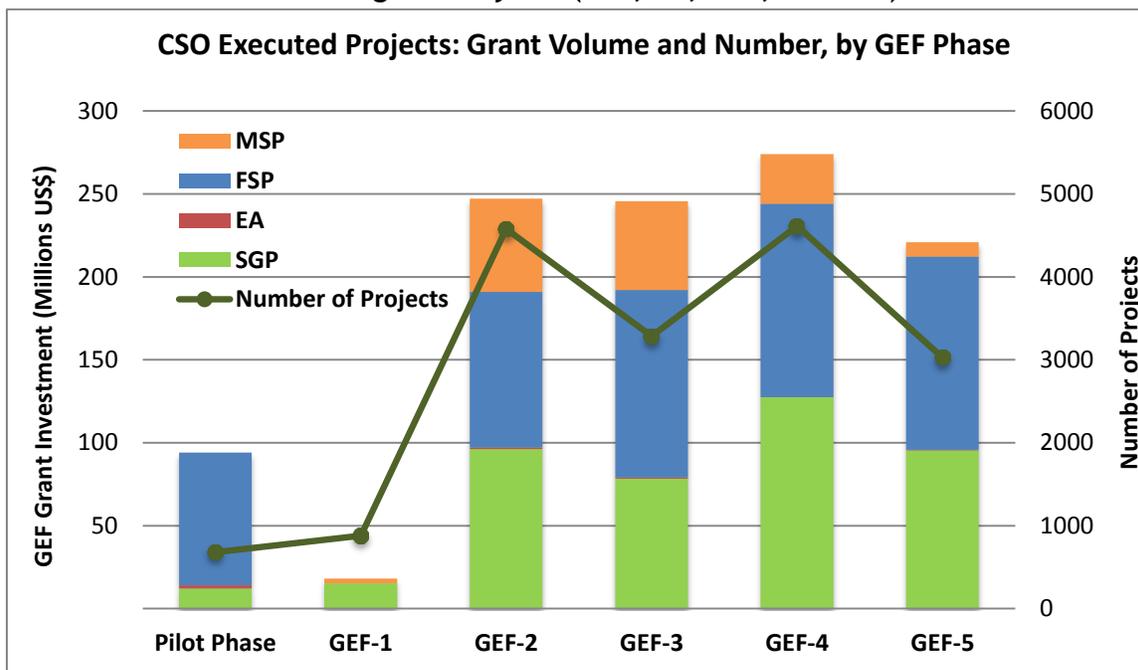
7. Effectiveness

Number and Grant Volume of CSO Executed Projects

89. GEF has been effective in engaging civil society since its inception. This is apparent from the PMIS and SGP analysis of CSO-execution of GEF projects. In terms of numbers of projects, CSO-executed projects represent on the average 9% of the PMIS portfolio (SGP excluded) and 86% of the GEF portfolio (PMIS and SGP combined). In terms of volume of grants, however, CSO-executed projects represent on the average 7% of the PMIS portfolio (SGP excluded) and only 10% of the full GEF portfolio (PMIS and SGP combined). See Figure 4 and Table 8 for Number and Grant Volume of CSO-executed projects.

90. The 7 and 10% proportions of all GEF grants provided to CSO-executed projects (MSP/FSP and all—including SGP, respectively) both fall short of the recommendation by the CSO Forum participants in May 2010, at which CSO representatives requested that a minimum of 15%²² of GEF resources be allocated to CSO-led efforts (GEF, 2010c).

Figure 4: CSO Execution through GEF Cycles (SGP, EA, MSP, and FSP)



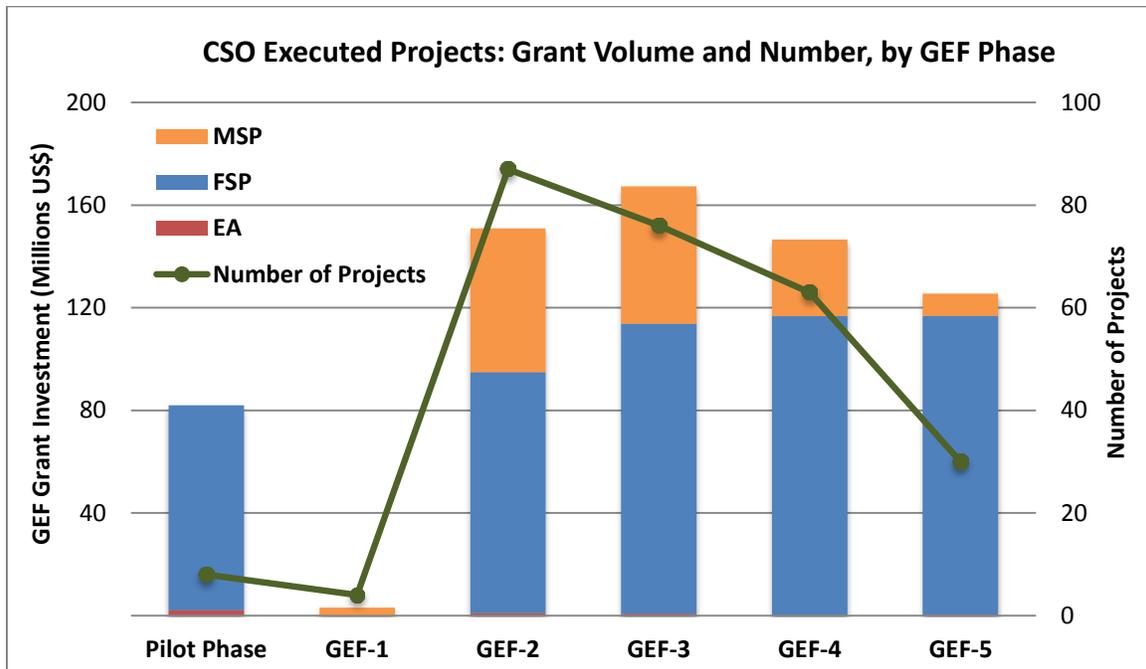
91. From Pilot through GEF, 268 Medium and Full Sized Projects (with 10 enabling activities) and 16794 Small Grant Program projects were executed by CSOs with a volume of \$675 million and \$425 million respectively (for PMIS and SGP) for a total of \$1.1 billion.

92. A parallel analysis isolated to only the PMIS projects (MSP and FSP) leads to roughly the same conclusions (see Figure 5) but with a more visible accent on the decline in number of

²² The 15% of GEF Resources was “demanded” of GEF y CSOs during the 2010 CSO Forum. Council Document GEF/C.39/10/Rev.1 (GEF, 2010c) of November 18, 2010 stated by Council decision that they “welcomed the [full document] proposal and requested the GEF Secretariat to implement the proposed activities”. It is hereby assumed that without any note designating that the Council specifically excluded the clear reference to 15% in their “welcome”, it was thereby theoretically approved by them. No other mention of the 15% has been identified in other documents.

projects since GEF2. Although the volume of grants attributed to CSOs have hovered around the same level since GEF2, there appears a significant decrease in volume for MSP efforts executed by CSOs.

Figure 5: CSO Execution (EA, MSP and FSP Only)



Over \$2.8 and \$.55 billion have been leveraged as co-financing (cash and in-kind combined) for CSO-executed projects, MSP/FSP and SGP, respectively. The total CSO-raised co-financing is therefore approximately \$3.4 billion. While CSO-executed MSP and FSP leverage four times their total grant volume in co-financing, the SGP projects raise 122%. While the volume of CSO-raised co-financing wavers through the replenishment cycles for FSP and SGP, it appears to have continuously decreased for MSP since OP3. This aligns with the similar decrease in number and total grant volume of MSP (See

Table 9).

93. Unfortunately, insufficient data is available to compare these figures to the larger GEF portfolio of non-CSO executed projects. As reported at Council Meeting 41 (Highlights document, 2012), however, there is often a “significantly higher contribution in co-financing by the CSOs. In this work program, the combined contribution of foundations and CSO in fact exceeded that of bilateral agencies”.

94. **Temporal trends:** While the total number of CSO-executed MSP/FSP is decreasing, the volume of MSP/FSP projects (approximately \$150 million for the last four phases) as well as the number and volume of SGP projects vacillates from phase to phase. This indicates a slight move towards larger projects. In parallel, the systematic literature review noted that while CSO engagement was pushed fiercely by the GEF starting with the Earth Summit in 1992, it seems to have become less strongly articulated inside GEF since that time. This may mean that there are fewer outstanding issues regarding CSO engagement, or that there are simply more pressing priorities to compete with.

Table 8: (a) Number and (b) Grant Volume of CSO Executed Projects

a. Number of Projects	Pilot Phase	GEF-1	GEF-2	GEF-3	GEF-4	GEF-5	Total
EA Executed by CSO	1		4	3		2	10
FSP Executed by CSO	7		11	15	28	19	80
MSP Executed by CSO		4	72	58	35	9	178
Total	8	4	87	76	63	30	268
<i>All GEF Projects (FSP+MSP)</i>	112	371	619	857	767	360	3086
<i>% of All GEF Projects</i>	7%	1%	14%	9%	8%	8%	9%
Small Grants Program (SGP)							
Small Grants Projects	673	874	4490	3209	4549	2999	16,794
Total CSO Executed (SGP +EA +MSP +FSP)	681	878	4577	3285	4612	3029	17,062
<i>Ref: FSP+MSP + SGP Total</i>	785	1245	5109	4066	5316	3359	19,880
<i>% of PMIS + SGP</i>	87%	71%	90%	81%	87%	90%	86%
b. Total Volume of Grants (\$M)							
b. Total Volume of Grants (\$M)	Pilot Phase	GEF-1	GEF-2	GEF-3	GEF-4	GEF-5	Total
EA Executed by CSO	2		1	1		.3	4
FSP Executed by CSO	80		94	113	117	116	520
MSP Executed by CSO		3	56	54	30	9	151
Total	82	3	151	167	147	125	675

All GEF Projects (FSP+MSP)	682	1,117	1,786	2,791	2,584	1,728	10,688
% of All GEF Projects	12%	0%	8%	6%	6%	7%	6%
Small Grants Program (SGP)							
Small Grants Projects	12	15	96	78	127	95	425
Total CSO Executed (SGP +EA +MSP +FSP)	94	18	247	246	274	221	1100
Ref: FSP/MSP + SGP Total	694	1,132	1,882	2,869	2,711	1,823	11,113
% of FSP/MSP + SGP	14%	2%	13%	9%	10%	12%	10%

EA: Enabling Activity

Table 9: Cofinancing Leveraged by CSO Executed Projects

Co-financing (Cash + In-Kind, M)	Pilot Phase	GEF-1	GEF-2	GEF-3	GEF-4	GEF-5	TOTAL
EA Executed by CSO						.5	1
FSP Executed by CSO	43		182	850	448	624	2147
MSP Executed by CSO		7	102	127	66	37	339
Total	43	7	283	977	514	662	2487
<i>Small Grants Program (SGP)</i>							
Small Grants Projects	10	16	142	120	156	103	548
Total CSO (FSP+MSP +SGP)	53	24	426	1097	670	765	3034

95. **Geographical trends:** While LAC generally has the greatest number and grant volume of CSO-executed MSP/FSP, Africa—since OP3—has the greatest number and volume of SGP projects. Regional and CEX projects excluded, while Asia is leveraging the most in co-financing of CSO-executed projects, ECA leads in leveraging the most in MSP, and Africa in SGP co-financing volume. See also Tables in Annex.

96. **Trends across GEF Agencies:** After UNDP (with 89 MSP/FSP and 16794 SPG projects), the GEF agency that carries the largest number of CSO executed projects is the World Bank (nearly half of the projects). The WB has the greatest number of CSO-executed FSPs (followed by UNEP) and MSPs (followed by UNDP). The World Bank also comes in second to the UNDP in volume of project grants 312 versus UNDP’s 547 million, SGP included. The WB manages the largest volume of CSO-executed FSP but shares the MSP volume more evenly with UNDP. Less than 10% of the CSO-executed volume is managed by agencies other than the original three (UNDP, UNEP and WB). While UNDP has leveraged the greatest volume of CSO-executed co-financing overall, the WB leads in FSP and MSP.

Performance of the CSO Portfolio: Outcomes

97. Among the 268 CSO-executed projects included in the above portfolio analysis, 111 projects are also rated on the quality of project outcomes in the Evaluation Office’s Terminal Evaluation Review (TER) database. From the TER database we can explore outcome ratings of CSO-executed projects, in which the vast majority of projects are rated as moderately satisfactory (MS) or above, higher for medium-sized projects (89%, N=82) than for full sized projects (63%, N=12). This may convey that the comparative advantage of CSO engagement lies in the smaller projects. Also, CSO performance (except for GEF1) seems to be improving through time. As indicated in the PMIS Portfolio Analysis (see Annex), the WB seems to have a higher success rate with their CSO projects than with their non-CSO projects. Data were not available to compare this to the SGP projects.

98. When these 111 CSO-executed projects are compared to the non-CSO executed projects with TER in the PMIS Portfolio (N=375), CSO-executed projects appear to be comparable to the non-CSO executed (no statistically significant difference found). The only perceivable difference may lie in the scale of the CSO efforts. While CSO-managed Medium Sized Projects appear to be slightly stronger performers than the larger non-CSO portfolio (89% versus 83%),

the CSO-executed Full Sized Projects demonstrates weaker performance than non-CSO FSPs (63% versus 83%). Although the sample of CSO-executed FSP that have ratings is small, it can be said that the comparative advantage of CSO execution lies in the execution of smaller scale projects (Table 10 (a) and (b)).

Table 10: CSO-TER Portfolio -- Trends in Project Outcomes for (a) CSO Executed and (b) non-CSO Executed Projects

(a) CSO Executed Projects (131 Projects; 111 Rated))	Pilot Phase	GEF-1	GEF-2	GEF-3	GEF-4	Total	% MS or Above
Number of Rated FSPs	2		10	5		17	
Number of FSPs Rated MS or Above	1		5	4		10	59%
Number of Rated MSPs		1	45	39	6	91	
Number of MSP Rated MS or Above		1	38	37	6	82	90%
Total Rated	2	1	55	44	6	108	
Total Rated MS or Above	1	1	43	41	6	92	
% Rated MS or Above	50%	100%	78%	93%	100%	85%	85%

(b) Non-CSO Executed Projects (435 Projects; 375 rated)	Pilot Phase	GEF-1	GEF-2	GEF-3	GEF-4	Total	% MS or Above
Number of Rated FSPs	10	63	101	76	4	254	
Number of FSPs Rated MS or Above	7	51	84	68	2	212	83%
Number of Rated MSPs		3	45	55	19	122	
Number of MSP Rated MS or Above		2	37	45	17	101	83%
Total Rated	10	66	146	131	23	376	
Total Rated MS or Above	7	53	121	113	19	313	
% Rated MS or Above	70%	80%	83%	86%	83%	83%	83%

Excludes 2 EAs

99. **Barriers to greater engagement:** This study aimed also to understand what is stopping the CSOs from being more engaged in the GEF and also the main performance challenges for those that are engaged in project execution. While the main barrier to greater CSO engagement was reportedly "complex processes" according to the CSO respondents (30%, and 25% overall), GEF Agencies and FPs weighed in more heavily for "relationships between CSOs and government" (38 and 30% respectively). The GEF Secretariat prioritized the financial constraints of the CSOs (33%, to which the CSO had given only 18% of their votes). Expected answers that did not surface among any respondent group as most important include issues of NGO capacity (except as inferred from the aforementioned "complex processes").

100. To triangulate some of these findings, literature and consultations were reviewed carefully. There is no scarcity of descriptions of the GEF proposal approval cycle being called "tortuous". The World Bank updated and publicly presented summaries of their efforts to enhance civil society engagement. Their most recent report suggests that the complex nature of relations between civil society and the government in some countries has led to uneven levels of engagement across the world" (World Bank, 2013).

101. Anecdotally, other barriers to CSO engagement highlighted by key informants were “inadequate fees for small size grants”. According to some, the inadequacy of a flat fee structure (independent of grant size) for GEF Agencies is a significant factor that has led to a decline in smaller NGO executed (MSP and FSP) projects.

Effectiveness of Mechanisms

102. In addition to the Policy for Public Involvement, five other mechanisms that highlight participation were examined to see to what extent they were effective in engaging CSOs. They include the following: GEF-NGO Network, the Small Grants Programme (SGP), the Expanded Constituency Workshop (ECW), the National Portfolio Formulation Exercise (NPFE) and the National Dialogue Initiative (NDI). Each of them is discussed below with findings from the e-survey and consultations.

103. **GEF-NGO²³ Network:** established in 1995 following the Council decision to provide a formal dialogue and partnership between civil society and the GEF. It is made up of over 538 accredited NGOs whose work is aligned with the GEF mandate. In accordance with the decision of the GEF Council in 1995, on the day before the GEF Council meets, a GEF Council consultation with CSOs is organized by the Network and administratively supported by the Secretariat (GEF, 2010c). At the May 2010 CSO Forum, participants recommended that the GEF-NGO Network should be further strengthened and empowered to act as the major CSO mechanism to promote the effective engagement of civil society in GEF and the GEF NGO Voluntary Fund approved by the November 2008 Council should be made fully operational (Ibid).

104. In 2005, an external reviewer evaluated the GEF-NGO Network and determined that it was operating ineffectively; the main obstacles cited were insufficient resources and lack of capacity. An Action Plan (GEF, 2005a) highlighted the corrective steps to take and the decisions of Council Meeting 28 (2006) reported that they welcomed the “revision of the NGO network accreditation procedures to clarify expectations from accredited NGOs”, approved the recruitment of an NGO coordinator and requested the Secretariat to implement a GEF NGO network sharing and learning initiative, and develop a support program for the NGO Network Coordination Committee. These are solid signals from Council that they take the Network and CSO engagement seriously.

105. In 2013, the GEF Secretariat and the GEF NGO Network started a process to review the GEF Public Involvement Policy. The objective of this exercise is to provide input and recommendations to the Secretariat for the formulation of guidelines for agencies and governments on public participation in GEF project development and implementation. To this end, the Secretariat gave a grant from the Voluntary Fund to the GEF NGO Network to conduct review activities. Additionally, the Secretariat facilitated a one-day CSO meeting at the Expanded Constituency Workshops (ECW) during 2013 and scheduled a special session led by a representative of the GEF NGO Network as part of the program of every ECW.

106. E-survey respondents rated the GEF-NGO Network as the second most “effective” mechanism (average score of 2.04; 2.09 for Focal Point respondents and 1.92 for GEF Secretariat). Although opinion was unanimous about the importance of such a GEF-NGO network, various informants raised questions about the role of the network that they found “unclear” (ECW/Rwanda) with a need for governance to be strengthened (ECW/Zambia, 2013).

²³ The GEF-NGO Network’s definition of NGO includes 4 non-profit elements: NGO, CBO, IPO and research/academic entities.

Despite the strong overall score of effectiveness, a small proportion of E-survey CSO respondents (all GEF NGO Network members) from five different countries in three different GEF regions expressed dissatisfaction with the network, employing words such as “monopolistic” and “alienating”. There were also multiple requests to bring renewed transparency to the network, thereby refreshing the most formal connection between the GEF and civil society. Above all there is the visible desire of CSOs to be part of the GEF.

107. Beyond the GEF-NGO Network, at least seven GEF Agencies have their own mechanism specifically for CSO engagement (i.e., not including those with general compliance and ombudsman offices). UNEP has a CSO accreditation system, holds a CSO Forum and is currently also reviewing stakeholder engagement. IADB organizes an Interdepartmental Working Group on Participation and Civil Society (GIPSC), the EBRD has a Civil Society Engagement Unit (since 2001) and ADB has a CSO Cooperation Network/NGO Center. The IFAD organizes an Indigenous Peoples’ Forum and Indigenous Peoples’ Assistance Facility (IPAF) and the AFDB holds a CSO Forum. The World Bank organized the Global Partnership for Social Accountability (GPSA).

108. **Small Grants Programme (SGP)**: established in 1992, the SGP has always “prioritized support to poor and vulnerable communities” (personal correspondence with SGP leaders), CBOs and local NGOs who are in the forefront of environmental issues. Out of the six mechanisms GEF has used to engage CSOs, the SGP was rated the most effective (2.18 out of maximum 3); rankings were given 2.83 by the GEF Secretariat respondents as compared to 2.06 for the CSOs (their highest ranking). Informants referred to the SGP as “important”, “the main door for CSOs” and “the most relevant GEF mechanism”.

109. Another series of mechanisms appears to occur at the national level and falls under the umbrella of Country Support Programs (CSP). Operational Focal Points, as of 2010, are “required to include in this work program, at least one meeting a year with the CSOs that are members of the GEF NGO Network in the country concerned” (GEF, 2010c). Informants report that this is not occurring systematically. Beyond that various meetings have been packaged and made available to all stakeholders in a given region or country. The ECWs is like a quick course on what is happening within the GEF. While the NPFE was intended to jump-start national level GEF programming in a country, the NDI is tailored for more specific national discussions of GEF role and contribution and aims to contribute to integrate these efforts within national policy and mainstreaming. Each is described further below with an indication of how well they are known and/or appreciated by e-survey respondents.

110. **Expanded Constituency Workshops (ECW)**: took over from sub-regional workshops in 2011. At least 39 ECWs have kept the GEF focal points and other key stakeholders, including civil society, abreast of GEF strategies, policies and procedures and to encourage coordination. The ECWs are rated more highly (1.99), and are better known, than the NDI (1.49) and NPFE (1.38). The mechanism was given the highest rating by LAC focal points (2.42) and CSO respondents from Asia (2.25).

111. **National Portfolio Formulation Exercises (NPFE)**: Available since 2011, NPFEs are voluntary, country-initiated, and offer \$30 000 to help interested recipient countries establish or strengthen national processes to facilitate GEF programming. They have been completed in 31 countries with 8 more underway. The mechanism was given the highest rating by African Focal Points (2.25) and CSO respondents from Asia (1.3). Focal Points from Nigeria reported that “the introduction of NPFE has brought key stakeholders together to identify national priorities which has promoted country ownership” even with civil society.

112. **National Dialogue Initiatives (NDI):** Available since early 2007, 20 NDIs have been held. Their main objectives are to promote in-depth understanding of the GEF's strategic directions, policies and procedures; strengthen country coordination and ownership and achieving greater mainstreaming of GEF. The mechanism was given the highest rating by African Focal Points (2.0) and CSO respondents from Asia (1.53). NDIs are seen as a good opportunity to enhance cooperation and partnerships (Honduras, 2007). Some suggest it should become an annual experience (Turkmenistan, 2007).

113. **Geographical trends:** To compare to the portfolio analysis, African CSO respondents were the most generous in judging GEF's overall effectiveness in engaging CSO (1.98/3); their highest rated mechanism is the GEF-NGO Network (2.03); African Focal Point respondents (also more generous than the other regions) rated the SGP higher than the Network (2.27 vs. 2.14). The highest rated mechanism among Asian CSO respondents was the ECW (2.25); LAC and ECA respondents rated the SGP highest 2.31 and 2.00). With the greatest volume and number of projects, LAC CSO and LAC²⁴ focal point respondents are the most severe in their rating of GEF CSO engagement (for nearly all of the mechanisms, except SGP, which LAC CSO respondents rated highest, 2.31 of any region).

Meaningful engagement

114. As important as the quantity of engagement (e.g., portfolio analysis), is the quality of engagement. Key informants and participants at consultative events repeatedly articulated strong feelings of dissatisfaction with GEF's quality of engagement of civil society. Across the globe, they reported that the GEF engagement of CSOs is "minimal", "not meaningful", "inadequate", "positive but insufficient", and "symbolic". One respondent summed it up as "CSOs are engaged as an audience" (Armenia ECW, 2012).

115. As discussed above, 82% of PMIS projects reviewed for Quality At Entry (PIF) proposed at least minimal engagement with CSOs and 69% proposed "formal" engagement. Up to 38% did not name any of the engaged CSOs and at least 20% of the projects listed large international CSOs (that have already progressed into Stage II of the GEF accreditation process). Likewise for the Terminal review, among the 76 sampled projects (all chosen because of their supposed CSO-engagement) 99% were confirmed to have "formally" engaged CSOs, but 4% still had not named any CSO in the evaluation and 18% listed CSOs that have already progressed into Stage II of the GEF accreditation process.

116. Meaningful engagement is difficult to define, and varies case by case. It has become clear, however, that simply asking questions of civil society stakeholders, extracting baseline data from a targeted area or community, or even offering a paid contract (in cash or kind) for them to play a role on a committee or in a monitoring exercise does not guarantee *meaningful engagement*. Evidence from this study points to the need to identify indicators that can measure not only the quantity but the quality of CSO engagement.

²⁴ Beyond the scope of this study but very important to understand some of these results is the detailed review of a long and tumultuous history of civil society in Latin America and the Caribbean (LAC).

8. Efficiency, Impact, Sustainability and Actions to Enhance Engagement

Cost-efficiency

117. Evaluators rated the completed MSP/FSP projects by their cost-efficiency. The CSO-executed projects appear to be as cost-effective as the Non-CSO executed projects (80 versus 75%, but no statistically significant difference). No SGP data was available for comparison (See Table 11).

Table 11: Efficiency (Cost-Effectiveness) Ratings Distribution

Rating	CSO Executed Projects	% CSO Executed Projects	Non-CSO Executed Projects	% Non-CSO Executed Projects
Highly Unsatisfactory	0	0%	4	1%
Unsatisfactory	4	4%	18	6%
Moderately Unsatisfactory	14	14%	58	19%
Moderately Satisfactory	39	40%	96	31%
Satisfactory	32	33%	113	36%
Highly Satisfactory	9	9%	21	7%
Number Rated (N)	98		310	

Impact

118. The review of impacts conducted by GEFE0 was applied in this study to explore differences between CSO and non-CSO executed projects. Trends were reviewed for environmental and socio-economic impacts as well as in broader adoption and project products. Interesting differences between CSO and Non-CSO surfaced only for the environmental impact review (Table 12).

119. The CSO executed projects were more likely to show local impacts (both local stress reduction and local environmental change) than non-CSO executed projects. Elements with statistically significant differences (see Table 12) are local impacts (78% of CSO executed projects have shown local stress reduction and 75% local environmental change -compared to 62 and 21%, respectively for Non-CSO) and system impacts (30% of Non-CSO executed projects show stress reduction, as opposed to 10% of CSO-executed). This reconfirms that the added value of CSOs lies at the local level and that Non-CSO executed projects contribute more significantly at the system level.

Table 12: Proportion of Projects showing environmental impact at different scales

<i>Environmental Impact (% showing)</i>	<i>CSO-Executed</i>		<i>Non-CSO Executed</i>		<i>Total</i>
<i>N =</i>	88		298		386
Local Impact	69	78% **	192	64%	68%
Local Stress Reduction	65	74% **	185	62%	65%
Local Environmental Status Change	32	36% ***	61	20%	24%
System Impact	9	10% ***	90	30%	26%
System Stress Reduction	8	9%	89	30%	25%
System Environmental Status Change	2	2%	16	5%	5%
Total (Any Environmental Impact)	72	82%	249	84%	83%

*** Significant at 99% confidence level, ** Significant at 95% confidence level, *Significant at 90% confidence level.

Sustainability

120. According to the Terminal Evaluation Review analysis, CSO-executed projects (MSP and FSP only) have roughly the same levels of sustainability (as non-CSO) projects: 57% as compared to 62% of CSO and non-CSO projects, respectively, have been deemed by evaluators to be at least moderately likely to be sustained (no significant difference). Although these results are less than desirable to alone justify CSO engagement, it is important to note that the same projects were significantly more likely than those not led by CSOs to have achieved local impacts (see Table 12 above and Table 13 below).

Table 13: Sustainability Potential

Rating	CSO Executed Projects	% CSO Executed Projects	Non-CSO Executed Projects	% Non-CSO Executed Projects
Unlikely	12	12%	36	10%
Moderately Unlikely	31	30%	103	28%
Moderately Likely	47	46%	167	46%
Likely	13	13%	59	16%
Number Rated (N)	103		365	

Actions for Engagement

121. Actions can be taken to enhance engagement, but also to make sure that CSO engagement is happening systematically. Suggestions for GEF to take to enhance CSO engagement were proposed by E-survey respondents to "heighten GEF outreach" (37% overall and 40% for CSO respondents) and "build CSO capacity" (31% overall, but 67% of the GEF Secretariat, 38% of GEF Agency respondents and only 28% of CSO). This finding merits further exploration. Heightened outreach in the E-survey was specified to mean "greater awareness raising, more country visits of GEF officials, more frequent national level workshops and national media campaigns". Although 'awareness' may be seen as a step towards capacity building, CSOs seem to convey that a stronger GEF image at the country level will be more useful to CSO sustained impact than building new capacity.

122. For GEF to ensure that CSO engagement is happening systematically across the portfolio, this sub-study explored indicators and compliance mechanisms—aiming to identify at least some that would not add to the current complexity or burden of the bemoaned proposal cycle. The majority of E-survey respondents (52%) propose that the best indicator to monitor CSO engagement would track "CSO Execution". Currently, there is no systematically applied method to designate in the PMIS if a project is fully, partially or not at all executed by CSOs. The data compiled to date (and presented above under portfolio analysis) have relied on personnel external to the project cycle to make the determination of whether or not a CSO is indeed executing each project. Clearly, if project execution is chosen as an indicator to track CSO engagement in the GEF, this determination of execution will need to become more concise and systematic inside the PMIS, perhaps determined by the authors or the project or the GEF Agencies introducing it.

123. The issue of identifying a method to track CSO engagement is not a new one to GEF circles. At Council Meeting 41 (2011), the Highlights document²⁵ (GEF, 2011c), point 19 reports that "the CSO representative...asked for an urgent revision of the PMIS to ensure that the system includes information on CSOs involvement in GEF projects. The Director responded that Secretariat and the Evaluation Office and other GEF partners were working on the improvement of the PMIS and that the Evaluation Office was currently undertaking a study to identify the best way to categorize and include CSO involvement".

124. It may also be the case, as evidence in this study suggests, that more important than CSO-execution, would be indicators demonstrating CSO-involvement in project design (even more so than in monitoring and evaluation). The same Council Meeting 41 (2012) stated "due recognition to the contributions of CSO at the development stage of the projects, in particular, a section to this effect should be provided in the PIF" (Ibid).

125. Roughly one-quarter of E-survey respondents, however, preferred "other" indicators that they proposed themselves. Most of these proposals encouraged GEF to move away from measuring outcomes (number/volume of GEF-executed projects) and to look for measures of the CSO contribution to achieving local benefits and local impact--a creative accounting of CSO proportional contribution to the impacts GEF seeks generally, or to the concrete goal of each project (such as a new structure, policy or mechanism that is eventually replicated). Some respondents want GEF to measure partnership, i.e., number of projects that are co-executed with more than one different types of entities, such as CSO and government, or CSO and private sector. One creative respondent suggested that to keep the reporting burden off the GEF, an annual CSO-survey should be systematized and the respondent list expanded to have CSOs, themselves, report how well they are being engaged routinely each year.

126. All four respondent groups from the E-survey agreed that the most important action for CSOs to engage in would be to "contribute to building more partnerships" (59% overall). The second most common was to "strengthen their relationships with government" (19% overall, 33% according to GEF Agencies, 17% for the Focal Point respondents). A clear message came from a recent ECW meeting at which participants suggested that there "should be an all-out effort by CSO's in their home countries to form themselves into a body that has greater capacity to seek funding and manage large projects" (ECW/Dominican Republic, 2013). At a Network Meeting in Mozambique (2013), it was proposed that CSOs should "improve their information sharing and dissemination skills". One Focal Point participant stressed that "We

²⁵ http://www.thegef.org/gef/sites/thegef.org/files/documents/Highlights_Revised_11-18-11.pdf

[government and CSO] cannot compete. We cannot say we are at equal level; government will always be superior. But we know NGOs are the front-runners and can deliver faster on the ground. We each have advantages; let's work together."

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Annex A: List of CSO Executed Projects

GEF ID	Agency	Region	Focal Area	Type acronym	Title	Executing partner / agency	Total GEF Grant at Appraisal (incl PPG, excl Agency Fees)	Cofinancing Total	In TER Database
Pilot Phase									
55	WB	AFR	BD	FP	West Africa Pilot Community-Based Natural Resource and Wildlife Management	Local community wildlife management groups	\$ 7,901,040	\$ 6,190,000	Y
58	WB	LAC	BD	FP	National Biodiversity Project (PROBIO)	Getulio Vargas Foundation (FGV)	\$ 10,275,000	\$ 10,000,000	Y
62	WB	LAC	BD	FP	Protected Areas Program	FondoMexicanopara la Conservacion de la Naturaleza (FMCN) National Ecology Institute (INE)	\$ 25,000,000	\$ 17,200,000	Y
77	WB	Asia	BD	FP	Biodiversity Collections	Research and Development Center for Biology (PPPB) of the Indonesian Institute of Sciences (LIPI); Herbarium Bogoriense and Museum ZoologicumBogoriense	\$ 8,760,000	\$ 4,200,000	Y
79	WB	Asia	BD	FP	Conservation of Priority Protected Areas	NGOs for Integrated Protected Areas (NIPA); Department of Environment and Natural Resources (DENR)	\$ 20,000,000	\$ 2,856,000	Y
144	UNEP	CEX	BD	EA	Biodiversity Country Studies - Phase II	National Biodiversity Institutions, National Scientific Organizations	\$ 2,000,000	\$ 100,000	N
195	UNDP	LAC	BD	FP	Biodiversity Conservation and Management in the Coastal Zone of the Dominican Republic	CEBSE, GrupoJaragua and Other NGOs	\$ 3,000,000	\$ -	N
538	WB	LAC	BD	FP	National Trust Fund for Protected Areas	Agency for the National Fund for Protected Areas (PROFONANPE)	\$ 5,020,000	\$ 2,861,000	N
Phase 1									
413	UNEP	CEX	BD	MSP	Global Biodiversity Forum Phase II	IUCN	\$ 745,000	\$ 898,850	N
465	UNEP	CEX	BD	MSP	Development of Best Practices and Dissemination of Lessons Learned for Dealing with the Global Problem of Alien Species that Threaten Biological Diversity	Scientific Committee for the Protection of the Environment (SCOPE)	\$ 750,000	\$ 3,233,000	Y
466	WB	LAC	BD	MSP	Promotion of Biodiversity Conservation within Coffee Landscapes	PROCAFE	\$ 750,000	\$ 3,085,000	Y
536	UNDP	REG	BD	MSP	Conservation Priority-Setting for the Upper Guinea Forest Ecosystems, West Africa	Conservation International	\$ 742,000	\$ 207,000	Y
Phase 2									
4	WB	Asia	BD	MSP	Hon Mun Marine Protected Area Pilot Project	IUCN	\$ 997,447	\$ 1,148,627	Y
16	WB	LAC	BD	MSP	Management and Protection of Laguna del Tigre National Park	Conservation International/Guatemala	\$ 747,631	\$ 940,137	Y
18	WB	AFR	BD	MSP	Lewa Wildlife Conservancy	Lewa Wildlife Conservancy	\$ 750,000	\$ 3,193,000	Y
21	UNDP	Asia	BD	MSP	Community Conservation and Compatible Enterprise Development on Pohnpei	The Nature Conservancy; Conservation Society of Pohnpei (CSP)	\$ 748,244	\$ 1,452,660	Y
23	UNEP	CEX	BD	MSP	Promoting Best Practices for Conservation and Sustainable Use of Biodiversity of Global Significance in Arid and Semi-arid Zones	Third World Academy of Sciences (TWAS)	\$ 750,000	\$ 150,000	Y
24	WB	AFR	BD	MSP	Africa Community Outreach Programme for Conservation and Sustainable Use of Biological Resources	Zimbabwe Trust	\$ 750,000	\$ 192,950	N
25	UNDP	ECA	BD	MSP	Arid and Semi-Arid Ecosystem Conservation in the Caucasus	NACRES	\$ 750,000	\$ 128,200	Y
26	WB	Asia	BD	MSP	Conservation of Elephant Landscapes in Aceh	Fauna andd Flora International	\$ 741,985	\$ 295,400	Y
27	UNDP	LAC	CC	MSP	Creation and Strengthening of the Capacity for Sustainable Renewable	Biomass Users Network	\$ 750,000	\$ 796,430	Y

					Energy Development in Central America				
30	UNDP	Asia	BD	MSP	Upper Mustang Biodiversity Project	King Mahendra Trust for Nature and Conservation (KMTNC)	\$ 727,500	\$ 1,275,000	Y
33	UNEP	REG	BD	MSP	An Indicator Model for Dryland Ecosystems in Latin America	Natural Heritage Institute	\$ 750,000	\$ 323,800	Y
496	WB	LAC	BD	MSP	Northern Belize Biological Corridors Project	Programme for Belize (Pfb)	\$ 748,430	\$ 3,165,000	Y
499	UNDP	LAC	BD	MSP	Creating A Co-Managed Protected Areas System	PACT	\$ 750,000	\$ 230,000	Y
514	UNEP	CEX	IW	MSP	The Role of the Coastal Ocean in the Disturbed and Undisturbed Nutrient and Carbon Cycles	Land-Ocean Interactions in the Coastal Zone (LOICZ)	\$ 720,000	\$ 457,600	Y
570	WB	AFR	CC	MSP	Energy Efficiency Market Development	FIDI	\$ 695,000	\$ 265,000	Y
571	UNDP	ECA	CC	MSP	Low-Cost/Low-Energy Buildings in the Czech Republic	SEVEN/Energy Efficiency Center	\$ 448,000	\$ 980,000	Y
601	WB	LAC	BD	MSP	Monitoring System for the Galapagos Islands	FA/WWF	\$ 941,350	\$ 649,200	Y
612	WB	CEX	IW	MSP	World Water Vision - Water and Nature	The World Conservation Union	\$ 700,000	\$ 13,145,000	N
616	UNDP	CEX	BD	MSP	Harnessing Multi-Stakeholder Mechanisms to Promote Global Environmental Priorities	Earth Council	\$ 750,000	\$ -	N
624	UNDP	LAC	CC	EA	Enabling Republic of Colombia to Prepare its Initial National Communication in Response to its Commitments to UNFCCC	Institute of Hydrology, Meteorology and Environmental Studies	\$ 345,000	\$ -	N
625	WB	LAC	BD	MSP	Sustainable Use of Biodiversity in the Western Slope of the Serrania del Baudo	FundacionNatura	\$ 750,000	\$ 2,237,360	Y
628	WB	LAC	BD	MSP	Wetland Priorities for Conservation Action	EcoCiencia	\$ 743,388	\$ 191,500	Y
650	WB	LAC	BD	MSP	Collaborative Management for the Conservation and Sustainable Development of the Northwest Biosphere Reserve	Pro Naturaleza	\$ 750,000	\$ 1,346,350	N
656	WB	Asia	BD	MSP	Marine Biodiversity Protection and Management	The World Conservation Union (IUCN)	\$ 924,978	\$ 658,148	Y
664	WB	LAC	BD	MSP	Conservation and Sustainable Use of Biodiversity in the Llanos Ecoregion	FUDENA	\$ 963,900	\$ 1,409,000	N
672	UNDP	LAC	BD	MSP	Conservation of Biodiversity in the Talamanca-Caribbean Biological Corridor	CBTC	\$ 749,999	\$ 519,931	Y
681	WB	LAC	BD	MSP	Effective Protection with Community Participation of the New Protected Area of San Lorenzo	CEASPA	\$ 750,000	\$ 1,501,000	Y
682	WB	LAC	BD	MSP	Participatory Conservation and Sustainable Development with Indigenous Communities in Vilcabamba	Conservation International (CI)	\$ 749,725	\$ 415,000	N
770	UNEP	CEX	BD	FP	Millennium Ecosystem Assessment	World Resources Institute in collaboration with UNEP, UNDP, WB, WRI, IUCN, FAO, UNESCO, ICSU	\$ 7,310,000	\$ 17,610,000	Y
774	WB	LAC	BD	FP	Conservation and Sustainable Use of Biodiversity in the Andes Region	Instituto Alexander von Humboldt	\$ 15,350,000	\$ 15,000,000	Y
775	WB	LAC	BD	MSP	Choco-Andean Corridor	FunfacionMaquipucuna	\$ 999,663	\$ 2,353,266	Y
794	UNEP	LAC	BD	MSP	Catalyzing Conservation Action in Latin America: Identifying Priority Sites and Best Management	The nature Conservancy	\$ 750,000	\$ 680,000	Y
795	UNDP	AFR	BD	MSP	Biodiversity Conservation and Sustainable Natural Resource Management	CNOA-RIOD	\$ 750,000	\$ 1,373,000	N
798	UNDP	Asia	BD	MSP	Sustainable Management of Mount Isarog	CARE Philippines	\$ 750,000	\$ 1,475,102	Y
799	UNDP	Asia	BD	MSP	Conservation of the Tubbataha Reefs National Marine Park and World Heritage Site	World Wildlife Fund	\$ 774,714	\$ 984,707	Y
801	WB	ECA	BD	MSP	Central European Grasslands - Conservation and Sustainable Use	DAPHNE - centrum pre aplikovanuekologii/ DAPHNE - for Applied Ecology	\$ 750,000	\$ 352,000	Y
802	UNDP	Asia	BD	MSP	Conservation of Biodiversity through Integrated Collaborative Management in Rekawa, Ussangoda, and Kalametiya Coastal Ecosystems	IUCN - World Conservation Union	\$ 749,670	\$ 1,156,366	Y
803	UNDP	AFR	BD	MSP	JozaniChwaka Bay National Park	Commision for Natural Resources	\$	\$	Y

					Development	(Zanzibar); CARE International (Tanzania); JECA	747,500	845,050	
806	UNDP	ECA	IW	MSP	Building Environmental Citizenship to Support Transboundary Pollution Reduction in the Danube: A Pilot Project	Regional Environmental Center for Central and Eastern Europe	\$ 750,000	\$ 832,995	Y
807	UNEP	ECA	IW	MSP	Persistent Toxic Substances, Food Security, and Indigenous Peoples of the Russian North	Russian Association of Indigenous Peoples of the North (RAIPON) and Secretariat of the Arctic Monitoring and Assessment Programme (AMAP)	\$ 750,000	\$ 2,010,000	Y
808	UNDP	Asia	BD	EA	Bangladesh Biodiversity Strategic Action Plan	World Conservation Union (IUCN)	\$ 278,900	\$ 52,400	N
816	WB	AFR	BD	MSP	Restoration of Round Island	Mauritian Wildlife Foundation	\$ 750,000	\$ 831,401	Y
817	UNDP	AFR	BD	MSP	Biodiversity Conservation of Lake Bosumtwé Basin	Friends of the Earth/Ghana	\$ 520,000	\$ 98,000	N
834	UNDP	LAC	BD	FP	Promoting Biodiversity Conservation and Sustainable Use in the Frontier Forests of Northwestern MatoGrosso	State Foundation for the Environment, MatoGrosso (FEMA)	\$ 6,983,950	\$ 9,049,119	Y
836	WB	CEX	BD	FP	Critical Ecosystems Partnership Fund (CEPF)	Conservation International	\$ 25,000,000	\$ 75,000,000	Y
844	WB	LAC	BD	MSP	Valdivian Forest Zone: Private-Public Mechanisms for Biodiversity Conservation	CIPMA (Centro de Investigacion y planificación del MedioAmbiente)	\$ 749,670	\$ 276,000	Y
845	WB	Asia	BD	MSP	The Greater Berbak-Sembilang Integrated Coastal Wetlands Conservation Project	Wetlands International - Indonesia Programme (WI - IP)	\$ 731,750	\$ 867,500	Y
846	WB	LAC	BD	MSP	Albarradas in Coastal Ecuador: Rescuing Ancient Knowledge on Sustainable Use of Biodiversity	Escuela Superior Politecnica del Litoral (ESPOL) & Fundacion Pedro Vicente Maldonado an NGO member of the Ecuadorian Committee for the Defense of Natural Setting and the Environment (CEDENMA)	\$ 750,000	\$ 2,357,500	Y
847	WB	LAC	MF	MSP	Renewable Energy and Forest Conservation: Sustainable Harvest and Processing of Coffee and Allspice	Mesoamerican Development Institute (MDI)	\$ 750,000	\$ 1,444,000	Y
849	UNEP	REG	IW	MSP	Development and Protection of the Coastal and Marine Environment in Sub-Saharan Africa	Advisory Committee for the Protection of the Sea (ACOPS)	\$ 750,000	\$ 975,000	Y
857	UNDP	LAC	CC	MSP	Renewable Energy Systems in the Peruvian Amazon Region (RESPAR)	ILZRO RAPS Peru	\$ 747,500	\$ 1,922,199	Y
863	WB	LAC	BD	MSP	Community-managed SarstoonTemash Conservation Project	SarstoonTemash National Park Steering Committee	\$ 831,680	\$ 261,500	Y
865	UNDP	Asia	BD	MSP	Conservation of the Asiatic Cheetah, its Natural Habitat and Associated Biota	IUCN	\$ 750,000	\$ 690,000	Y
868	UNDP	LAC	BD	MSP	Establishment of Private Natural Heritage Reserves in the Brazilian Cerrado	Fundacao Pro-Natureza	\$ 750,000	\$ 100,000	Y
874	UNEP	CEX	CC	FP	Assessments of Impacts and Adaptation to Climate Change in Multiple Regions and Sectors (AIACC)	START, Third World Academy of Sciences (TWAS)	\$ 7,850,000	\$ 4,610,000	Y
883	WB	ECA	CC	FP	Energy Efficiency Project	ROMANIA Foundation for Energy Efficiency	\$ 10,350,000	\$ 24,000,000	Y
905	UNEP	REG	BD	MSP	Land Use Change Analysis as an Approach for Investigating Biodiversity Loss and Land Degradation	International Livestock Research Institute (ILRI)	\$ 795,920	\$ 645,700	Y
906	UNDP	Asia	BD	MSP	Landscape-scale Conservation of Endangered Tiger and Rhinoceros Populations in and Around Chitwan National Park	KMTNC	\$ 750,000	\$ 978,015	Y
907	UNEP	Asia	BD	MSP	Arun Valley Sustainable Resource Use and Management Pilot Demonstration Project	Rural Reconstruction Nepal (RRN)	\$ 625,000	\$ 175,000	Y
913	UNDP	Asia	BD	MSP	Biodiversity Conservation and Management of the Bohol Islands Marine Triangle	Foundation for Filipino Environment	\$ 743,270	\$ 637,611	Y
979	WB	LAC	BD	MSP	Biodiversity Conservation in Cacao Agro-forestry	Centro Agronómico Tropical de Investigación y Enseñanza (CATIE)	\$ 750,000	\$ 2,293,000	Y
981	UNEP	REG	BD	MSP	Community-based Management of On-farm Plant Genetic Resources in Arid and Semi-arid Areas of Sub-Saharan Africa	the International Plant Genetic Resources Institute (IPGRI)	\$ 750,000	\$ 1,300,000	Y

1020	WB	LAC	BD	MSP	Conservation and Sustainable Development of the Mataven Forest	ETNOLLANO	\$ 750,000	\$ 641,000	Y
1021	UNDP	LAC	BD	MSP	Conservation and Sustainable Use of Chiloé Globally Significant Biodiversity	Foundation for Natural Heritage and Biodiversity	\$ 1,000,000	\$ 3,246,200	N
1086	UNDP	Asia	BD	MSP	Developing an Integrated Protected Area System for the Cardamom Mountains	Fauna and Flora International (FFI)	\$ 998,143	\$ 3,333,980	Y
1224	UNEP	CEX	BD	FP	Conservation and Sustainable Management of Below Ground Biodiversity, Phase I	Brazil: Universidade Federal de Lavras, Cote d'Ivoire: Universite de Cocody (Abidjan), India: Jawaharlal Nehru University, Indonesia: Universitas Lampung, Kenya: National Museums of Kenya, Mexico: Instituto de Ecologia, Xalapa, Uganda: MakerereUniver	\$ 5,295,646	\$ 9,000,000	Y
1242	UNEP	AFR	BD	FP	Desert Margin Programme, Phase 1	ICRISAT	\$ 5,352,134	\$ 10,231,999	Y
1261	UNDP	Asia	BD	FP	Community-based Coastal and Marine Conservation in the Milne Bay Province	Conservation International Papua New Guinea	\$ 3,549,400	\$ 3,578,000	Y
1279	UNDP	ECA	CC	MSP	Gdansk Cycling Infrastructure Project	The Polish Ecological Club - National Board	\$ 1,000,000	\$ 1,500,000	Y
1302	WB	Asia	BD	MSP	Conservation of Key Forests in the Sangihe-Talaud Islands	BirdLife International	\$ 840,500	\$ 357,380	N
1303	WB	ECA	BD	MSP	Strengthening Protected Areas Network for Sikhote-AlinMountain Forest Ecosystems Conservation in KhabarovskKray		\$ 750,000	\$ 1,000,000	Y
1310	UNDP	LAC	MF	MSP	Building Wider Public and Private Constituencies for the GEF in Latin America and the Caribbean: Regional Promotion of Global Environment Protection through the Electronic Media	Television Trust for the Environment	\$ 998,062	\$ 959,132	Y
1377	WB	LAC	BD	MSP	Santiago Foothills: Mountain Ecosystem Conservation		\$ 750,000	\$ 459,400	Y
1397	WB	LAC	BD	MSP	Private Land Mechanisms for Biodiversity Conservation in Mexico		\$ 750,000	\$ 1,100,000	Y
1416	UNDP	LAC	BD	MSP	Community -based Conservation and Sustainable Use of the Atiquipa and Taimara Lomas Ecosystems	IRECA-UNSA	\$ 750,000	\$ 1,470,800	Y
1418	UNDP	AFR	BD	EA	Assessing Capacity Building Needs for Biodiversity Management and Development, and Consultations Leading to Preparation of Second National Report to CBD (add on)	Africa Resources trust	\$ 90,000	\$ 100,000	N
1424	WB	Asia	BD	MSP	Indonesia Forests and Media Project (INFORM)	Conservation International Indonesia (CI-I)	\$ 940,000	\$ 292,055	Y
1444	UNDP	ECA	IW	MSP	Development and Implementation of the Lake Peipsi/Chudskoe Basin Management Plan	Peipsi Center for Transboundary Cooperation	\$ 1,000,000	\$ 3,775,000	Y
1455	UNDP	CEX	MF	MSP	Capacity Building for Small Island Developing States through SIDSNet	SIDSNet.	\$ 1,000,000	\$ 507,932	N
1456	UNEP	ECA	BD	EA	Add-on: Biodiversity Enabling Activities: Assessment of Capacity Building Needs for Biodiversity Conservation and Sustainable Use	National Foundation for Environmental Protection (NFEP)	\$ 234,000	\$ 61,600	N
1477	WB	Asia	BD	MSP	Conservation of Puluong-Cuc Phuong Limestone Landscape	Fauna and Flora International	\$ 749,885	\$ 556,321	Y
1486	UNEP	CEX	BD	MSP	Global Biodiversity Forum (GBF): Multistakeholder Support for the Implementation of the Convention on Biological Diversity - Phase III	IUCN	\$ 996,500	\$ 3,105,500	Y
1558	WB	LAC	CC	MSP	Obtaining Biofuels and Non-wood Cellulose Fiber from Agricultural Residues/Waste	National Environment Fund of Peru (FONAM)	\$ 994,801	\$ 13,286,262	N
1588	UNEP	CEX	MF	MSP	Involving National Legislators in International Environmental Decision-making through Participation in the Preparations for the World Summit on Sustainable Development Proceedings and the Second GEF Assembly	Global Legislators Organization for a Balanced Environment (GLOBE) International	\$ 250,000	\$ 200,403	N
1637	WB	LAC	BD	MSP	Community Management of the Bio-Itza Reserve Project	The Bio-Itza Association, Conservation International Guatemala Office	\$ 750,000	\$ 754,000	N
2344	UNEP	REG	BD	FP	Desert Margins Programme (DMP) Tranche 2	International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)	\$ 5,617,044	\$ 12,250,182	Y

2868	UNEP	LAC	BD	FP	Payment for Ecosystem Services in Las Neblinas Scientific Reserve as a Pilot Approach to Ecosystem Management that Promotes the Sustainability of Protected Areas	Centro para el Desarrollo Agropecuario y Forestal, Inc. (CEDAF), National Botanical Garden, Secretariat for the Environment and Natural Resources (SEMARN)	\$ 1,181,955	\$ 1,185,431	N
Phase 3									
957	UNDP	LAC	BD	MSP	Conservation and Sustainable Use of Biodiversity in the Amaraeri Communal Reserve and Adjoining Indigenous Lands		\$ 989,010	\$ 891,679	Y
1028	UNDP	REG	BD	FP	Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley/Red Sea Flyway (Tranches 1 and 2)	BirdLife International	\$ 6,743,243	\$ 4,887,232	N
1031	UNDP	Asia	BD	MSP	Biodiversity Conservation and Sustainable Use of the Marine Resources at Con Dao National Park	World Wildlife Fund	\$ 994,950	\$ 877,850	Y
1081	WB	LAC	CC	FP	Lima Urban Transport	Fondo Nacional del Ambiente (FONAM)	\$ 8,280,000	\$ 134,400,000	Y
1092	WB/IA DB	LAC	BD	FP	Integrated Ecosystem Management in Indigenous Communities	Central American Indigenous and Peasant Coordination Association for Community Agroforestry (ACICAFOC) and the Central American Commission on the Environment and Development (CCAD)	\$ 9,700,000	\$ 39,885,000	Y
1101	WB	LAC	BD	FP	Participatory Management of Protected Areas	Peruvian National Trust Fund for Protected Areas (PROFONAPE)	\$ 15,178,000	\$ 18,010,000	N
1214	WB	Asia	BD	FP	Integrated Ecosystem and Natural Resource Management in the Jordan Rift Valley	Royal Society for the Conservation of Nature	\$ 6,500,000	\$ 6,550,000	N
1296	WB	Asia	BD	MSP	The Green Corridor	WWF Indo China	\$ 998,634	\$ 1,062,731	Y
1312	UNDP	LAC	BD	MSP	Management and Conservation of Wetland Biodiversity in the Esteros del Ibera	Fundacion Ecos Argentina	\$ 1,000,000	\$ 9,394,125	N
1413	UNDP	LAC	CC	MSP	Energy Efficiency Measures in the Honduran Commercial and Industry Sectors	Consejo Empresarial Hondureno para el Desarrollo Sostenible (CEHDES)	\$ 1,000,000	\$ 1,640,000	Y
1438	UNDP	Asia	BD	MSP	Conservation and Sustainable Use of Biodiversity in Dibeena Nature Reserve	The Royal Society for the Conservation of Nature (RSCN)	\$ 1,000,000	\$ 1,020,000	Y
1446	UNDP	LAC	BD	MSP	Conservation and Sustainable Use of Biodiversity in the Peruvian Amazon by the Indigenous Ashaninka Population		\$ 1,000,000	\$ 556,980	Y
1471	WB	AFR	BD	MSP	Improving Management of NGO and Privately Owned Nature Reserves and High Biodiversity Islands in Seychelles	Royal Society for Nature Conservation, BirdLife Seychelles	\$ 839,000	\$ 1,074,700	Y
1475	WB	AFR	BD	MSP	Establishing the Basis for Biodiversity Conservation on Sapo National Park and in South-East Liberia	Fauna & Flora International	\$ 1,000,000	\$ 1,439,000	N
1485	WB/IFC	LAC	BD	MSP	Poison Dart Frog Ranching to Protect Rainforest and Alleviate Poverty	INBICO and Curmi, Peru.	\$ 813,540	\$ 1,032,382	N
1489	WB	LAC	BD	MSP	Biodiversity Conservation and Sustainable Use in the Mbaracayu Natural Reserve	Fundacion Moises Bertoni (FMB)	\$ 998,513	\$ 2,146,743	Y
1604	UNEP	REG	BD	MSP	Sustainable Conservation of Globally Important Caribbean Bird Habitats: Strengthening a Regional Network for a Shared Resource	BirdLife International	\$ 999,200	\$ 972,950	Y
1642	WB	LAC	BD	MSP	Formoso River -- Integrated Watershed Management and Protection	Embrapa Soils	\$ 999,910	\$ 1,176,781	N
1665	WB	CEX	IW	MSP	Towards a Lake Basin Management Initiative and a Contribution to the Third World Water Forum: Sharing Experiences and Early Lessons in GEF and non-GEF Lake Basin Management Projects	International Lake Environment Committee Foundation (ILEC)	\$ 965,744	\$ 1,246,449	N
1666	UNEP	AFR	LD	MSP	Development and Implementation of a Sustainable Resource Management Plan for Marsabit Mountain and its associated Watersheds	Agricultural Research Foundation (AGREF)	\$ 949,000	\$ 1,504,099	Y
1681	UNDP	ECA	BD	MSP	Conservation, Restoration and Wise Use of Calcareous Fens	DAPHNE - Institute of Applied Ecology	\$ 999,920	\$ 1,462,690	Y
1694	UNEP	REG	BD	MSP	Development of the Econet for Long-term Conservation of Biodiversity in	WWF-Russian Programme Office (WWF-RPO)	\$ 775,000	\$ 1,385,000	Y

					the Central Asia Ecoregions				
1713	UNDP	LAC	BD	MSP	Improved Management and Conservation Practices for the Cocos Island Marine Conservation Area	The Cocos Island Marine Conservation Area (CIMCA)	\$ 1,000,000	\$ 2,174,553	Y
1718	UNDP	Asia	BD	MSP	Mainstreaming Biodiversity Conservation into Production Systems in the Juniper Forest Ecosystem	IUCN	\$ 1,000,000	\$ 1,543,737	N
1732	UNDP	LAC	BD	MSP	In-Situ Conservation of Andean Crops and their Wild Relatives in the Humahuaca Valley, the Southernmost Extension of the Central Andes	FUCEMA	\$ 963,200	\$ 908,660	N
1733	UNDP	LAC	BD	MSP	Consolidating a System of Municipal Regional Parks (MRPs) in Guatemala's Western Plateau	HELVETAS	\$ 994,500	\$ 1,255,500	Y
1735	UNDP	LAC	BD	MSP	Conservation of Dry Forest and Coastal Biodiversity of the Pacific Coast of Southern Nicaragua: Building Private-Public Partnerships	Fauna & Flora International	\$ 987,120	\$ 3,894,968	Y
1749	WB	ECA	BD	MSP	Lake Pomorie Conservation, Restoration and Sustainable Management Project	Ministry of Environment and Waters	\$ 888,100	\$ 1,118,090	N
1750	WB	Asia	BD	MSP	Lake Dianchi Freshwater Biodiversity Restoration Project	Kumming Institute of Zoology (KIZ)	\$ 997,550	\$ 860,420	N
1769	UNEP	CEX	MF	MSP	Integrated Management of Peatlands for Biodiversity and Climate Change: The Potential of Managing Peatlands for Carbon Accumulation While Protecting Biodiversity	Lead Agencies - Wetland Internationals and The Global Environment Centre working with a range of national and international partner organizations and institutions	\$ 997,455	\$ 1,584,000	Y
1776	UNEP	REG	BD	MSP	Strengthening the Network of Training Centers for Protected Area Management through Demonstration of a Tested Approach	The Center "Zapovedniks"	\$ 999,750	\$ 1,368,000	Y
1794	WB	LAC	BD	MSP	Removing Obstacles to Direct Private-Sector Participation in In-situ Biodiversity Conservation	PROMETA	\$ 705,000	\$ 427,800	Y
1836	WB	Asia	BD	MSP	Integrated Ecosystem and Wildlife Management Project in Bolikhamxay Province	Wildlife Conservation Society	\$ 999,025	\$ 613,575	Y
1842	UNEP	CEX	BD	MSP	Indigenous Peoples' Network for Change	International Alliance of Indigenous and Tribal Peoples of the Tropical Forests (IAITPTF)	\$ 938,844	\$ 499,893	Y
1851	UNEP	REG	IW	MSP	Protection of the North West Sahara Aquifer System (NWSAS) and related humid zones and ecosystems	Observatoire du Sahel et du Sahara	\$ 600,000	\$ 816,000	Y
1852	UNDP	Asia	BD	MSP	Linking and Enhancing Protected Areas in the Temperate Broadleaf Forest Ecoregion of Bhutan (LINKPA)	WWF Bhutan	\$ 792,000	\$ 1,063,000	N
1854	UNDP	ECA	BD	MSP	Biodiversity Conservation and Sustainable Development in the Gissar Mountains of Tajikistan	CARE/Tajikistan	\$ 1,000,000	\$ 745,000	Y
1876	WB	LAC	BD	MSP	Naya Biological Corridor in the Munchique-Pinche Sector	Consortium Naya Corridor (Proselva, CIPAV, ACISO)	\$ 750,000	\$ 1,466,000	Y
1895	UNEP	CEX	BD	MSP	Improved Certification Schemes for Sustainable Tropical Forest Management	CIFOR, FSC INT, PROFOREST, Forest Stewardship Council National Initiative of Brazil, Forest Stewardship Council Regional Office in Cameroon, Forest Stewardship Council National Initiative in Mexico	\$ 987,000	\$ 467,000	N
1899	UNDP	LAC	CC	FP	Regional Programme on Electrical Energy Efficiency in Industrial and Commercial Service Sectors in Central America	BUN-CA	\$ 2,530,000	\$ 7,065,000	Y
1916	WB/IFC	Asia	BD	FP	Marine Aquarium Market Transformation Initiative (MAMTI)	Marine Aquarium Council	\$ 6,915,000	\$ 14,997,734	N
1917	UNEP	CEX	CC	MSP	Reducing Greenhouse Gas Emissions with Bus Rapid Transit	Institute for Transportation & Development Policy (ITDP)	\$ 749,595	\$ 2,999,864	N
1918	UNEP	REG	BD	FP	Conservation of the Biodiversity of the Paramo in the Northern and Central Andes	National - Instituto de Ciencias Ambientales y Ecologicas, University of Los Andes (ICAE-ULA)-Venezuela Regional - Consortium for the Sustainable Development of the Andean Ecoregion (CONDESAN)-Lead executing agency	\$ 8,859,680	\$ 10,503,454	N

						International - Univ. of Amsterdam			
1929	UNDP	AFR	BD	MSP	Participatory Community-based Conservation in the Anjozorobe Forest Corridor	FANAMBY and WWF	\$ 975,000	\$ 570,000	Y
1943	WB	Asia	BD	MSP	Integrating Watershed and Biodiversity Management in Chu Yang Sin National Park	BirdLife International	\$ 998,000	\$ 19,979,000	Y
1952	UNEP	CEX	MF	MSP	Support for World Parks Congress, September 8-17, 2003, Durban, South Africa	IUCN	\$ 1,000,000	\$ 6,208,000	Y
1994	UNEP	REG	BD	MSP	Conservation and Sustainable Use of Biodiversity through Sound Tourism Development in Biosphere Reserves in Central and Eastern Europe	Ecological Tourism in Europe (ETE)	\$ 966,900	\$ 1,178,700	Y
2037	WB	ECA	BD	MSP	Dashtidzhum Biodiversity Conservation	Republican Environmental Association "Noosfera"	\$ 775,000	\$ 198,250	N
2041	UNEP	REG	IW	MSP	Managing Hydrogeological Risk in the Iullemeden Aquifer System	Observatoire du Sahara et du Sahel - OSS	\$ 958,000	\$ 780,000	Y
2052	UNEP	REG	LD	MSP	Sustainable Management of Inland Wetlands in Southern Africa: A Livelihoods and Ecosystem Approach	IWMI, IUCN, ROSA, FAO	\$ 999,325	\$ 1,210,716	N
2067	UNEP/UNIDO	CEX	PP	MSP	Fostering Active and Effective Civil Society Participation in Preparations for Implementation of the Stockholm Convention. (NGO-POPs Elimination Project).	Environmental Health Fund with support from UNIDO to oversee project execution and quality at the global level. Numerous NGOs to undertake project activities at national levels.	\$ 1,000,000	\$ 1,000,000	Y
2068	UNDP	LAC	BD	MSP	Integrating Protected Area and Landscape Management in the Golden Stream Watershed	FFI	\$ 1,000,000	\$ 1,120,518	Y
2077	WB	Asia	BD	MSP	Lambusango Forest Conservation, Sulawesi	Operation Wallacea	\$ 1,000,000	\$ 3,492,924	Y
2084	UNEP	ECA	MF	EA	National Capacity Self-Assessment (NCSA) for Global Environmental Management	National Foundation for Environmental Protection	\$ 200,000	\$ 47,500	N
2092	UNEP	CEX	BD	MSP	Coastal Resilience to Climate Change: Developing a Generalizable Method for Assessing Vulnerability and Adaptation of Mangroves and Associated Ecosystems	World Wildlife Fund-US	\$ 1,000,000	\$ 1,000,000	N
2099	WB	LAC	BD	FP	Corazon Transboundary Biosphere Reserve	American Commission on the Environment and Development	\$ 12,400,000	\$ 22,360,000	N
2183	WB	AFR	MF	MSP	Community-based Integrated Natural Resources Management Project in Okyeman	Okyeman Environment Foundation	\$ 848,000	\$ 6,654,500	Y
2195	UNEP	AFR	CC	EA	Expedited Financing for (Interim) Measures for Capacity Building in Priority Areas (Phase II)	Centre for Energy, Environment, Science and Technology (CEEST)	\$ 100,000	\$ -	N
2237	UNDP	AFR	BD	MSP	Developing Incentives for Community Participation in Forest Conservation through the Use of Commercial Insects in Kenya	ICIPE - The International Centre for Insect Physiology and Ecology	\$ 1,000,000	\$ 2,250,000	Y
2244	UNDP	ECA	CC	MSP	Building the Local Capacity for Promoting Energy Efficiency in Private and Public Buildings	EnEffect	\$ 1,000,000	\$ 6,273,100	Y
2396	UNEP	REG	BD	MSP	Dryland Livestock Wildlife Environment Interface Project (DLWEIP)	Ministry of Environment & Natural Resources, Nairobi; Ministry of Environment & Water, Burkina Faso; IUCN; WWF; Terra Nuova; ACC	\$ 1,000,000	\$ 2,356,000	Y
2402	UNDP	AFR	LD	MSP	Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty (SLaM)	University of Ghana and Consortium of Partners	\$ 945,000	\$ 813,023	Y
2454	WB	Asia	IW	FP	World Bank/GEF Partnership Investment Fund for Pollution Reduction in the Large Marine Ecosystems of East Asia (Tranche 1 of 3 tranches)	Partnerships in Environmental Management for the Seas of East Asia (PEMSEA)	\$ 700,000	\$ 459,930,000	N
2485	UNDP	ECA	MF	MSP	Biodiversity Conservation and Management in the Barycz Valley	PTPP "Pro Natura"	\$ 988,318	\$ 10,237,351	N
2499	UNDP	LAC	CC	FP	Productive Uses of Renewable Energy in Guatemala	Fundacion Solar	\$ 2,650,000	\$ 11,500,000	N
2512	UNDP	LAC	LD	FP	Demonstrating Sustainable Land Management in the Upper Sabana Yegua Watershed System	Fundacion Sur Futuro (NGO)	\$ 4,596,919	\$ 25,462,689	N
259	WB	LAC	BD	MSP	DHEKUJANA NONOODO: Sustainable		\$	\$	Y

4					Use and Conservation of Biodiversity Resources of Dhekuana Indigenous Lands		750,000	350,000	
2689	WB	LAC	BD	FP	Latin America: Multi-country Capacity-building for Compliance with the Cartagena Protocol on Biosafety	International Center for Tropical Agriculture (CIAT)	\$ 4,260,000	\$ 10,000,000	N
2837	UNEP	ECA	BD	MSP	Support the Implementation of the National Biosafety Framework	Tallinn University of Technology (TTU)	\$ 669,000	\$ 284,000	N
2851	UNEP	ECA	BD	EA	Development of National Biodiversity CHM - Add On	Biodiversity Conservation Center (BCC)	\$ 375,190	\$ 25,000	N
2856	UNEP	CEX	BD	MSP	Knowledge Base for Lessons Learned and Best Practices in the Management of Coral Reefs	World Fish Center	\$ 965,000	\$ 949,000	Y
2861	UNEP	REG	BD	MSP	Mainstreaming Biodiversity Conservation into Tourism through the Development and Dissemination of Best Practices	Rainforest Alliance in cooperation with Conservation International-center for Environmental Leadership in Business CELB, Programme for Belize, CI/Ecuador, and Ecuadorian Ecotourism Association for Ecuador	\$ 997,272	\$ 1,310,702	Y
2870	UNDP	AFR	CC	MSP	Market Transformation for Efficient Biomass Stoves for Institutions and Small and Medium-Scale Enterprises	RETAP	\$ 1,000,000	\$ 5,646,467	Y
2949	WB	CEX	BD	FP	Critical Ecosystems Partnership Fund (CEPF), Phase 2	Conservation International	\$ 20,000,000	\$ 80,000,000	N
3023	UNEP	ECA	BD	MSP	Support to the Implementation of the National Biosafety Framework of Slovakia	Slovak hydrometeorological Institute (Ministry of Environment)	\$ 466,000	\$ 139,000	N
3037	UNEP	CEX	BD	FP	Conservation and Use of Crop Genetic Diversity to Control Pests and Diseases in Support of Sustainable Agriculture (Phase 1)	Yunan Agricultural University, Kuming, Yunnan, China	\$ 3,761,148	\$ 4,274,344	Y
Phase 4									
1837	UNDP	AFR	BD	MSP	Extending Wetland protected Areas through Community Based Conservation Initiatives	IUCN	\$ 825,000	\$ 3,033,250	N
1999	WB	AFR	BD	MSP	Wildlife Conservation Leasing Demonstration	The Wildlife Foundation	\$ 752,270	\$ 505,000	N
2184	UNEP	AFR	LD	MSP	SIP: Stimulating Community Initiatives in Sustainable Land Management (SCI-SLM)	CIS (Centre for International Cooperation, Vrije Universiteit Amsterdam, The Netherlands) in cooperation with PLAAS (Programme for Land and Agrarian Studies, University of Western Cape, South Africa) .	\$ 937,391	\$ 948,000	N
2730	UNDP	ECA	BD	MSP	Conservation of Globally Important Biodiversity in High Nature Value Semi-natural Grasslands through Support for the Traditional Local Economy	BSPB (Bulgarian Society for the Protection of Birds)	\$ 1,000,000	\$ 14,000	Y
2746	UNDP	REG	IW	MSP	Promoting Replication of Good Practices for Nutrient Reduction and Joint Collaboration in Central and Eastern Europe	GEFTF	\$ 999,816	\$ 1,399,846	N
2778	UNDP	LAC	CC	FP	Sugarcane Renewable Electricity (SUCRE)	Centro de Tecnologia Canavieira	\$ 8,000,000	\$ 62,608,900	N
2806	UNEP	ECA	BD	MSP	Promoting Payments for Environmental Services (PES) and Related Sustainable Financing Schemes in the Danube Basin	WWF	\$ 989,676	\$ 1,349,373	N
2848	UNDP	AFR	BD	MSP	Improved Conservation and Governance for Kenya Coastal Forest Protected Area System	WWF East Africa	\$ 808,000	\$ 2,290,000	Y
2862	UNDP	ECA	LD	MSP	Capacity Building and on-the-ground Investments for Sustainable Land Management in Turkmenistan	National Institute of Deserts Flora and Fauna	\$ 975,000	\$ 1,074,000	Y
2896	WB	LAC	BD	MSP	Sacred Orchids of Chiapas: Cultural and Religious Values in Conservation	Pronatura, AC Chiapas	\$ 887,392	\$ 1,173,746	N
2967	UNEP	LAC	BD	FP	BS Regional Project for Implementing National Biosafety Frameworks in the Caribbean Sub-region - under the GEF Biosafety Program	University of West Indies (UWI) with other regional collaborators and National Executing Agencies	\$ 6,082,995	\$ 6,897,582	N
2969	WB	Asia	BD	MSP	Partnerships for Conservation Management of the Aketajawe-Lolobata National Park, North Maluku Province	Birdlife Indonesia	\$ 999,954	\$ 1,085,596	N
304	WB	AFR	BD	MSP	Open Africa North South Tourism		\$	\$	N

4					Corridor (OANSTC)		\$ 590,000	\$ 632,000	
3138	UNDP	CEX	IW	MSP	Applying an Ecosystem-based Approach to Fisheries Management: Focus on Seamounts in the Southern Indian Ocean	IUCN-World Conservation Union	\$ 1,000,000	\$ 4,760,000	N
3187	UNEP	Asia	IW	MSP	Demonstration of Sustainable Management of Coral Reef Resources in the Coastal Waters of NinhHai District, NinhThuan Province, Viet Nam	Institute of Oceanography, Vietnam	\$ 406,900	\$ 528,286	N
3188	UNEP	Asia	IW	MSP	Demonstration of Community-based Mgt of Seagrass Habitats in Trikora Beach East Bintan, Riau Archipelago Province, Indonesia	Research Center for Oceanography (LIPI), Indoensian Institute of Sciences	\$ 397,800	\$ 391,950	N
3212	FAO	REG	PP	MSP	Capacity Building on Obsolete Pesticides in EECCA Countries		\$ 1,000,000	\$ 1,396,550	N
3309	UNEP	Asia	IW	MSP	Participatory Planning and Implementation in the Management of Shantou Intertidal Wetland	Zhongshan University	\$ 400,000	\$ 515,200	Y
3359	UNDP	Asia	CC	FP	Promoting Renewable Energy in Mae Hong Son Province		\$ 2,802,700	\$ 9,320,000	N
3361	WB	CEX	BD	MSP	Assessment and Recommendations on Improving Access of Indigenous Peoples to Conservation Funding	First Peoples Worldwide	\$ 250,000	\$ 360,000	Y
3386	UNDP	AFR	LD	MSP	SIP: Innovations in Micro Irrigation for Dryland Farmers		\$ 917,431	\$ 810,000	N
3396	UNDP	REG	LD	FP	SIP: Improving Policy and Practice Interaction through Civil Society Capacity Building	SARWG, ENDA, EQUATOR INITIATIVE	\$ 1,820,000	\$ 3,600,000	N
3403	UNEP	AFR	LD	FP	SIP: Kalahari-Namib Project: Enhancing Decision-making through Interactive Environmental Learning and Action in Molopo-Nossob River Basin in Botswana, Namibia and South Africa	IUCN in collaboration with Ministry of Environment, Wildlife and Tourism (Botswana), Ministry of Environment and Tourism (Namibia), Ministry of Agriculture (South Africa)	\$ 2,300,000	\$ 5,000,000	N
3562	WB	REG	BD	MSP	Latin-America: Communication and Public Awareness Capacity-Building for Compliance with the Cartagena Protocol on Biosafety	International Center for Tropical Agriculture (CIAT)	\$ 900,000	\$ 1,020,000	N
3574	WB	LAC	MF	FP	Mainstreaming Biodiversity in Sustainable Cattle Ranching	Center for Research in Sustainable Agricultural Production Systems (CIPAV), Colombian Cattle Ranching Association (FEDEGAN)	\$ 7,220,000	\$ 34,950,000	N
3626	UNEP	Asia	BD	FP	PAS: The Micronesia Challenge : Sustainable Finance Systems for Island Protected Area Management - under the GEF Pacific Alliance for Sustainability		\$ 5,454,545	\$ 13,921,455	N
3668	WB	AFR	BD	MSP	Extension of Kasanka Management System to LavushiManda National Park	Kasanka Trust	\$ 900,000	\$ 992,000	N
3676	WB	LAC	BD	MSP	Grasslands and Savannas of the Southern Cone of South America: Initiatives for their Conservation in Argentina	Aves Argentinas and Fundacion Vida Silvete Argentina	\$ 925,000	\$ 2,100,042	N
3691	WB	CEX	BD	MSP	Tiger Futures: Mainstreaming Conservation in Large Landscapes	Wildlife Conservation Society	\$ 950,000	\$ 1,850,000	N
3707	UNEP	CEX	MF	MSP	Piloting Integrated Processes and Approaches to Facilitate National Reporting to Rio Conventions	World Conservation Monitoring Center	\$ 870,000	\$ 800,880	N
3748	UNDP	AFR	BD	FP	Protected Area Network Management and Building Capacity in Post-conflict Southern Sudan	Wildlife Conservation Society (WCS) in cooperation with the Ministry of Wildlife Conservation and Tourism of the Government of Southern Sudan (MEWCT-GOSS)	\$ 3,920,000	\$ 4,400,000	N
3749	UNDP	LAC	MF	FP	Towards Ecosystem Management of the Humboldt Current Large Marine Ecosystem	IFOP, IMARPE	\$ 7,000,000	\$ 24,624,084	N
3790	UNEP	LAC	BD	FP	Communities of Conservation: Safeguarding the World's Most Threatened Species		\$ 1,825,000	\$ 1,775,000	N
3808	UNEP/FAO	CEX	BD	FP	Mainstreaming Biodiversity Conservation and Sustainable Use for Improved Human Nutrition and Well-being	Ministry of Environment (MOE); Ecuador Private Forests Network; Foundation for Agrarian and Rural Development (FUNDAR)	\$ 5,777,618	\$ 29,552,314	N
381	UNEP	CEX	BD	MSP	International Commission on Land Use		\$	\$	Y

1					Change and Ecosystems		1,000,000	1,000,000	
3816	UNEP	LAC	BD	FP	Mainstreaming the Conservation of Ecosystem Services and Biodiversity at the Micro-watershed Scale in Chiapas	CONSERVATION INTERNATIONAL-MEXICO, COFOSECH, CONANP, Instituto de Historia Natural y Ecologia de Chiapas	\$ 1,554,044	\$ 5,902,275	N
3817	WB	AFR	BD	MSP	SPWA-BD: Guinea Bissau Biodiversity Conservation Trust Fund Project	Institute for Biodiversity and Protected Areas (IBAP)	\$ 950,000	\$ 2,794,387	N
3822	UNEP	AFR	MF	FP	CBSP - A Regional Focus on Sustainable Timber Management in the Congo Basin	World resources institute (wri), Ministry of Tourism and Environment - Congo, Ministry of Water, Forestry, Hunting, Fishery and Environment- Central African Republic, Ministry of Fisheries and the Environment -Equatorial Guinea , Ministry of Environment-Eaux et Forets, Comifac and other partners	\$ 3,175,681	\$ 13,843,067	N
3826	UNDP	LAC	BD	FP	Designing and Implementing a National Sub-System of Marine Protected Areas (SMPA)	Institute of Marine and Coastal Research (INVEMAR) and Administrative Unit of the Protected Areas System of Colombia (UAESPNN)	\$ 5,000,000	\$ 5,456,863	N
3835	UNDP	CEX	IW	FP	Moving towards ecologically sustainable fisheries - reducing bycatch of threatened seabirds in the longline& trawl fisheries of the Southern Ocean		\$ 200,000	\$ 14,000,000	N
3855	UNEP	LAC	BD	MSP	Strengthening the Implementation of Access to Genetic Resources and Benefit-Sharing Regimes in Latin America and the Caribbean	UNEP-DELCA, CAN, CCAD, OTCA, CARICOM, IUCN and WIPO	\$ 850,000	\$ 952,166	N
3858	WB	LAC	BD	FP	Sustainable Financing and Management of Eastern Caribbean Marine Ecosystems	OECS and National Eas: Antigua & Barbuda: TBD; Dominica: TBD; Grenada: TBD; St. Kitts & Nevis: TBD; St. Lucia: TBD; St. Vincent & the Grenadines: TBD Regional EA: The Nature Conservancy.	\$ 9,000,000	\$ 10,122,000	N
3860	WB	CEX	BD	FP	Save Our Species	IUCN	\$ 5,100,000	\$ 18,844,000	N
3872	WB	AFR	LD	MSP	SIP: Monitoring Carbon and Environmental and Socio-Economic Co-Benefits of BioCF Projects in SSA	CCBA, WCS, CI, ICRISAT	\$ 915,000	\$ 10,422,000	N
3873	WB	Asia	BD	MSP	Developing and Demonstrating Replicable Protected Area Management Models at Nam Et - PhouLouey National Protected Area	Wildlife Conservation Society	\$ 879,000	\$ 1,729,247	N
3882	FAO	CEX	CC	MSP	SLEM/PPP: Reversing Environmental Degradation and Rural Poverty through Adaptation to Climate Change in Drought Stricken Areas in Southern India: A Hydrological Unit Pilot Project Approach (under India: SLEM)	Bharati Integrated Rural Development Society (BIRDS)	\$ 909,091	\$ 2,853,563	N
3886	WB	LAC	BD	FP	Colombian National Protected Areas Conservation Trust Fund - Additional Financing for the Sustainability of the Macizo Regional Protected Area System (SIRAPM)	Patrimonio Natural Fund for Biodiversity and Protected Area	\$ 4,000,000	\$ 11,254,338	N
3910	UNDP	LAC	BD	FP	Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA)	Fundación Patagonia Natural (FPN)	\$ 2,272,727	\$ 10,730,000	N
3915	IFAD	AFR	CC	FP	Integrated Carbon Sequestration Project in Sudan	Forest National Corporation, Higher Council for Environment and Natural Resources, (Ministry of Agriculture, Animal resources and Irrigation)	\$ 3,750,000	\$ 11,059,000	N
3917	UNIDO	ECA	CC	FP	Improving Energy Efficiency and Promoting Renewable Energy in the Agro-Food and other Small and Medium Enterprises (SMEs) in Ukraine	Institute of Renewable Energy, National Agency of Ukraine for Efficient Use of Energy Resources, Ministries of Agrarian Policy of Ukraine.	\$ 5,244,108	\$ 82,230,568	N
3928	UNIDO	CEX	CC	MSP	Global Energy Assessment: Developing Policy Tools for Jointly Reducing Energy Poverty and Greenhouse Gas Emissions	International Institute for Applied Systems Analysis (IIASA)	\$ 1,000,000	\$ 4,107,000	N
3942	UNEP/UNIDO	AFR	PP	FP	AFLDC: Capacity Strengthening and Technical Assistance for the Implementation of Stockholm Convention National Implementation Plans (NIPs) in African Least	Regional Stockholm and Basel Convention Centers; Regional, Sub-regional and National Centres for Capacity Building Technology Transfer and Cleaner Production	\$ 3,000,000	\$ 3,749,381	N

					Developed Countries (LDCs) of the SADC Subregion				
3945	UNDP	ECA	BD	MSP	Catalyzing Financial Sustainability of Armenia's Protected Areas System		\$ 1,000,000	\$ 4,760,000	N
3951	UNEP	CEX	BD	FP	Expanding FSC Certification at Landscape-level through Incorporating Additional Eco-system Services.	lead: Forest Stewardship Council (FSC International Center, Germany); CIFOR, RECOFTC, LEI, Pustanling-MOF, WARSJ, Tropical Forest Trust - in Indonesia; ANSAB - in Nepal; FSC National Initiative - in Chile; MARD - in Vietnam.	\$ 3,005,000	\$ 3,893,900	N
3984	FAO	AFR	BD	MSP	SPWA-BD: Development of a Trans-frontier Conservation Area Linking Forest Reserves and Protected Areas in Ghana and Cote d'Ivoire	Forestry Commission (Ghana); SODEFOR (Cote d'Ivoire); and WWF (West Africa Office)	\$ 909,000	\$ 1,597,000	N
3996	UNDP	LAC	BD	MSP	SFM: Mainstreaming Biodiversity Conservation into the Management of Pine-Oak Forests	Nature Conservancy, Institute for Forest Conservation, SERNA	\$ 909,091	\$ 3,298,568	N
4000	UNEP	Asia	CC	FP	PAS: Low Carbon-Energy Islands - Accelerating the Use of Energy Efficient and Renewable Energy Technologies in Tuvalu, Niue and Nauru	IUCN-Oceania	\$ 1,364,636	\$ 7,690,000	N
4070	WB/UNEP	CEX	BD	FP	The GEF Earth Fund: Greening the Cocoa Industry - Market Transformation	Rainforest Alliance, Inc.	\$ 5,000,000	\$ 15,000,000	N
4111	UNDP	LAC	BD	MSP	Institutional and Policy Strengthening to Increase Biodiversity Conservation on Production Lands (PL)		\$ 997,454	\$ 2,161,001	N
4135	IADB	LAC	CC	FP	Mechanism for Voluntary Mitigation of Greenhouse Gas Emissions in Colombia	FundacionNatura Colombia	\$ 2,800,000	\$ 7,923,900	N
4169	WB	AFR	BD	MSP	SPWA-BD: Scaling up the impacts of goods practices in linking poverty alleviation and biodiversity conservation	IUCN, ECOWAS	\$ 900,000	\$ 1,140,000	N
4259	WB	CEX	MF	FP	The GEF Earth Fund: Conservation Agreement Private Partnership Platform	Conservation International Foundation (CI)	\$ 5,000,000	\$ 15,000,000	N
4260	WB/IA DB	LAC	BD	FP	The GEF Earth Fund: Public-Private Funding Mechanisms for Watershed Protection	The Nature Conservancy	\$ 5,000,000	\$ 15,000,000	N
Phase 5									
4505	WB	LAC	BD	FP	Strengthening Sustainable Management of the Guano Islands, Islets and Capes National Reserve System (RNSIIPG)	Peruvian Trust Fund for National Parks and Protected Areas (PROFONANPE), National Service of Protected Areas (SERNANP)	\$ 9,090,909	\$ 32,000,000	N
4527	UNEP	CEX	BD	MSP	Partnering for Natural Resource Management - Conservation Council of Nations (CCN)	International Conservation Caucus Foundation (ICCF)	\$ 909,071	\$ 1,437,712	N
4543	UNEP	CEX	MF	MSP	The GLOBE Legislator Forest Initiative	Global International	\$ 1,000,000	\$ 1,187,050	N
4552	WB	CEX	IW	MSP	Results Assessment of Black Sea/Danube Investment Fund for Nutrient Reduction - Tranche 3 of 3	International Commission for the Protection of the Danube River (ICPDR)	\$ 500,000	\$ 600,000	N
4569	UNIDO	AFR	PP	MSP	Improve the Health and Environment of Artisanal and Small Scale Gold Mining (ASGM) Communities by Reducing Mercury Emissions and Promoting Sound Chemical Management		\$ 990,000	\$ 2,450,000	N
4579	WB	Asia	MF	FP	Sustainable Financing for Biodiversity Conservation and Natural Resources Management	Bhutan Trust Fund for Environmental Conservation (BTFGEC); Ministry of Agriculture and Forests (including Departments of Forestry, Livestock and Agriculture); World Wide Fund for Nature (WWF); Local Communities	\$ 4,210,000	\$ 12,328,000	N
4580	FAO/UNEP, WB	CEX	MF	FP	ABNJ Global Sustainable Fisheries Management and Biodiversity Conservation in the Areas Beyond National Jurisdiction (PROGRAM)	Conservation International, Global Oceans Forum, IUCN, WWF	\$ 956,000	\$ 5,275,000	N
458	FAO	CEX	MF	FP	ABNJ: Sustainable Management of	WWF, International Seafood	\$	\$	N

1					Tuna Fisheries and Biodiversity Conservation in the Areas Beyond National Jurisdiction	Sustainability Foundation (ISSF), Tuna Regional Fisheries Management Organizations (t-RFMOs), BirdLife International	27,522,936	150,805,100	
4591	GEFSEC	ECA	BD	EA	Belarus: Updating National Biodiversity Strategy and Action Plan in line with CBD COP-10 Strategic Plan, Preparing 5th National Report and Reenforcing Clearing House Mechanism	Center for Biological Resources of National Academy of Sciences	\$ 180,000	\$ 320,000	N
4624	UNDP	CEX	IW	MSP	Towards a unified Ocean Action Agenda: Building A Strong South-North Dialogue and Partnerships for Ocean Policy and effective action.	IUCN	\$ 385,000	\$ 1,080,000	N
4645	WB	AFR	MF	FP	Hwange-Sanyati Biological Corridor (HSBC) Environment Management and Conservation Project	WWF	\$ 5,845,000	\$ 23,165,000	N
4690	WB	Asia	IW	FP	Capturing Coral Reef and Related Ecosystem Services (CCRES)	The University of Queensland, Australia; The Marine Science Institute, Univ. of The Philippines, The Philippines	\$ 4,500,000	\$ 27,810,000	N
4750	UNEP	LAC	MF	FP	Multiplying Environmental and Carbon Benefits in High Andean Ecosystems	CONDESAN	\$ 4,926,364	\$ 18,150,000	N
4777	FAO	LAC	BD	FP	Mainstreaming of the Use and Conservation of Agrobiodiversity in Public Policies through Integrated Strategies and In situ Implementation in three Provinces in the Andean Highlands	National Institute of Agricultural Research Ecuador (INIAP); Heifer Foundation Ecuador	\$ 1,318,182	\$ 4,980,000	N
4806	UNEP	CEX	LD	MSP	A Global Initiative on Landscapes for People, Food and Nature	EcoAgriculture Partners	\$ 1,000,000	\$ 2,621,868	N
4849	IADB	LAC	BD	FP	Sustainable Management and Conservation of Biodiversity in the Magdalena River Basin	The Nature Conservancy - Colombia (TNC); Ministry of the Environment and Sustainable Development (MADS); Institute of Hydrology, Meteorology and Environmental Studies (IDEAM); Alexander von Humboldt Research Institute of Biological Resources (IAvH); Corporación Autónoma Regional del Río Grande de la Magdalena (CORMAGDALENA); and Autoridad Nacional de Acuicultura y Pesca (AUNAP)	\$ 6,543,636	\$ 25,000,000	N
4856	WB	CEX	MF	FP	ABNJ: Ocean Partnerships for Sustainable Fisheries and Biodiversity Conservation Models for Innovation and Reform	Conservation International, Government/regional organizations in pilot sites	\$ 9,524,311	\$ 40,000,000	N
4881	UNEP	LAC	PP	FP	Continuing Regional Support for the POPs Global Monitoring Plan under the Stockholm Convention in the Latin American and Caribbean Region	Stockholm Regional Centre in Uruguay	\$ 3,636,000	\$ 7,399,200	N
4909	UNEP	CEX	CC	FP	Stabilizing GHG Emissions from Road Transport Through Doubling of Global Vehicle Fuel Economy: Regional Implementation of the Global Fuel Efficiency Initiative (GFEI)	FIA Foundation (GFEI Secretariat)	\$ 2,261,819	\$ 9,203,606	N

4930	UNEP	CEX	BD	FP	Enhancing the Conservation Effectiveness of Seagrass Ecosystems Supporting Globally Significant Populations of Dugong Across the Indian and Pacific Oceans Basins (Short Title: The Dugong and Seagrass Conservation Project)	The overall Executing Agency will be the Mohamed bin Zayed Species Conservation Fund because of its close proximity	\$ 5,072,272	\$ 17,822,950	N
4935	UNEP	Asia	PP	MSP	Continuing Regional Support for the POPs Global Monitoring Plan under the Stockholm Convention in the Pacific Region	Institute of Applied Science/ University of South Pacific	\$ 1,995,000	\$ 4,131,000	N
4988	UNEP	ECA	LD	EA	Alignment of National Action Programme and Preparation of the Second Leg of the Fourth Reporting and Review process	REC Caucasus	\$ 136,364	\$ 227,000	N
4999	UNEP	LAC	CC	MSP	Integrated Responses to Short lived Climate Forcers Promoting Clean Energy and Energy Efficiency	National Institute of Ecology (INE), Molina Center for Energy and Environment (MCE2)	\$ 909,090	\$ 22,494,123	N
5113	FAO	AFR	CC	FP	Enhancing Climate Change Resilience in the Benguela Current Fisheries System	Benguela Current Commission (BCC)	\$ 4,840,000	\$ 14,650,000	N
5131	UNDP	Asia	MF	MSP	Enhancing Capacity to Develop and Manage Global Environmental Projects in the Pacific	UNEP Collaborating Centre the Frankfurt School	\$ 1,000,000	\$ 1,100,000	N
5135	UNEP	LAC	MF	FP	Protecting Biodiversity and Multiple Ecosystem Services in Biological Mountain Corridors in Chile's Mediterranean Ecosystem	Environment Ministry Chile Sendero de Chile Foundation	\$ 5,807,201	\$ 19,350,000	N
5199	IADB	LAC	CC	FP	Demonstration and Assessment of Battery-electric Vehicles for Mass Transit in Colombia	C40 Cities Climate Leadership Group in partnership with the Clinton Climate Initiative (C40-CCI)	\$ 2,260,000	\$ 29,900,000	N
5201	UNEP	CEX	BD	FP	Preventing the Extinction of Key Threatened Species and Improving their Conservation Status through Global Action for AZE Site Conservation	Birdlife International and AZE Partnership	\$ 2,000,000	\$ 4,400,000	N
5400	UNEP	CEX	IW	FP	Targeted Research for improving understanding of the Global Nitrogen Cycle towards the establishment of an International Nutrient Management System INMS	International Nitrogen Initiative INI	\$ 6,000,000	\$ 36,782,900	N
5405	UNDP	Asia	IW	FP	EAS: Scaling up the Implementation of the Sustainable Development Strategy for the Seas of East Asia	PEMSEA	\$ 10,143,992	\$ 144,981,000	N

Annex B: Projects Sampled for TER Review

GEF_ID	GEF_Phase	Focal Area	Title	Type acronym
14	GEF - 2	International Waters	Regionally-Based Assessment of Persistent Toxic Substances	FP
16	GEF - 2	Biodiversity	Management and Protection of Laguna del Tigre National Park	MSP
25	GEF - 2	Biodiversity	Arid and Semi-Arid Ecosystem Conservation in the Caucasus	MSP
27	GEF - 2	Climate Change	Creation and Strengthening of the Capacity for Sustainable Renewable Energy Development in Central America	MSP
33	GEF - 2	Biodiversity	An Indicator Model for Dryland Ecosystems in Latin America	MSP
55	Pilot Phase	Biodiversity	West Africa Pilot Community-Based Natural Resource and Wildlife Management	FP
58	Pilot Phase	Biodiversity	National Biodiversity Project (PROBIO)	FP
62	Pilot Phase	Biodiversity	Protected Areas Program	FP
79	Pilot Phase	Biodiversity	Conservation of Priority Protected Areas	FP
406	GEF - 1	Biodiversity	African NGO-Government Partnership for Sustainable Biodiversity Action	FP
466	GEF - 1	Biodiversity	Promotion of Biodiversity Conservation within Coffee Landscapes	MSP
514	GEF - 2	International Waters	The Role of the Coastal Ocean in the Disturbed and Undisturbed Nutrient and Carbon Cycles	MSP
541	GEF - 1	Biodiversity	Reducing Biodiversity Loss at Cross-Border Sites in East Africa	FP
571	GEF - 2	Climate Change	Low-Cost/Low-Energy Buildings in the Czech Republic	MSP
601	GEF - 2	Biodiversity	Monitoring System for the Galapagos Islands	MSP
625	GEF - 2	Biodiversity	Sustainable Use of Biodiversity in the Western Slope of the Serrania del Baudo	MSP
628	GEF - 2	Biodiversity	Wetland Priorities for Conservation Action	MSP
656	GEF - 2	Biodiversity	Marine Biodiversity Protection and Management	MSP
672	GEF - 2	Biodiversity	Conservation of Biodiversity in the Talamanca-Caribbean Biological Corridor	MSP
681	GEF - 2	Biodiversity	Effective Protection with Community Participation of the New Protected Area of San Lorenzo	MSP
770	GEF - 2	Biodiversity	Millennium Ecosystem Assessment	FP
774	GEF - 2	Biodiversity	Conservation and Sustainable Use of Biodiversity in the Andes Region	FP
799	GEF - 2	Biodiversity	Conservation of the Tubbataha Reefs National Marine Park and World Heritage Site	MSP
802	GEF - 2	Biodiversity	Conservation of Biodiversity through Integrated Collaborative Management in Rekawa, Ussangoda, and Kalametiya Coastal Ecosystems	MSP
806	GEF - 2	International Waters	Building Environmental Citizenship to Support Transboundary Pollution Reduction in the Danube: A Pilot Project	MSP
807	GEF - 2	International Waters	Persistent Toxic Substances, Food Security, and Indigenous Peoples of the Russian North	MSP
816	GEF - 2	Biodiversity	Restoration of Round Island	MSP
836	GEF - 2	Biodiversity	Critical Ecosystems Partnership Fund (CEPF)	FP
846	GEF - 2	Biodiversity	Albarradas in Coastal Ecuador: Rescuing Ancient Knowledge on Sustainable Use of Biodiversity	MSP
849	GEF - 2	International Waters	Development and Protection of the Coastal and Marine Environment in Sub-Saharan Africa	MSP
857	GEF - 2	Climate Change	Renewable Energy Systems in the Peruvian Amazon Region (RESPAR)	MSP
865	GEF - 2	Biodiversity	Conservation of the Asiatic Cheetah, its Natural Habitat and Associated Biota	MSP
868	GEF - 2	Biodiversity	Establishment of Private Natural Heritage Reserves in the Brazilian Cerrado	MSP
874	GEF - 2	Climate Change	Assessments of Impacts and Adaptation to Climate Change in Multiple Regions and Sectors (AIACC)	FP
883	GEF - 2	Climate Change	Energy Efficiency Project	FP
907	GEF - 2	Biodiversity	Arun Valley Sustainable Resource Use and Management Pilot Demonstration Project	MSP
913	GEF - 2	Biodiversity	Biodiversity Conservation and Management of the Bohol Islands Marine Triangle	MSP
957	GEF - 3	Biodiversity	Conservation and Sustainable Use of Biodiversity in the Amaraakeri Communal Reserve and Adjoining Indigenous Lands	MSP
979	GEF - 2	Biodiversity	Biodiversity Conservation in Cacao Agro-forestry	MSP
981	GEF - 2	Biodiversity	Community-based Management of On-farm Plant Genetic Resources in Arid and Semi-arid Areas of Sub-Saharan Africa	MSP
1020	GEF - 2	Biodiversity	Conservation and Sustainable Development of the Mataven Forest	MSP
1031	GEF - 3	Biodiversity	Biodiversity Conservation and Sustainable Use of the Marine Resources at Con Dao National Park	MSP
1081	GEF - 3	Climate Change	Lima Urban Transport	FP
1413	GEF - 3	Climate Change	Energy Efficiency Measures in the Honduran Commercial and Industry Sectors	MSP
1444	GEF - 2	International Waters	Development and Implementation of the Lake Peipsi/Chudskoe Basin Management Plan	MSP
1735	GEF - 3	Biodiversity	Conservation of Dry Forest and Coastal Biodiversity of the Pacific Coast of Southern Nicaragua: Building Private-Public Partnerships	MSP
1836	GEF - 3	Biodiversity	Integrated Ecosystem and Wildlife Management Project in Bolikhamxay Province	MSP
1899	GEF - 3	Climate Change	Regional Programme on Electrical Energy Efficiency in Industrial and Commercial Service Sectors in Central America	FP

2244	GEF - 3	Climate Change	Building the Local Capacity for Promoting Energy Efficiency in Private and Public Buildings	MSP
2344	GEF - 2	Biodiversity	Desert Margins Programme (DMP) Tranche 2	FP
2848	GEF - 4	Biodiversity	Improved Conservation and Governance for Kenya Coastal Forest Protected Area System	MSP
2856	GEF - 3	Biodiversity	Knowledge Base for Lessons Learned and Best Practices in the Management of Coral Reefs	MSP
2870	GEF - 3	Climate Change	Market Transformation for Efficient Biomass Stoves for Institutions and Small and Medium-Scale Enterprises	MSP
3037	GEF - 3	Biodiversity	Conservation and Use of Crop Genetic Diversity to Control Pests and Diseases in Support of Sustainable Agriculture (Phase 1)	FP
3361	GEF - 4	Biodiversity	Assessment and Recommendations on Improving Access of Indigenous Peoples to Conservation Funding	MSP
3811	GEF - 4	Biodiversity	International Commission on Land Use Change and Ecosystems	MSP
386	Pilot Phase	Climate Change	Optimizing Development of Small Hydel Resources in Hilly Areas	FP
847	GEF - 2	Multi Focal Area	Renewable Energy and Forest Conservation: Sustainable Harvest and Processing of Coffee and Allspice	MSP
1092	GEF - 3	Biodiversity	Integrated Ecosystem Management in Indigenous Communities	FP
1224	GEF - 2	Biodiversity	Conservation and Sustainable Management of Below Ground Biodiversity, Phase I	FP
1242	GEF - 2	Biodiversity	Desert Margin Programme, Phase 1	FP
1296	GEF - 3	Biodiversity	The Green Corridor	MSP
1303	GEF - 2	Biodiversity	Strengthening Protected Areas Network for Sikhote-Alin Mountain Forest Ecosystems Conservation in Khabarovsk Krai	MSP
1310	GEF - 2	Multi Focal Area	Building Wider Public and Private Constituencies for the GEF in Latin America and the Caribbean: Regional Promotion of Global Environment Protection through the Electronic Media	MSP
1377	GEF - 2	Biodiversity	Santiago Foothills: Mountain Ecosystem Conservation	MSP
1424	GEF - 2	Biodiversity	Indonesia Forests and Media Project (INFORM)	MSP
1438	GEF - 3	Biodiversity	Conservation and Sustainable Use of Biodiversity in Dibe'en Nature Reserve	MSP
1477	GEF - 2	Biodiversity	Conservation of Pu Luong-Cuc Phuong Limestone Landscape	MSP
1666	GEF - 3	Land Degradation	Development and Implementation of a Sustainable Resource Management Plan for Marsabit Mountain and its associated Watersheds	MSP
1733	GEF - 3	Biodiversity	Consolidating a System of Municipal Regional Parks (MRPs) in Guatemala's Western Plateau	MSP
1769	GEF - 3	Multi Focal Area	Integrated Management of Peatlands for Biodiversity and Climate Change: The Potential of Managing Peatlands for Carbon Accumulation While Protecting Biodiversity	MSP
1952	GEF - 3	Multi Focal Area	Support for World Parks Congress, September 8-17, 2003, Durban, South Africa	MSP
2067	GEF - 3	POPs	Fostering Active and Effective Civil Society Participation in Preparations for Implementation of the Stockholm Convention. (NGO-POPs Elimination Project).	MSP
2183	GEF - 3	Multi Focal Area	Community-based Integrated Natural Resources Management Project in Okyeman	MSP
2402	GEF - 3	Land Degradation	Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty (SLaM)	MSP
2862	GEF - 4	Land Degradation	Capacity Building and on-the-ground Investments for Sustainable Land Management in Turkmenistan	MSP

Annex C: Projects Sampled for PIF Review

GEF ID	ProjectName	Funding	gency
4353	Fifth Operational Phase of the GEF Small Grants Program in Mexico	GET	UNDP
4383	Fifth Operational Phase of the GEF Small Grants Programme in India	GET	UNDP
4434	Strengthening the Adaptive Capacity and Resilience of Rural Communities Using Micro Watershed Approaches to	LDCF	FAO
4447	Strengthening Climate Resilience and Reducing Disaster Risk in Agriculture to Improve Food Security in Haiti Post	LDCF	FAO
4459	Development of Sustainable Renewable Energy Power Generation (SREPGen)	GET	UNDP
4479	Sustainable Forest Management and Multiple Global Environmental Benefits	GET	UNDP
4488	Green Energy Schemes for Low-Carbon City in Shanghai, China	GET	World Bank
4489	A Transboundary Waters Assessment Programme: Aquifers, Lake/Reservoir Basins, River Basins, Large Marine	GET	UNEP
4494	Integrated Ecosystem Approach to Biodiversity Mainstreaming and Conservation in the Buffer Zones of the Obo and	GET	IFAD
4500	GEF Large-City Congestion and Carbon Reduction Project	GET	World Bank
4533	Development of a Methodology With Tools and Decision Support Systems to Incorporate Floods and Droughts into	GET	UNEP
4562	Network of Managed Resource Protected Areas	GET	UNDP
4585	Enhancing the Resilience of Tourism-reliant Communities to Climate Change Risks	LDCF	UNDP
4609	Strengthening the Resilience of Post Conflict Recovery and Development to Climate Change Risks in Sri Lanka	SCCF	UNDP
4629	Strengthening Low-Carbon Energy Island Strategies	GET	UNEP
4633	Shaanxi WeinanLuvang Integrated Saline and Alkaline Land Management	GET	ADB
4640	Democratic Republic of Congo Conservation Trust Fund	GET	World Bank
4665	ARCTIC: Conserving Biodiversity in the Changing Arctic	GET	UNEP
4669	Namibian Coast Conservation and Management Project	GET	World Bank
4743	Developing an effective multiple use management framework for conserving biodiversity in the mountain landscapes	GET	UNDP
4746	Implementation of Global and Regional Oceanic Fisheries Conventions and Related Instruments in the Pacific Small	GET	UNDP/FAO
4748	Improving Lake Chad Management through Building Climate Change Resilience and Reducing Ecosystem Stress	GET	UNDP
4753	Sustainable Energy Initiative for Industries	GET	UNIDO
4771	Enhancing National Capacities to Manage Invasive Alien Species (IAS) by Implementing the National Strategy on IAS	GET	UNDP
4841	Strengthening the Effectiveness of the National Protected Area System by Including a Landscape Approach to	GET	UNDP
4844	Improving the Coverage and Management Effectiveness of PAs in the Central Tian Shan Mountains	GET	UNDP
4855	Kihansi Catchment Conservation and Management	GET	World Bank
4859	Consolidation of National System of Conservation Units (SNUC) and Enhanced Flora and Fauna Protection	GET	IADB
4884	Nationally Appropriate Mitigation Actions in the Energy Generation and End-Use Sectors	GET	UNDP
4892	Transforming Effectiveness of Biodiversity Conservation in Priority Sumatran Landscapes	GET	World Bank
4900	Scale Up of Access to Clean Energy for Rural Productive and Domestic Uses	GET	UNDP
4927	Facility for Low Carbon Technology Deployment	GET	World Bank
4952	Landscape Approach to Forest Restoration and Conservation (LAFREC)	MTF	World Bank
4956	Finance and Technology Transfer Centre for Climate Change (FIN-TeCC)	MTF	EBRD
4968	Integrated National Monitoring and Assessment System on Forest Ecosystems (SIMEF) in Support of Policies.	GET	FAO
4971	Reducing Vulnerability of Natural Resource Dependent livelihoods in two landscapes at Risk of the Effects of Climate	LDCF	UNDP
5006	Strengthening Climate Information and Early Warning Systems in Africa for Climate Resilient Development and	LDCF	UNDP
5058	Mainstreaming Biodiversity into Land Use Regulation and Management at the Municipal Scale	GET	UNDP
5064	Grid-Connected Small-Scale Photovoltaic Systems	GET	UNDP
5078	Conserving Biodiversity and Reducing Habitat Degradation in Protected Areas and their Buffer Zones	GET	UNDP
5087	Organic Waste Streams for Industrial Renewable Energy Applications in India	GET	UNIDO
5105	Addressing Climate Change Vulnerabilities and Risks in Vulnerable Coastal Areas of Tunisia	SCCF	UNDP
5121	Energy Conservation, Greenhouse Gas Mitigation and Soil Carbon Sequestration in Staple Crop Production	GET	World Bank
5124	Strengthening Capacity for Climate Change Adaptation through Support to Integrated Watershed Management	LDCF	FAO
5149	Clean Energy Technologies for the Rural Areas in Cuba (CleanEnergy-Cuba)	GET	UNDP
5159	Strengthening Sustainability of Protected Area Management	GET	UNDP
5171	CTI: Coral Reef Rehabilitation and Management Program-Coral Triangle Initiative, Phase III (COREMAP-CTI III)	GET	ADB
5192	Strengthening the Resilience of Women Producer Group's and Vulnerable Communities in Mali	LDCF	UNDP
5195	Building National and Regional Capacity to Implement MEAs by Strengthening Planning, and State of Environment	GET	UNEP
5263	Enhancing the Resilience of Poor Communities to Urban Flooding in Yaounde	SCCF	AfDB
5266 *	Oases Ecosystems and Livelihoods Project	GET	World Bank
5271	Global Sustainable Supply Chains for Marine Commodities	GET	UNDP
5277	Strengthening the Resilience of Multiple-use Protected Areas to Deliver Multiple Global Environmental Benefits	GET	UNDP
5285	Strengthening Forest and Ecosystem Connectivity in RIMBA Landscape of Central Sumatra through Investing in Natural	GET	UNEP
5286	Sustainable Energy for All: Promoting Small Scale Hydropower in Bioko and Other Clean Energy Solutions for Remote	GET	UNDP
5312	Sustainable Energy for the Eastern Caribbean (SEEC) Program	GET	IADB
5321	Improvement of Industrial Energy Efficiency	GET	UNIDO
5332	Supporting Rural Community Adaptation to Climate Change in Mountain Regions of Djibouti	LDCF	UNDP
5450*	Transforming The Global Aviation Sector: Emissions Reductions From International Aviation	GET	UNDP
5483	Enhancing Livelihoods in Rural Communities through Mainstreaming and Strengthening Agricultural Biodiversity	GET	UNEP
4387	Phase-out of CFC Consumption in the Manufacture of Aerosol Metered-dose Inhalers (MDIs) in the Russian Federation	GET	UNIDO
4441	Dioxins Reductions from the Pulp and Paper Industry in China	GET	World Bank
4477	Comprehensive Reduction and Elimination of Persistent Organic Pollutants in Pakistan	GET	UNDP
4630	Agriculture Competitiveness	GET	World Bank
4639	Strengthening Management Effectiveness and Generating Multiple Environmental Benefits within and around	GET	UNDP
4660	ABNJ: Sustainable Fisheries Management and Biodiversity Conservation of Deep-sea Living Marine Resources and	GET	FAO/UNEP
4765	Capacity Development Strengthening National and Decentralized Management for Global Environmental Benefits	GET	UNDP
4796	ARCTIC: Improvement of Environmental Governance and Knowledge Management for SAP-Arctic Implementation	GET	UNEP
4832	Sustainable Management of Namibia's Forested Lands	GET	UNDP
4847	Pine Islands - Forest/Manrove Innovation and Integration (Grand Bahama, New Providence, Abaco and Andros)	GET	UNEP
4858	Environmentally-sound Management and Disposal of PCBs and Medical Wastes	GET	UNIDO
4881	Continuing Regional Support for the POPs Global Monitoring Plan under the Stockholm Convention in the Latin	GET	UNEP
4894	Implementation of the POPs Monitoring Plan in the Asian Region	GET	UNEP
4998	Environmental Sound Life-Cycle Management of Mercury Containing Products and their Wastes	GET	UNDP
5031	Ensuring Global Environmental Concerns and Best Practices Mainstreamed in the Post-Conflict Rapid Development	GET	UNDP
5068	Protect Human Health and the Environment from Unintentional Releases of POPs and Mercury from the Unsound	GET	UNDP
5101	Strengthened Environmental Management Information System for Coastal Development to meet Rio Convention	GET	UNDP
5104	Sustainable Land Management and Ecosystem-based Climate Change Mitigation in the Altai-SayanEcoregion	GET	UNDP
5164	Capacity for implementing Rio Conventions in Samoa	GET	UNDP
5314	Environmentally Sound Management and Disposal of PCBs Wastes and PCB Contaminated Equipment in Sri Lanka	GET	UNIDO

* due to not finding the PIF documents, these were replaced by 5316 and 5483

Annex D: CSO Engagement Electronic Survey Instrument

	Question	Response Choices																								
IDENTIFICATION																										
1	Which of the following categories best describes your position in responding to this survey?	CSO Representative GEF Focal Point Mechanism																								
CSO IDENTIFICATION																										
2	What is the name of your CSO (Optional)?	Open ended response.																								
3	In which country does your CSO work (for this survey, choose only one)?																									
4	Is your organization a member of the GEF-NGO Network?	Yes No																								
5	When did your organization first learn about the GEF?	Month, Year																								
6	How did your organization first learn about the GEF?	Open ended response																								
7	Is this your organization's first time to attend a GEF-related meeting?	Yes No																								
8	If not, please describe the first meeting you attended concerning the GEF?	Open ended response																								
9	Has your organization been involved in any of the following? (Check all that apply and if none, feel free to describe "other")	<table border="1"> <thead> <tr> <th></th> <th>Stakeholder Meetings</th> <th>Design</th> <th>Executing</th> <th>Monitoring & Evaluating</th> <th>Co-financing</th> </tr> </thead> <tbody> <tr> <td>Small Grants Program (SGP)</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Medium Sized Project (MSP)</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Full Sized Project (FSP)</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Other (Please specify)</p>		Stakeholder Meetings	Design	Executing	Monitoring & Evaluating	Co-financing	Small Grants Program (SGP)						Medium Sized Project (MSP)						Full Sized Project (FSP)					
	Stakeholder Meetings	Design	Executing	Monitoring & Evaluating	Co-financing																					
Small Grants Program (SGP)																										
Medium Sized Project (MSP)																										
Full Sized Project (FSP)																										
10	Please provide your email address:																									
FOCAL POINT IDENTIFICATION																										
11	What is your name (optional)?																									
12	What is your role in the GEF system (check only one)	1. Operational focal point 2. Operational Focal Point Office 3. Political Focal Point 4. Political Focal Point Office 5. Other (please specify)																								
13	When did you first take this position?	Month, Year																								
14	Please provide your email address:																									
EFFECTIVENESS																										
15	How effective has the (following mechanism).....been in engaging CSOs? (One check needed for each row/mechanism)	<table border="1"> <thead> <tr> <th></th> <th>0 (Not effective)</th> <th>1</th> <th>2</th> <th>3 (Most effective)</th> <th>NK (I am not familiar with this mechanism)</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		0 (Not effective)	1	2	3 (Most effective)	NK (I am not familiar with this mechanism)																		
	0 (Not effective)	1	2	3 (Most effective)	NK (I am not familiar with this mechanism)																					

Question		Response Choices					
		GEF Overall					
		GEF Policy on Public Involvement					
		GEF-NGO Network					
		Small Grants Program					
		Extended Consultancy Workshop					
		National Portfolio Formulation Exercise (NPFE) Meetings					
		National Dialogue Initiatives					
ADDED VALUE							
16	What is the most important added value of GEF for CSOs? (Why would a CSO be interested in the GEF?) (Choose only one)	1. Access to the GEF partnership network 2. Access to government agencies 3. Access to finance Other (Please specify)					
17	What is the most important added value of CSO engagement for the GEF? (Why should GEF be interested in contributions from CSOs?) (Choose only one)	1. Gaining community perspectives 2. Generating local benefits 3. Working with local or "grass-roots" organizations Other (please specify)					
INDICATORS & BARRIERS							
18	What is the best indicator that the GEF-Evaluation Office could use to monitor CSO engagement inside the GEF? (Check only one)	1. Number or value of projects with CSO Co-financing 2. Number or value of CSO-executed projects 3. Number or value of projects monitored or evaluated by CSOs Other (please specify)					
19	What is the most important barrier that prevents more enhanced CSO engagement with the GEF? (Check only one)	1. Relationships between CSOs and government 2. General lack of information about the GEF (i.e. on the part of CSO) 3. Financial constraints of CSOs 4. Complex processes within the GEF Other (please specify)					
ACTIONS TO IMPROVE ENGAGEMENT							
20	What is the most important action that GEF should organize to improve CSO engagement? (Check only one)	1. Increase communication with CSOs; facilitate communication between CSOs and other stakeholders (i.e. government and private sector) 2. Build CSO capacity to contribute to GEF 3. Heighten outreach about GEF: awareness raising, national workshops, country visits, national media etc Other (please specify)					
21	What is the most important action that your office could implement to enhance engagement in GEF? (Check only one)	1. More actively seek and review existing information about the GEF 2. Contribute to building partnerships more proactively (among CSOs, operational focal points, private sector, etc) 3. Strengthen relationships between CSOs and government Other (please specify)					
LAST WORDS							
22	Do you have any last words you'd like to share regarding CSO engagement in the GEF? Whether or not, many	Open ended response					

	Question	Response Choices
	thanks for your time.	

Annex E: Survey Results

TABLES OF MULTIPLE CHOICE QUESTIONS, BY RESPONDENT GROUP

TABLE 1:

ADDED-VALUE CSO				
Respondent Group	Other	Access to Finance	Access to Gov Agencies	Access to GEF Partners
CSO Representative	7%	39%	45%	9%
GEF Agency	8%	53%	28%	13%
GEF Focal Point Agent	53%	33%	11%	0%
GEF Secretariat	8%	25%	50%	17%
GRAND TOTAL	14%	39%	38%	8%

TABLE 2:

ADDED VALUE GEF				
Respondent Group	Other	Working with Grass Roots	Gaining Community Perspective	Generating Local Benefits
CSO Representative	8%	39%	24%	28%
GEF Agency	8%	35%	35%	23%
GEF Focal Point Agent	2%	34%	22%	39%
GEF Secretariat	17%	17%	58%	8%
GRAND TOTAL	7%	38%	26%	29%

TABLE 3:

INDICATOR				
Respondent Group	Other	Co-financing	Execution	M and E
CSO Representative	5%	18%	55%	21%
GEF Agency	23%	30%	35%	10%
GEF Focal Point Agent	5%	22%	48%	22%
GEF Secretariat	33%	25%	42%	0%
GRAND TOTAL	7%	20%	52%	20%

TABLE 4:

CSO/ ENTITY RESPONSE				
Respondent Group	Other	Contribution to building more partnerships	Seek and review information more avidly	Strengthen relationships with government
CSO Representative	5%	60%	15%	18%
GEF Agency	18%	45%	3%	33%
GEF Focal Point Agent	0%	61%	17%	17%
GEF Secretariat	33%	58%	0%	8%
GRAND TOTAL	6%	59%	14%	19%

TABLE 5:

GEF RESPONSE				
Respondent Group	Other	Increase/facilitate communications with/between CSOs	Build CSO Capacity	Heighten GEF Outreach
CSO Representative	5%	25%	28%	40%
GEF Agency	10%	23%	38%	28%
GEF Focal Point Agent	3%	25%	33%	34%
GEF Secretariat	8%	25%	67%	0%
GRAND TOTAL	6%	25%	31%	37%

TABLE 6:

BARRIERS					
Respondent Group	Other	Lack of information	Relationships between CSOs and governments	Financial Constraints of CSOs	Complex processes of GEF
CSO Representative	8%	16%	27%	18%	30%
GEF Agency	13%	8%	38%	30%	10%

GEF Focal Point Agent	8%	28%	30%	19%	13%
GEF Secretariat	33%	8%	17%	33%	8%
GRAND TOTAL	9%	17%	28%	20%	25%

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