



GEF/C.64/10

June 1, 2023

64th GEF Council Meeting
June 26 - June 29, 2023
Brasília, Brazil

Agenda Item 17

**ASSESSING THE STRENGTH OF THE GEF PARTNERSHIP:
COVERAGE BY GEF AGENCIES**

Recommended Council Decision

The Council, having reviewed document, GEF/C.64/10, *Assessing the Strength of the GEF Partnership: Coverage by Agencies*, takes note of the report and decides:

- a. to request the Secretariat to continue to monitor the strength of the GEF Partnership along the five dimensions of geographic coverage, thematic coverage, efficiency, effectiveness and engagement and present an analysis to the 67th Council in advance of the commencement of the GEF-9 Replenishment negotiations;
- b. to request the Secretariat to take the necessary actions to remove the geographic restrictions applicable for the Development Bank of South Africa to enable it to implement GEF projects or programs in any country in accordance with its mandate

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The Strength of the GEF Partnership:

Coverage by GEF Agencies

INTRODUCTION

1. ***During the Eighth Replenishment, Participants requested the Secretariat to explore possibilities, where necessary, to improve the thematic and geographic coverage of the GEF Partnership.*** This should include analysis of barriers to participation amongst Agencies with no/very low share of GEF financing and the possibility to accredit additional entities as GEF Agencies if analysis shows that there are geographic or thematic gaps that additional agencies could fill, for consideration by Council no later than at its 64th meeting in June 2023. Participants also requested the Secretariat to make available information on GEF Agency availability, capacity, and scope of activities to all relevant stakeholders, including Operational Focal Points no later than the 63rd Council meeting in December 2022 – to include information on the geographical presence, experience in implementing GEF projects, the thematic focus of their activities and internal project cycle procedures of all 18 GEF Agencies. Participants also requested the Secretariat to make this information available during information session(s) open to all interested stakeholders. This paper describes actions taken to date on these GEF-8 policy recommendations.

2. ***Measures to further enhance agency coverage have already been agreed by Council.*** These include: i) enhancing the monitoring and reporting on the issue, ii) supporting and empowering countries to make informed and appropriate decisions on the best choice of Agency for GEF programming, and iii) identifying further efficiency gains in the GEF project and program cycle aimed at incentivizing all GEF Agencies, particularly Regional Development Banks, to increase their engagement through GEF-financed programs. An increased emphasis on Integrated Programs and Non-Grant Instruments - and the role of multilateral development banks in these modalities - is also expected to provide greater choice and coverage by GEF Agencies. Opening eligibility for the implementation of Small Grants Program (SGP) funding to Agencies besides UNDP will also diversify and strengthen Agency presence at the local level and with civil society organizations.

3. ***The GEF Partnership aims to provide countries with an array of choice among Agencies with deep and varied expertise, experience, and geographic reach.*** All Agencies are required to meet rigorous minimum fiduciary and safeguards standards, including on gender and stakeholder engagement. The relatively low shares of GEF funding by some Agencies was raised as a concern in the GEF-8 Replenishment and therefore warrants effort on the part of these Agencies, the Secretariat and Council to ensure the Agencies are fulfilling their full potential roles and responsibilities in the Partnership.

OBJECTIVE AND METHODOLOGY

4. ***The objective of this paper is to assess developments since previous reporting on the strength of the Partnership, using methodology already established in previous reporting to***

Council. To address the Replenishment recommendations, it also seeks to assess whether the thematic and geographic coverage of Agencies in the GEF Partnership remains appropriate and – if not - whether there is a case at this point to consider adding additional organizations to the Partnership as GEF Agencies. Finally, the paper reports on activities to date addressing the GEF-8 policy recommendation to make additional information on Agency capacity and scope of activities available to OFPs and other stakeholders.

5. ***The methodology used draws upon Agency coverage along 5 dimensions: i.e. geographic coverage, thematic coverage, effectiveness, efficiency and engagement.*** The Secretariat has been reporting to Council along these dimensions since 2016, with the most recent analysis prepared in December 2019 in the context of GEF-8 replenishment negotiations.¹ This includes a discussion of barriers to entry by some Agencies, and Agency engagement in non-grant instrument programming. Finally, a summary of country-level feedback received is provided, and the impacts of geographic restrictions is highlighted.

SUMMARY OF FINDINGS

6. ***There are signs of continued improvements in geographic and thematic coverage by Agencies, consistent with earlier reporting on this issue during the GEF-8 replenishment negotiations.*** Available data demonstrates that engagement within and across the current Agency network and the Secretariat remains strong. While coverage varies across regions, sub-regions and groups of countries, this is consistent with the observations from the June 2018 and November 2019 analyses showing that the GEF Partnership continues to enable all countries to access GEF financing.

7. ***Countries have an array of choice when implementing GEF-financed projects and programs.*** Consistent with the findings presented in June 2018, the current Partnership offers countries considerable choices between different Agencies.² It was reported in the June 2018 paper that at least 80% of countries had used at least two different Agencies, and at least 60% of countries had used at least three different Agencies. As of November 2019, in all regions, at least 91% of all countries had used two or more Agencies and at least 77% of all countries had access to three or more Agencies. As of March 2023, 91% of countries had used three or more GEF Agencies to implement projects.

8. ***Countries' relationships with the Agencies, Agency track record and experience, and physical presence on the ground continue to be strong predictors of engagement among countries and Agencies.*** Countries have stressed the importance of a country-driven process to select the Agency best placed to implement GEF projects and programs; this has been confirmed by IEO and consultations during the GEF-8 Replenishment process.³ Consultations with Agencies on this issue also revealed that Agencies generally found countries' processes for selection of GEF

¹ The Strength of the GEF Partnership: Progress Report, ([GEF/C.57/Inf.04](#)), December 2019

² Strengthening the GEF Partnership ([GEF/C.54/08](#)), June 2018

³ GEF IEO Brief, [Evaluation of the Expansion of the GEF Partnership](#), July 2018; [GEF-8 Policy Directions](#), January 2021. (GEF/R.08/14)

Agency often complex and highly specific to the particular country context. The conclusion from the GEF-8 negotiations was that the ability of the Secretariat or replenishment Participants to direct or otherwise influence that choice was generally limited; therefore the emphasis for GEF-8 should be on removing potential impediments for some Agencies (e.g. streamlining the project cycle and templates, promoting a level playing field among Agencies), and further empowering OFPs in the pipeline development process and choice of Agency.

EVOLUTION OF GEF AGENCY COVERAGE

9. ***The GEF has gone through two exercises to add Agencies since its inception.*** The first expansion (1999-2006) added 7 Agencies to the three original GEF Agencies – the World Bank, UNDP and UNEP. This expansion focused on adding regional expertise through addition of four Regional Development Banks and three UN Agencies. The second (2013-2015) continued this deepening of Partnership capacity, adding 8 Agencies comprising two additional regional banks, three international CSOs, and three national entities. The overwhelming majority of GEF funding is implemented by Agencies with international reach, from the Pilot Phase through the second round of Agency expansion. To date, only approximately 5% of all GEF resources have been channeled for implementation through regional and national entities.

10. ***The GEF IEO has also evaluated the process to expand the number of GEF Agencies, and its impacts.*** IEO undertook an evaluation of the pilot Agency expansion phase in 2016, and found that the expansion had led to an increase in competition for GEF resources in most countries, but that gains in country ownership had been modest and the original and more established Agencies were generally considered more favorably by OFPs.⁴ The evaluation also found that the newer Agencies were present in fewer countries and across fewer GEF Focal Areas. The evaluation concluded that “The GEF partnership has become more complex and requires more effort to manage. The roles, responsibilities, and level of inclusion of GEF Agencies in the partnership has also evolved. Whether the GEF partnership should be increased further is a question that has been discussed in GEF Council meetings on several occasions. The evidence gathered through this evaluation suggests overall there is not much appetite for further expansion, although it may still make sense in some targeted situations—such as to provide increased coverage to the Pacific SIDS and fragile states, and to the chemicals and waste focal area, or the addition of a national Agency in a country with a significant STAR allocation and institutions that have adequate capacities.”⁵ It also concluded that “The optimal size of the GEF partnership is dependent on the needs of the conventions the GEF serves, the needs of the recipient countries, the size of the GEF replenishment, and the ability of the GEF Secretariat to manage its complexity. It also needs to be linked with the GEF approach to resource allocation through the STAR, and the emerging context of environmental and development finance.”⁶ While IEO found that the number of agency options has generally increased when examining the GEF focal areas and most recipient

⁴ IEO, [Evaluation of the Expansion of the GEF Partnership](#), 2016.

⁵ IEO Brief: [Evaluation of the Expansion of the GEF Partnership](#), 2018, page 4

⁶ Ibid.

countries, there were nevertheless two areas where options have been more limited: i.e. in the Chemicals and Waste focal area, and among SIDS and fragile states.

11. **Agencies added in the first and second expansion have generally increased their engagement over GEF-7.** Table 1 provides updated information with respect to Agency approvals (measured by PIF/Council approval stage), with final figures now available for the entire GEF-7 phase.⁷ Figure 1 provides updated information on the overall shares approved by replenishment for each Agency type: the 3 original Agencies (UNDP, UNEP, World Bank) and those added in the first and second expansions, respectively. Both show an improvement in the diversity of use of Agencies by countries: UNDP's share has declined further to 28%; the share of Agencies added in the first expansion (including RDBs) has increased to 25%, and UNEP's share has also increased, to 20%.

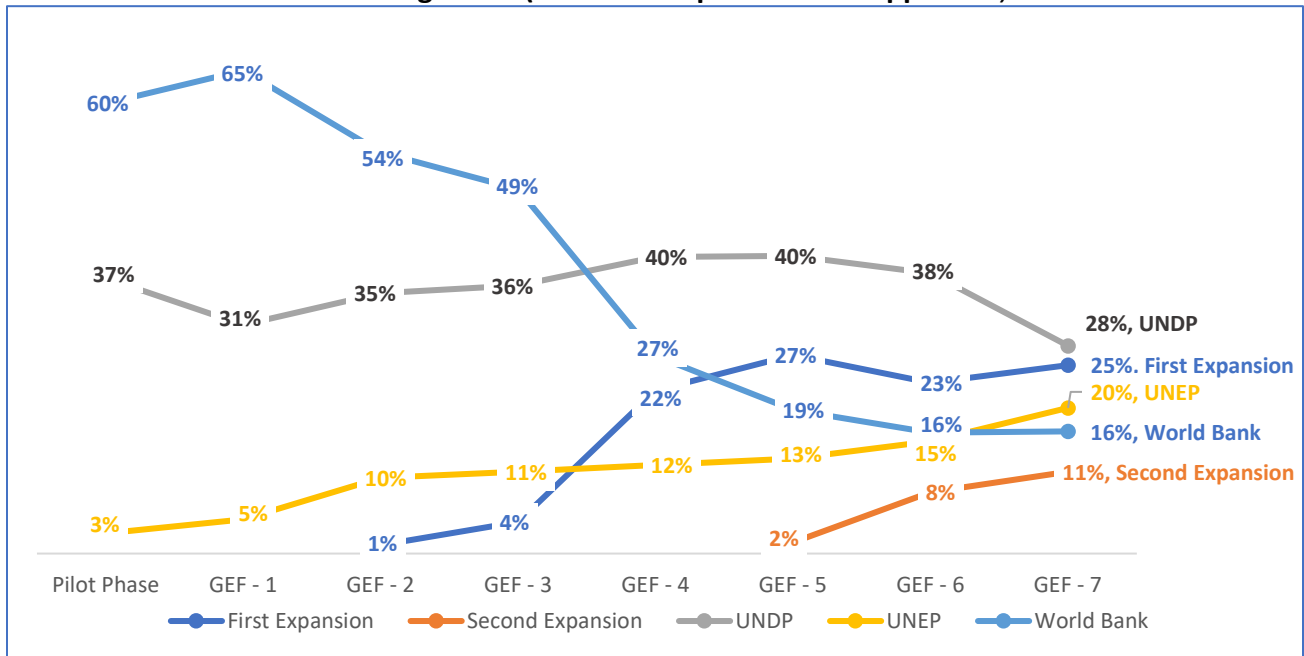
Table 1: Summary of Shares by Agency Type (as of 30 March, 2023)⁸

Agency	Total Share	Pilot Phase	GEF – 1	GEF – 2	GEF – 3	GEF - 4	GEF - 5	GEF - 6	GEF - 7
Founding Agencies									
UNDP	35.2%	36.9%	30.7%	34.9%	35.9%	39.8%	39.9%	37.6%	27.9%
UNEP	13.3%	2.7%	4.6%	10.2%	11.0%	11.9%	12.7%	15.0%	19.5%
World Bank	29.9%	60.4%	64.8%	53.8%	48.9%	26.5%	19.2%	16.2%	16.4%
First Expansion									
ADB	1.4%	-	-	0.6%	1.6%	3.4%	1.2%	1.3%	1.4%
AfDB	1.0%	-	-	-	-	0.4%	2.1%	2.2%	1.1%
EBRD	0.8%	-	-	-	-	1.4%	1.5%	1.4%	0.8%
FAO	6.4%	-	-	-	0.6%	3.1%	7.5%	7.6%	15.0%
IADB	1.9%	-	-	-	0.9%	3.5%	5.0%	1.9%	1.0%
IFAD	1.2%	-	-	-	0.8%	2.7%	0.4%	2.4%	1.2%
UNIDO	4.7%	-	-	0.6%	0.3%	7.4%	8.9%	6.1%	4.8%
Second Expansion									
BOAD	0.1%	-	-	-	-	-	-	0.6%	-
CAF	0.3%	-	-	-	-	-	0.04%	0.3%	1.2%
CI	1.3%	-	-	-	-	-	0.6%	1.7%	4.1%
DBSA	0.3%	-	-	-	-	-	-	1.4%	0.2%
FECO	0.0%	-	-	-	-	-	-	0.1%	0.04%
Funbio	0.1%	-	-	-	-	-	-	0.4%	0.04%
IUCN	1.0%	-	-	-	-	-	0.2%	2.3%	2.8%
WWF-US	0.9%	-	-	-	-	-	0.7%	1.4%	2.6%

⁷ GEFTF figures

⁸ Measured as total PIF approved amounts as percentage of total GEFTF Replenishment amounts. UNDP figures include the Small Grants Program

Figure 1: Share of total amount of GEF financing implemented, by Replenishment and Agency type: UNEP, UNDP, World Bank; and Agencies added in the First and Second expansion in the number of Agencies (% of total replenishment approvals)

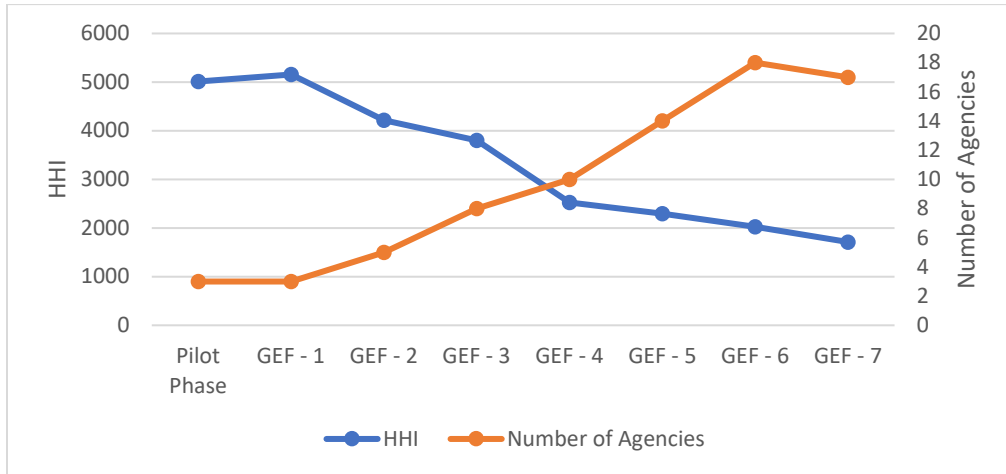


12. **The overall coverage by GEF Agencies has traditionally been tracked by the Secretariat using a measure called the Herfindahl-Hirschman Index.** The HHI is a widely used measure of market share in a particular field or industry. The Index value ranges from 0 to 10,000, with values close to 0 representing nearly perfect competition (or diversity in use of numerous Agencies in the case of the GEF), and values close to 10,000 representing almost complete lack of competition (or use of only one or two Agencies for all projects in the case of the GEF).⁹ The index runs for the entire GEF portfolio have showed continuous improvements in coverage and variety of Agency use, including through GEF-7. The number of Agencies used by countries for implementation of GEF projects and programs has also increased steadily over Replenishments; during GEF-7 only one Agency did not receive any approved funding.¹⁰

⁹ The Index is calculated by squaring the percentage market share of each entity (expressed as a whole number) and summing the resulting figures

¹⁰ BOAD

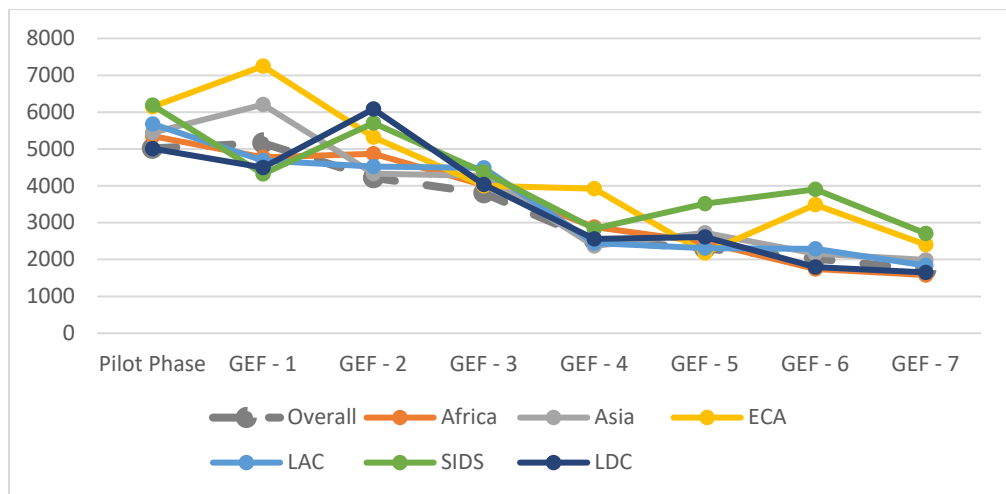
Figure 2. Overall HHI and number of agencies with approved funding, per Replenishment



GEOGRAPHIC COVERAGE BY AGENCIES

13. *The HHI has also shown continuous improvements in the geographic coverage and variety of Agency use over time, with the exception of SIDS during the GEF-5 and GEF-6 phases.* The Index has been re-calculated for each geographic region, showing a similar improvement in the diversity of Agencies used across regions. While there had been a slight deterioration in the measure for SIDS during GEF-5 and GEF-6, this has been reversed in GEF-7, and all country categories have converged at levels below 3000, or the lowest one-third of possible HHI values.

Figure 3: HHI by region and country classification, per Replenishment



14. *Least Developed Countries and Small Island States have generally fewer options for GEF Agencies, but the situation has gradually improved between GEF-6 and GEF-7.* Among

Caribbean and Pacific SIDS, on average countries in these categories have engaged with over 6 GEF Agencies since the inception of GEF. Compared to the similar analyses conducted by the Secretariat in 2021, the share of countries that have used 7 or more agencies has increased, from 19% to 24%.¹¹

Figure 4: HHI and number of Agencies in LDCs

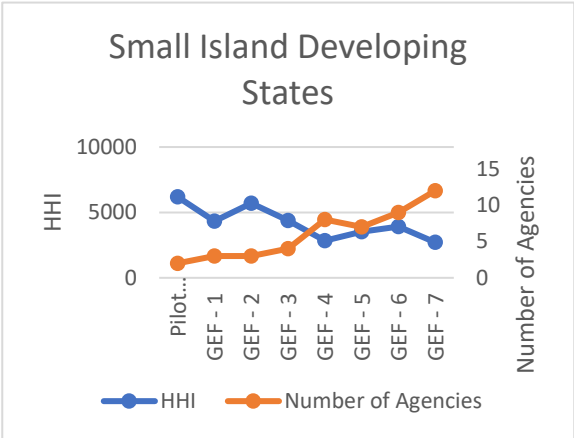


Figure 5: HHI and number of Agencies in SIDS

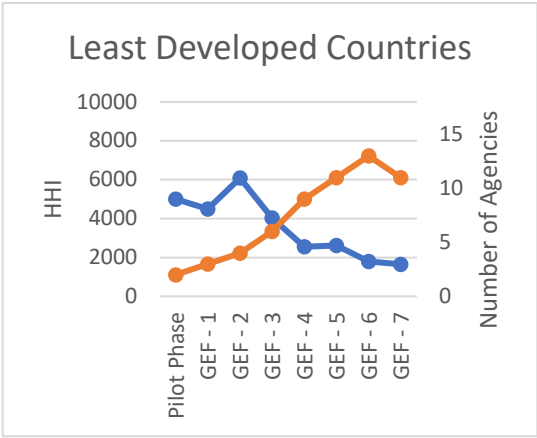
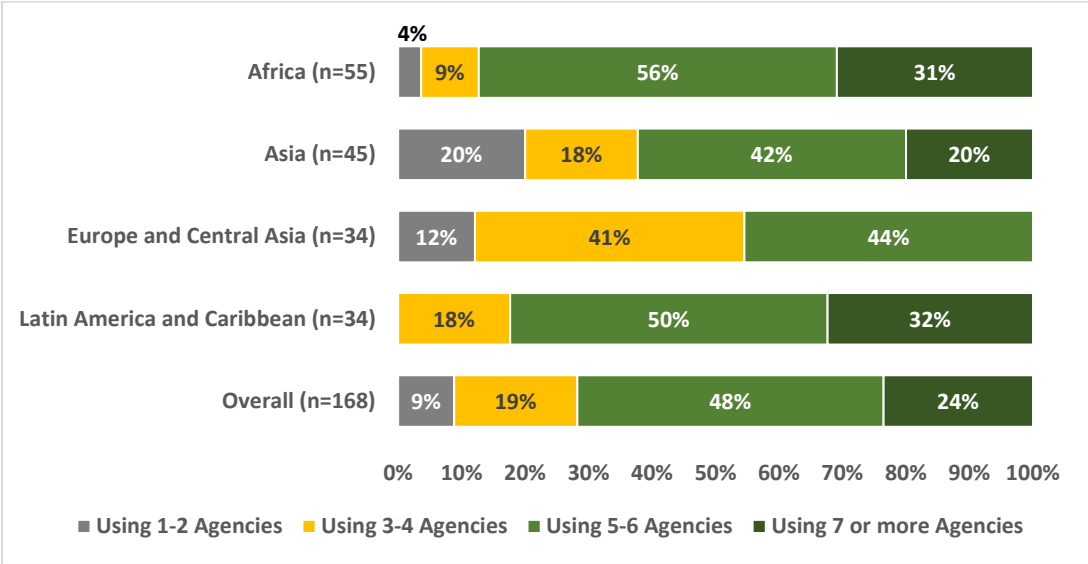
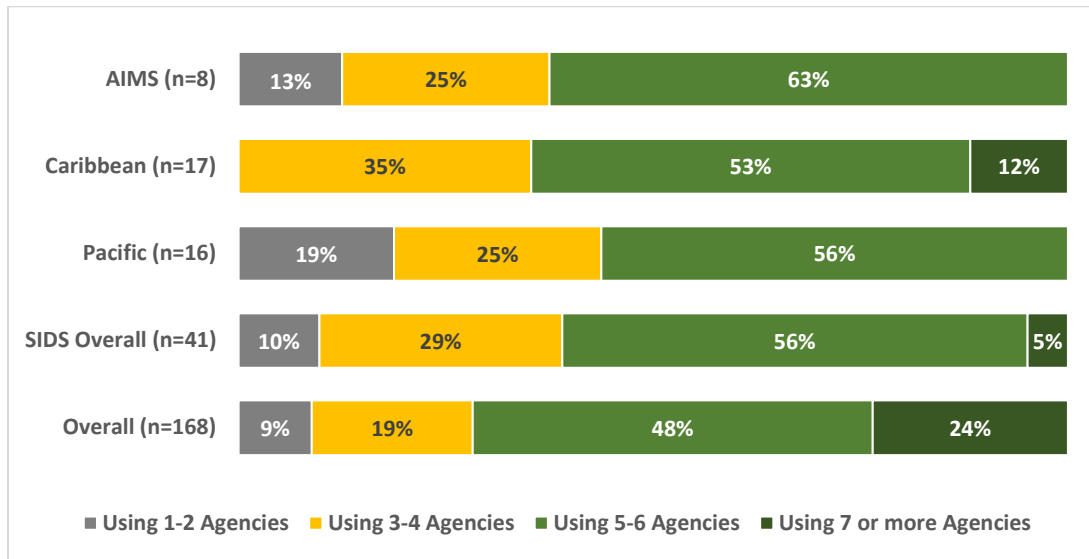


Figure 6. Distribution of the number of Agencies used per county, by region, from Pilot phase to GEF-8 (as of March 2023)



¹¹ Some of this increase is due to a minor change in methodology – with regional projects counted as LDC, if all participating countries are LDCs.

Figure 7. Distribution of the number of Agencies used per country, by SIDS sub-regional group, from Pilot phase to GEF-8 (as of March 2023)¹²



15. ***The global Agencies have remained key partners in all regions, notwithstanding the addition of important regional agencies.*** The Secretariat also compared Agency presence across regions just in the most recent replenishment periods (GEF 5-7), to better capture the impacts post-expansion. Table 2 reports agency shares of overall GEF commitments between GEF-5 and GEF-7, in each region. This shows that the three founding Agencies have a relatively uniform presence across regions, reflective of their global footprints. It also demonstrates that the share of the regional development banks in each of their respective regions represents approx. 5-10% of the total GEF commitments in each region. As shown in Table 3, the original 3 Agencies account for 65.7% of approvals in LDCs over GEF 5-7; and 76% of approvals in SIDS. FAO stands out among the Agencies added in the first and second expansion, accounting for 13% of approvals in LDCs and 10% of the approvals in SIDS.

¹² Includes first WP in GEF-8

Table 2. Share of project approvals by Agency in each Region (GEF-5 through 1st GEF-8 Work Program, as of 30 March 2023)¹³

	Africa	Asia	Europe and Central Asia	Latin America and Caribbean	Global/Regional	Grand Total
Founding Agencies						
UNDP	30.2%	38.0%	41.9%	33.8%	32.2%	34.3%
UNEP	16.2%	10.7%	10.9%	16.4%	29.0%	16.2%
World Bank	19.5%	19.9%	14.4%	16.9%	9.4%	17.2%
First Expansion						
ADB	0.0%	4.7%	0.0%	0.0%	0.7%	1.3%
AfDB	5.8%	0.0%	0.0%	0.0%	0.8%	1.7%
EBRD	0.1%	0.0%	8.5%	0.0%	3.2%	1.2%
FAO	10.1%	12.2%	10.8%	10.8%	8.1%	10.6%
IADB	0.0%	0.0%	0.0%	9.9%	1.1%	2.4%
IFAD	2.4%	0.8%	0.4%	1.0%	0.8%	1.3%
UNIDO	6.2%	9.0%	11.2%	5.1%	1.6%	6.4%
Second Expansion						
BOAD	0.6%	0.0%	0.0%	0.0%	0.0%	0.2%
CAF	0.0%	0.0%	0.0%	2.6%	0.1%	0.6%
CI	1.7%	1.3%	0.0%	1.1%	8.8%	2.3%
DBSA	1.7%	0.0%	0.0%	0.0%	0.0%	0.5%
FECO	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%
Funbio	0.0%	0.0%	0.0%	0.6%	0.0%	0.1%
IUCN	3.3%	2.2%	0.0%	0.1%	2.2%	1.9%
WWF-US	2.1%	1.0%	1.9%	1.6%	2.1%	1.7%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

16. **When analysing coverage among SIDS by region, the same important coverage by global Agencies – and particularly the 3 original agencies – is observed.** Table 3 shows commitments to SIDS, disaggregated by sub-region, for the most recent replenishment periods (GEF 5-7). The presence of the three founding Agencies is highest in the AIMS¹⁴ and Pacific SIDS regions. Among regional entities, only the IDB has a significant presence in a SIDS sub-region (i.e. 8.4% of programming in the Caribbean SIDS).

¹³ Measured as total PIF approved amounts as percentage of total GEFTF Replenishment amounts. Includes first WP in GEF-8, but not WP considered at C.64.

¹⁴ Atlantic, Indian Ocean and South China Seas

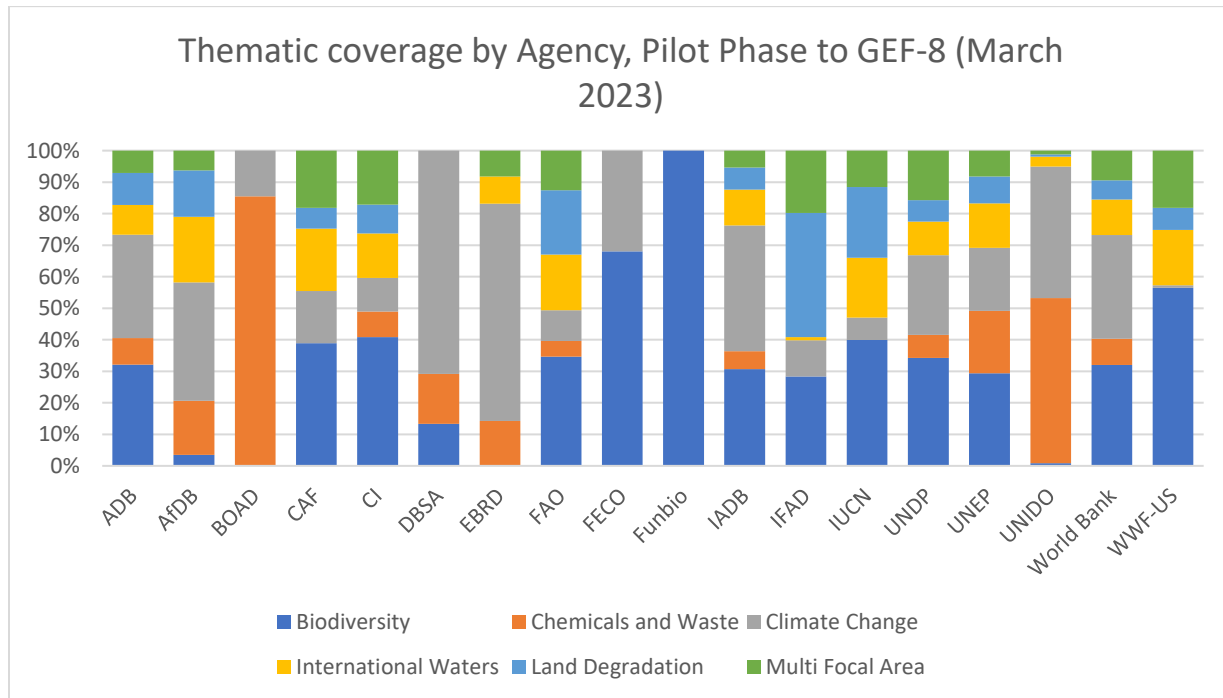
Table 3. Commitment by SIDS sub-region per Agency (GEF-5 to GEF-8, March 2023)

	AIMS	Caribbean	Pacific	Grand Total
Founding Agencies				
UNDP	59.1%	36.8%	54.3%	47.7%
UNEP	17.7%	30.5%	22.0%	24.9%
World Bank	6.6%	5.3%	1.5%	4.2%
First Expansion				
ADB	0.0%	0.0%	2.3%	0.9%
FAO	3.1%	11.2%	11.6%	9.7%
IADB	0.0%	8.4%	0.0%	3.6%
IFAD	2.7%	0.0%	0.0%	0.6%
UNIDO	3.5%	4.4%	0.0%	2.6%
Second Expansion				
CAF	0.0%	0.6%	0.0%	0.3%
CI	0.9%	0.6%	2.6%	1.4%
IUCN	6.2%	0.0%	5.1%	3.1%
WWF-US	0.0%	2.2%	0.5%	1.1%
Grand Total	100.0%	100.0%	100.0%	100.0%

THEMATIC COVERAGE

17. **GEF Agencies with global operations continue to offer the most diverse thematic coverage and Agencies added in the first expansion are also now demonstrating increased coverage in different thematic areas.** Thematic coverage has traditionally been reported through the tracking of Agency support across agreed Focal Areas and Integrated Programs. The low level of programming by some second-expansion Agencies during GEF-7 (e.g. BOAD, DBSA, FECO, FUNBIO) impacts reported thematic coverage significantly for these Agencies, while Agencies with global operations (e.g. UNDP, UNEP, WB, IFAD, FAO, CI, etc.) have been able to remain active in almost all Focal Areas and engage meaningfully in Integrated Programs. Additional detail on the breakdown of Agency engagement by thematic area and region is contained in Annex 2.

Figure 8: Relative importance of thematic areas for each GEF Agency



EFFECTIVENESS AND EFFICIENCY

18. **Analysis on the effectiveness and efficiency of Agencies is made available to Council each year and supported by bilateral exchanges among the Secretariat and each Agency focused on projects facing challenges.** Improvements in tracking portfolio progress at Agency level has deepened the analysis and accountability in tracking the effectiveness and efficiency of Agencies through key indicators. The Annual Monitoring Report now provides a systematic update on Agency progress against these metrics in alignment with in the GEF-8 Results Measurement Framework (RMF), which includes a focus on Mid-Term Reports from Agencies. Deepening this accountability exercise, bilateral exchanges with each Agency focus on projects facing challenges, addressing the GEF-8 Policy Recommendation requesting the Secretariat to “enhance dialogue with Agencies on implementation challenges, through annual bilateral communications among the Agencies and Secretariat”.¹⁵ This measurement and engagement approach is now used to assess effectiveness and efficiency, instead of the co-financing ratio which previously served as a proxy to measure these dimensions.

19. **Agencies make overall progress on project speed, quality implementation and co-financing, as they continue to face challenges.** Systematically tracking progress at the Agency level has allowed the Secretariat to identify how well each Agency is performing along key areas in fiscal year 2022 (GEF/C.63/03), under Tier 2 indicators of the GEF-8 RMF reproduced in Table 4. As an example, UNDP, UNEP, UNIDO, World Bank, WWF and CI all managed to get well above

¹⁵ GEF/R.08/32, Recommendation III.vi

80 percent of projects reaching first disbursement in less than 18 months. Likewise, thirteen Agencies reached a disbursement ratio higher than 18 percent, attesting to an effective flow of resources. Performance ratings also continue to be high overall. This framework identified challenges in fiscal year 2022 as well. This includes timeliness in reaching MTRs, which continues to be below the threshold of four years from CEO endorsement for about half of the MTRs submitted by Agencies. Similarly, mixed progress is registered in securing co-financing during implementation and up until completion, across Agencies.

20. ***The Secretariat has prepared Agency Factsheets which present, for each GEF Agency, financing and implementation progress using metrics established in the GEF-8 Results Measurement Framework.*** This new instrument enhances accountability on progress by Agency. It also provides increased access to structured information for OFPs and other stakeholders on Agency capacity and scope of activities. Data visualizations included in the factsheets rely on the GEF Portal, as the GEF's core information and reporting system. These Agency Factsheets are being refined, building on engagement with OFPs and other stakeholders in the context of Country Engagement Strategy activities and events. They will be updated at regular intervals. The Secretariat is now making them publicly available to all GEF stakeholders on its public website at: <https://www.thegef.org/partners/gef-agencies>.¹⁶

¹⁶ Expected to be available after document posting date, but prior to C.64

Table 4. Tier 2 fiscal 2022 values and performance by Agency as reported in the 2022 Monitoring Report¹⁷

INDICATOR (%)	GEF Average	ADB	AfDB	BOAD	CAF	CI	DBSA	EBRD	FAO	FECO	FUNBIO	IADB	IFAD	IUCN	UNDP	UNEP	UNIDO	World Bank	WWF
ENHANCE THE SPEED OF OPERATIONS																			
Time from CEO endorsement / approval to first disbursement below 18 months	85 ●				0 ●	100 ●			60 ●			0 ●	0 ●		88 ●	96 ●	100 ●	87 ●	100 ●
- MSPs only	76 ●				0 ●	100 ●			40 ●			0 ●			78 ●	92 ●	100 ●		100 ●
- FSPs only	90 ●								80 ●				0 ●		94 ●	100 ●		87 ●	
Time from CEO endorsement to mid-term review submission below 4 years	50 ●					100 ●			62 ●			33 ●	0 ●		67 ●	17 ●	57 ●		0 ●
MSP age below 4 years	61 ●	0 ●			100 ●	100 ●		0 ●	89 ●	100 ●		50 ●		50 ●	79 ●	56 ●	43 ●	25 ●	100 ●
FSP age below 6 years	81 ●	67 ●	83 ●	100 ●	100 ●	89 ●	100 ●	29 ●	90 ●		100 ●	72 ●	86 ●	100 ●	93 ●	73 ●	48 ●	82 ●	100 ●
Completed projects with a timely Terminal Evaluation	89 ●								85 ●			100 ●			90 ●			100 ●	
ENSURE STRONG PORTFOLIO MANAGEMENT																			
Disbursement ratio of ongoing portfolio	19 ●	26 ●	33 ●		0 ●	33 ●	31 ●	6 ●	24 ●	12 ●	36 ●	20 ●	28 ●	30 ●	23 ●	16 ●	26 ●	10 ●	19 ●
Projects rated in the satisfactory range for both Implementation Progress and Outcome	80 ●	91 ●	57 ●		100 ●	92 ●	100 ●	89 ●	96 ●	100 ●	100 ●	83 ●	92 ●	92 ●	57 ●	87 ●	97 ●	81 ●	75 ●

¹⁷ Presenting data at Agency level is a complex undertaking with several methodological challenges: 1) Variations of performance levels across Agencies may occur as few projects populate an Agency's data set, making averages sensitive to outliers. Threshold effects can compound this challenge; 2) Countries, implementing and executing Agencies share the responsibility to achieve project progress; 3) Project progress can be challenged by external events, as evident from the consequences of the COVID-19 pandemic; and 4) Agencies may use different methodologies and levels of candor or stringency in applying project ratings. This is the case of UNDP, which has made substantial changes to its annual reporting in 2017, resulting in a smaller share of projects rated in the satisfactory range. Separately, it should also be noted that agencies use different triggers to disburse resources, blend GEF financing with other resources, and use financing as part of project additional financing—all elements which affect disbursement speed.

INDICATOR (%)	GEF Average	ADB	AfDB	BOAD	CAF	CI	DBSA	EBRD	FAO	FECO	FUNBIO	IADB	IFAD	IUCN	UNDP	UNEP	UNIDO	World Bank	WWF
Projects rated in the satisfactory range for Implementation Progress	83 ●	91 ●	57 ●	100 ●	100 ●	92 ●	100 ●	89 ●	97 ●	100 ●	100 ●	87 ●	92 ●	92 ●	62 ●	89 ●	97 ●	84 ●	75 ●
Projects rated in the satisfactory range for Development Outcome	86 ●	100 ●	57 ●		100 ●	92 ●	100 ●	100 ●	99 ●	100 ●	100 ●	83 ●	100 ●	92 ●	70 ●	89 ●	100 ●	88 ●	88 ●
Proactivity index	77 ●		50 ●			100 ●		0 ●	100 ●			86 ●	100 ●	75 ●	77 ●	72 ●	80 ●	63 ●	
Project with disbursement in the past year	89 ●	50 ●	100 ●		0 ●	100 ●	100 ●	75 ●	100 ●	100 ●	100 ●	78 ●	90 ●	89 ●	98 ●	77 ●	96 ●	74 ●	100 ●
Over 50% disbursed balance after 3 years of implementation for MSPs	75 ●	0 ●						50 ●	100 ●			50 ●		100 ●	65 ●	80 ●	86 ●	50 ●	0 ●
Over 50% disbursed balance after 5 years of implementation for FSPs	91 ●	86 ●	67 ●			67 ●		60 ●	92 ●			91 ●	100 ●		96 ●	90 ●	95 ●	88 ●	100 ●
Projects with financial closure after Terminal Evaluation submission	85 ●	97 ●	30 ●			67 ●		50 ●	61 ●			100 ●	100 ●	0 ●	85 ●	75 ●	92 ●	90 ●	67 ●
Projects financially closed on time in the last year	64 ●		100 ●					100 ●	0 ●			100 ●	100 ●		62 ●	44 ●	69 ●	92 ●	
INCREASE CO-FINANCING ACROSS THE PORTFOLIO																			
Co-financing materialized higher than 35 percent at MTR	51 ●					100 ●		57 ●				0 ●	100 ●		0 ●	50 ●	67 ●		0 ●
Co-financing materialized higher than 80% at Terminal Evaluation	50 ●							62 ●				100 ●			50 ●			0 ●	

ENGAGEMENT

21. ***Engagement by Agencies has been most recently evidenced by interest and engagement in Integrated Programs (IPs).*** The implementation of GEF Integrated Programs requires the identification of Lead Agencies and Participating Agencies. The Lead Agencies have generally comprised the original and first-expansion Agencies with the more seasoned GEF portfolios. However the Agencies added in the second expansion have been participating more actively in programs at the level of child projects. For GEF-8 Integrated Programs, child projects proposed for approval in the June 2023 Work Program represent projects from 13 Agencies, of which 6 were Agencies added in the second expansion.¹⁸

22. ***GEF Agency engagement is more than just financial and operational.*** Beyond the management of GEF projects and programs, the GEF Agencies participate in the development, implementation and review of GEF strategies, policies, guidelines and procedures, as well as corporate results-based management, knowledge management and communication activities. These contributions have been made possible by a close partnership with frequent communication between the Secretariat and Agencies, and amongst the Agencies themselves. These close relationships, in turn, have fostered commitment, strategic alignment and predictability.

23. ***The Secretariat continues to engage Agencies, leveraging and intensifying the close GEF Partnership.*** Since 2016, it has hosted two inter-Agency retreats each year. These retreats bring together key staff from the Agencies to share best practices and discuss key issues of mutual interest, from new policies, emerging programming directions, monitoring and project cycle efficiency challenges to the development of an upgraded IT infrastructure for the entire Partnership. In conjunction with Council meetings, different levels of inter-Agency discussions are organized by the Secretariat. Agencies are also invited to the Expanded Constituency Workshops to share their country experiences, challenges and to discuss opportunities for projects and programs. Finally, Agencies have also played an active role in the multi-stakeholder working groups that have led efforts on the GEF project cycle, core indicators, gender, stakeholder engagement, and environmental and social safeguards – including more recently arranging Agency-Secretariat retreats. The consultative nature of the Partnership has enabled close collaboration with Agencies on complex issues.

BARRIERS TO ENTRY AND EFFORTS TO PROMOTE A ‘LEVEL PLAYING FIELD’

24. ***With a diverse group of Agencies that have differing operating models, it is important to promote a level playing field.*** The GEF-8 Policy Directions and GEF-8 Policy Recommendations considered this issue and the OPS-7 pointed to the potential for competition among Agencies at the country level. Some Agencies - particularly UN Agencies – tend to have long-standing

¹⁸ Reported separately in the [Report on Assessment of Expressions of Interests from Countries to Participate in the Integrated Programs](#) for June 2023 Council meeting. Only four Agencies (CAF, EBRD, IADB and FECO) did not submit or were not associated with Expressions of Interest (EOIs) for any IP.

relationships and experience with decision makers in environment ministries, where GEF Operational Focal Points are often located. Multilateral Development Banks (MDBs) however tend to interact principally with Ministries of Finance or Planning. Priorities under the Country Engagement Strategy aim to involve a broader set of government ministries, including Ministries of Finance, to facilitate financing across Agencies. Transparency and predictability in pipeline development at the country level would also facilitate earlier identification of opportunities for agencies – particularly MDBs - to blend GEF funding with larger lending and grant operations, which is often an important requirement for these Agencies.

25. ***The Secretariat has looked further into this issue, seeking input from Agencies on issues that motivate their engagement in GEF funded activities.*** This has been done through regular consultations on policy, guideline and streamlining updates, and formal semi-annual Agency Retreats. In light of the relatively low share of regional development bank programming in GEF-7, the Secretariat also sought through surveys (e.g. on pandemic operational challenges) and informal interviews to better understand the motivations and constraints relevant in Agencies, and in particular to multilateral development banks. These findings are summarized below in Figure 9.

Figure 9: Findings from consultations with MDBs

Issue	Findings
Overall Motivation to engage with GEF	<ul style="list-style-type: none"> • There had been a perceived effort in the past for the GEF to increase engagement with UN agencies • A decline in climate change financing in GEF-7 did not align with MDBs’ increase in activity in this area • Coordination staff within MDBs do active outreach internally to promote GEF programming • The concept of Integration, breadth of themes are a key benefit to working with the GEF
OFP role	<ul style="list-style-type: none"> • MDB’s natural counterpart is MOF, but OFPs are usually from MOE or other line ministries • Concerns OFPs may have already committed to another Agency, tend to be more comfortable with UN Agencies • May wield disproportionate power, reflect ministry objectives • Non-STAR resources more accessible as not seen as already programmed by OFP
Size, Predictability	<ul style="list-style-type: none"> • The smaller size of GEF projects is generally not seen as an issue, as GEF funding comes with ancillary benefits and is often blended with loans or other instruments • For larger MDBs: blending is critical; stand-alone projects are less attractive. There is nevertheless continued benefit in small stand-alone, one-step MSPs • Countries with large STAR allocations often already seen as pre-programmed amounts to work through UN Agencies • Seek a more transparent country planning process
Processing, Costs	<ul style="list-style-type: none"> • Sometimes only larger projects are able to cover costs of providing adequate implementation support, GEF Agency fees are front-loaded in projects

Issue	Findings
	<ul style="list-style-type: none"> • MDB teams are under pressure to meet Board deadlines; additional GEF approval cycle slows down processing • PIF required detail often not available at early project design stage • Internal processing first requires securing OFP Letter of Endorsement (LOE) • Co-financing letters of commitment often difficult to secure
Alternatives	<ul style="list-style-type: none"> • Creation and growth of funding available in Climate Investment Funds (CIFs) provided alternatives for MDB teams working on energy and transport projects • CIFs more aligned to MDB process, provide certainty of funding through country Investment Plans • UN Agencies are now involved in new areas (cities, etc.) • Rise in donor trust funds at MDBs for climate, environment using MDB procedures may be more responsive to country team needs
Integrated Programs (IPs)	<ul style="list-style-type: none"> • Generally well matched to MDB programs • In the past, the selection process for Lead Agencies had been unclear • Agency cooperation can be difficult if it multiplies Agency bureaucracy, processes (discouraging co-Lead arrangements)
Reporting	<ul style="list-style-type: none"> • Burden has increased, but generally acceptable and aligned with MDBs' own reporting
GEF Instruments	<ul style="list-style-type: none"> • Policy based loans provide opportunity to demonstrate MDB impact • GEF projects don't necessarily always need to be linked to MDB operations (diverse responses among MDBs)

GEOGRAPHIC AGENCY RESTRICTIONS

26. **One barrier to entry unique to newer Agencies is the geographic restriction placed on implementation of GEF projects.** Specifically, the 'national' Agencies added during the latest pilot expansion (DBSA, FECO and FUNBIO) are limited to implementing GEF projects and programs only within their national borders.¹⁹ These Agencies meet the same minimum fiduciary and other standards as the other Agencies, enter into the same Financial Procedures Agreements with the Trustee, and are responsible for the same level of monitoring, oversight and other reporting obligations. Among these 'national' Agencies, DBSA has a regional mandate, but may use GEF funding only in South Africa, per the terms of the pilot expansion approved at the time by Council, and reflected in the Memoranda of Understanding entered into with the Secretariat. At the time, Council decided that emphasis would be placed on adding new agencies particularly under the national category. Recently, DBSA has submitted a formal request for a change in status to enable it to implement GEF projects in other countries in southern Africa, in accordance with its mandate.²⁰ Such change could serve to provide other countries in the region with broader Agency choice, and would therefore be consistent with Council decisions and guidance, following the principle of country ownership and a level playing field among Agencies. A decision

¹⁹ [Memorandum of Understanding between DBSA and GEF Secretariat, 2014](#). Section 4.03

²⁰DBSA is unique in this category as it operates regionally. Similar requests are not expected from FECO and FUNBIO.

by Council would be required for this as the original categories under the pilot expansion were established by Council decision.

PRIVATE SECTOR PROGRAMMING AND NON-GRANT INSTRUMENTS:

27. **GEF agencies bring a variety of proven experiences and skill sets to the blended finance program.** Working closely with its implementing agency partners, the GEF is now one of the leading innovators in using blended finance to accelerate private sector investment in technologies, techniques, and people working for a sustainable environment. Blended finance is an increasingly attractive tool to scale up funding for the environment. It involves the targeted use of concessional financing to attract new sources of investment in projects that may otherwise be perceived as too risky for private finance. Its combination of concessional and commercial financing results in acceptable risk/return profiles for new and different financing partners, including institutional investors such as pension funds, who may not otherwise have an entry point to engaging with environmental projects.

28. **This structuring approach allows organizations with different priorities to invest alongside each other while achieving their own objectives: financial return, environmental and social impact, or a combination.** The different types of financing “blend” to achieve financial terms that attract private sector investment. The use of financial instruments such as debt, equity or guarantees at concessional terms offers some unique advantages for private sector participation, as it enables donors to de-risk financial structures, provide patient capital, or lengthen maturities of financing. A very strong feature of GEF blended finance is the ability to achieve high co-financing ratios. Through the last three cycles, co-financing ratios have ranged from 12-20%, with average private sector share of co-financing approximately 46%.

29. **Use of Blended Finance is Growing in Size and Number of Agencies.** In GEF-5, 2010-2014, blended finance projects with expected reflows accounted for 5 projects with USD 75.6 million and attracted USD 953 million in co-financing. In the GEF-6 period from 2014 to 2018, blended finance supported 11 innovative projects that provided USD 129.4 million while attracting USD 1.39 billion in co-financing. In GEF-7, 2018 to 2022, the GEF supported 10 projects with funding of USD 122.6 million and mobilized USD 2.54 billion in co-financing. In GEF-8, which ends in 2024, the GEF will deploy up to \$196 million in blended finance.

30. **Each Agency brings unique experiences and skills to the blended finance program.** Co-financing ratios vary by the type of project and focal area priorities. In GEF-7, emphasis was placed on investments in frontier areas and nature-based solutions, which often have lower co-financing ratios than more established project types.

Table 5: Agency Engagement in Blended Finance

GEF Agency	GEF-5	GEF-6	GEF-7	Grand Total
AfDB	1	2	1	4
CI	-	1	4	5
DBSA	-	1	1	2

EBRD	1	1	1	3
IADB	3	2	1	6
IUCN	-	1	-	1
UNEP	-	1	-	1
WB	-	2	2	4
Total	5	11	10	26

Table 6: Agency engagement in blended finance by approvals (USD thousands)

GEF Agency	Number of projects	Total GEF financing*	Co-financing at the latest project stage
AfDB	4	60,018	988,450
CI	5	62,875	1,203,785
DBSA	2	23,227	215,206
EBRD	3	47,550	447,130
IADB	6	70,626	803,404
IUCN	1	9,210	52,838
UNEP	1	22,244	52,518
WB	4	31,864	1,067,629
Total	26	327,615	4,830,961

**PIF levels are used for the small number of projects not yet endorsed*

31. Eligibility Requirements Help Ensure Agencies Have Demonstrated Capacity for Blended Finance: In order to administer non-grant instruments and concessional finance projects, GEF Agencies must demonstrate certain capacities as spelled out in the GEF Non-Grant Instruments Policy.²¹ A GEF Agency is eligible to administer projects using non-grant instruments if it can demonstrate: i) an ability to monitor compliance with non-grant instrument repayment terms; ii) capacity to track financial returns (semester billing and receiving) not only within its normal operations but also for transactions across trust funds; and iii) experience and positive track record with the use of non-grant instruments. For concessional finance (i.e., projects under the Blended Finance Global Program), a GEF Agency must further demonstrate ability to receive and account for financial returns and transfer such returns from the GEF Agency to the GEF Trust Fund; capacity to perform investments in the type of non-grant instrument to be used with GEF funding; an analysis of the investment/due diligence for GEF investments ahead of CEO endorsement; and a commitment to transfer reflows to the GEF Trust Fund as agreed under the Financial Procedures Agreement (FPA) with the Trustee. Further requirements on Agency suitability may be included in the call for proposals or be specific to the design of individual projects such as co-financing, co-investment requirements, additional safeguards, strengthened due diligence, and strengthened reflow reporting by executing entities. In the case of

²¹ Section VIII, [Non-Grant Instruments Policy](#) (FI/PL/02, January 1, 2023)

concessional finance for public sector recipients, additionally, the Agency will be required to demonstrate a track-record of lending or financing arrangements (other than grants) with public sector recipients and established relationship with the beneficiary countries' Ministry of Finance or equivalent.

COUNTRY ENGAGEMENT ON AGENCY COVERAGE

32. ***The Secretariat launched a new Country Engagement Strategy (CES) for GEF-8 and has started implementation.*** Complementary activities have already taken place to raise countries' awareness of GEF-8 investment opportunities. Early activities have included meetings covering all GEF country constituencies to explain the Integrated Programs and help countries develop proposals. National Dialogues and Expanded Constituency Workshops have resumed in person, enabling consultation and sharing of information on GEF programming and receiving feedback from OFPs on GEF programming issues. Two Agency Retreats have been held since the conclusion of GEF-8. The importance of preserving country choice has been reinforced in these fora, with countries continuing to cite the importance of existing relationships with the Agencies, Agency track record and experience, and the benefits of Agency physical presence in the country. The importance of a level playing field among Agencies and consistent application of GEF policy and guidelines has also been stressed.

33. ***Country engagement activities provide countries, OFPs and relevant stakeholders with opportunities to facilitate the choice of Implementing Agencies.*** The CES supports the GEF's effort to empower countries in the ownership of their portfolios, and in turn, maximize the impact of GEF resources through a coordinated approach. Countries have also expressed interest in having an opportunity to engage with multiple Agencies at once. To further encourage dialogue between countries and Agencies, the Secretariat has instituted platforms for dedicated discussions around events such as Expanded Constituency Workshops. The recent GEF-8 Regional Workshops held in each of the four GEF regions sensitized OFPs on the range of Integrated Programs available with different partners. Similarly, National Dialogues and Expanded Constituency Workshops provide a platform for engagement with Agencies and dedicated sessions. Discussions during the Expanded Constituency Workshop held in Maputo, Mozambique, from March 28-30, 2023, provided a forum for engagement with the participation of representatives from ten countries and Agencies, including DBSA, FAO, IFAD and UNDP. This allows to better understand investment areas of each Agency, their expertise and project cycle.

34. ***Beyond activities supported by the GEF Secretariat, Agencies themselves routinely engage in country dialogue as part of their regular business.*** During Agency Retreat discussions, Agencies frequently discuss the theme of "co-opetition" whereby Agencies cooperate on the ground while competing to secure resources. This stems from the GEF business model as much as from the fact that Agencies are working in different ways with countries. Since the onset of GEF-8, Agencies have for example actively worked with country authorities to identify how they can support their programming needs. This involves engaging with Ministries of Environment, as well as other relevant ministries and stakeholders.

35. **Enhanced access to Agency data for countries makes it easier to identify which Agency has relevant experience in various environmental areas.** Piloting Agency Factsheets in the Expanded Constituency Workshop held in March 2023 in Mozambique, allowed greater transparency of information on the involvement of each Agency with the GEF Partnership. These Agency Factsheets present key data on portfolio volume, co-financing and distribution by focal area, region and country group. They also include the performance of each Agency as a time series representing progress against efficiency and effectiveness metrics under the Tier 2 of the GEF-8 Results Measurement Framework.²² A link to the 18 Agency Factsheets is being made available and a presentation of their content are presented in the annex to this paper, so that OFPs and other GEF stakeholders can access them seamlessly.

36. **Increased transparency on the use of GEF resources also helps assess how resources are used and where they take place.** Regular publishing of GEF data to the International Aid Transparency Initiative (IATI) makes the provision of data on spending and projects easier to access, use and understand by countries. This allows in turn governments to easily access and import data on GEF financing flows transiting across Agencies. This work is complemented by reporting on the geographic location of project activities that allows countries to track where results are being generated. A dedicated GEF Geospatial Platform is being developed that is expected to allow users to see where activities supported by Agencies are located on an interactive map that allows to overlay project locations with satellite data.²³

37. **The GEF Secretariat has made available information on GEF Agency availability, capacity and scope of activities over the years, beginning with the Council paper on this issue in 2007.**²⁴ More recently, the Secretariat has collected qualitative and quantitative information and made these available in the Agency Factsheets. Agencies have participated actively in past GEF Country Support Program activities on a global level, and will continue in GEF-8 to help countries and relevant stakeholders better understand the available services and to facilitate the choice of Implementing Agencies. Finally, access to Agency information has increased with the implementation of the GEF-8 Results Measurement Framework, which makes results data available at the thematic and Agency level.

CONCLUSIONS

38. **Agency coverage continues to expand.** Countries continue to benefit from an array of choice of GEF Agency through which to access GEF funding. While it is too early to assess the experience in GEF-8, the Agencies that had been less active during GEF-6 and GEF-7 have showed interest in Integrated Programs, suggesting greater future engagement. The Agency self-assessments and independent Third Party Review of Agency compliance with GEF minimum standards at the end of GEF-7 have also concluded that GEF Agencies have the policies, procedures, experience and implementation capacity required to implement GEF projects. This

²² GEF/C.62/Inf.12/Rev.01

²³ The Platform is expected to be formally launched at the GEF Assembly in August 2023.

²⁴ https://www.thegef.org/sites/default/files/council-meeting-documents/C.31.5_Comparative_advantages.pdf

will continue to be monitored by the Secretariat, with progress reports to Council as required by GEF policy. Actions to facilitate countries' choice of Agencies will continue and be enhanced during the second and subsequent years of GEF-8 roll-out, including implementation of the Country Engagement Strategy, streamlining of processes, and increasing transparency and predictability.

39. ***The GEF-8 Policy Recommendations to continue monitoring the use of GEF funding and apply the notional cap of 30% for any one Agency and the aspirational target of 10% for RDBs remain relevant and appropriate.*** Along with the array of other measures, these will continue to be monitored with the aim of increasing the shares of multilateral development bank programming in GEF-8. While the share for UNDP is expected to be slightly above 30% after the first two Work Programs presented for approval in GEF-8 as of June 2023, this includes the large amount for the first tranche to UNDP for the Small Grants Program, so it remains too early to assess the effectiveness of these recommendations.

40. ***Changes to permit DBSA to operate regionally would serve to increase country choice in the region.*** The Secretariat (and Trustee as needed) would need to make the necessary adjustments to agreements in place to facilitate this, specifically the Memorandum of Understanding among DBSA and the Secretariat. Council could request DBSA to present a clear plan on how they would deploy this new flexibility to engage in new African countries to enhance performance, efficiency and results.

41. ***Continuing to monitor the strength of the partnership:*** The Secretariat will continue to monitor the strength of the Partnership along the 5 dimensions of geographic coverage, thematic coverage, effectiveness, efficiency, and engagement. An updated analysis will be brought to the 67th Council, in advance of the GEF-9 replenishment negotiations.

ANNEX 1: INFORMATION ON GEF AGENCY AVAILABILITY, CAPACITY, AND SCOPE OF ACTIVITIES

Agency Factsheets consist of three main sections described in further details below and presented in the illustration version overleaf.

Section I – Portfolio Overview and Co-financing

This section provides an overview of cumulative project financing by GEF phase and across GEF-managed Trust Funds. It indicates the number of FSPs, MSPs, EAs and PFDs implemented by the Agency. In addition, the Agency's overall co-financing ratio and by Focal Area is provided, indicating the amount of resources leveraged for every GEF dollar of financing.

Section II – Portfolio Distribution and GEF-7 Focus

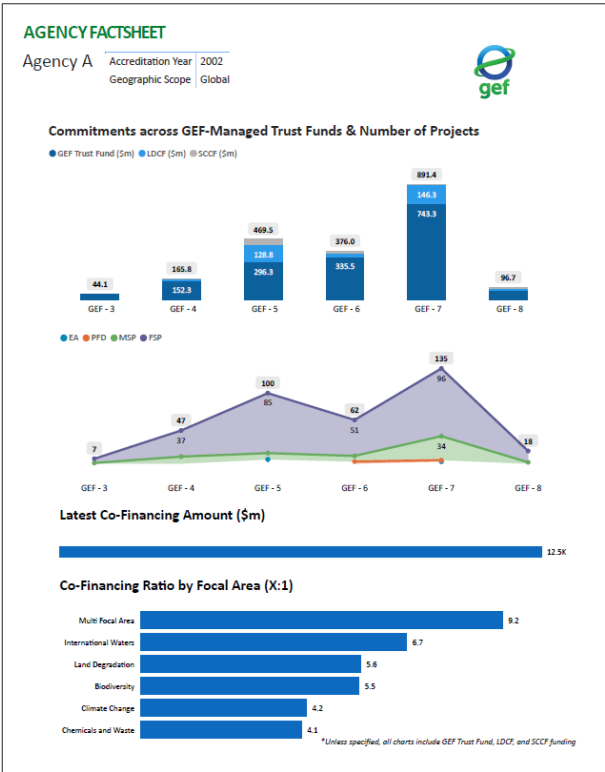
This section indicates the share of financing by region, LDC and SIDS. It also indicates the distribution of the portfolio by Focal Area of financing. This provides data on where projects take place and with what environmental objective. Information on the various types of Executing Entities partnering with the Agency is included. Finally, a chart indicates the implementation status of projects financed in GEF-7.

Section III – Agency Effectiveness and Efficiency

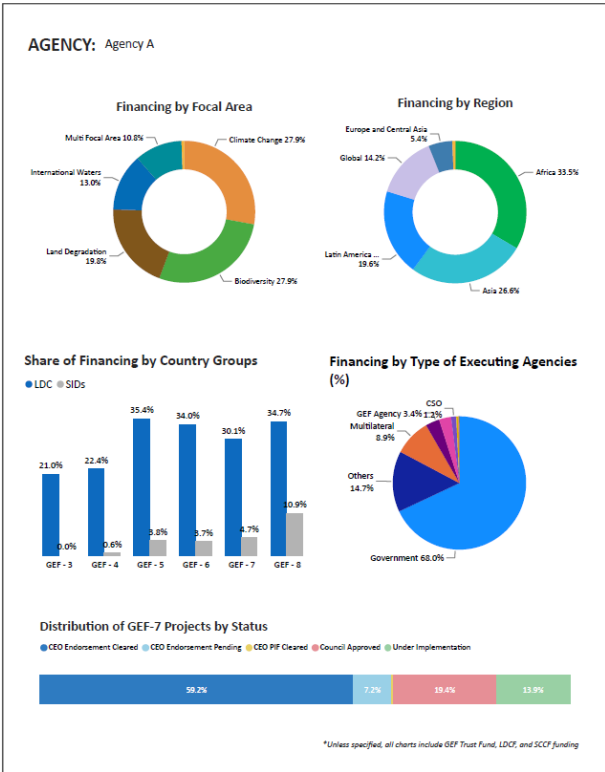
This section presents progress along the indicators tracked in the Tier 2 of the GEF-8 Results Measurement Framework, including on speed, disbursement, implementation quality and co-financing. It presents data through time series covering the four most recent years. For context, the latest GEF average value is provided, as is the Agency's number of projects considered under each indicator.

Figure A. Three Sections of the Agency Factsheet

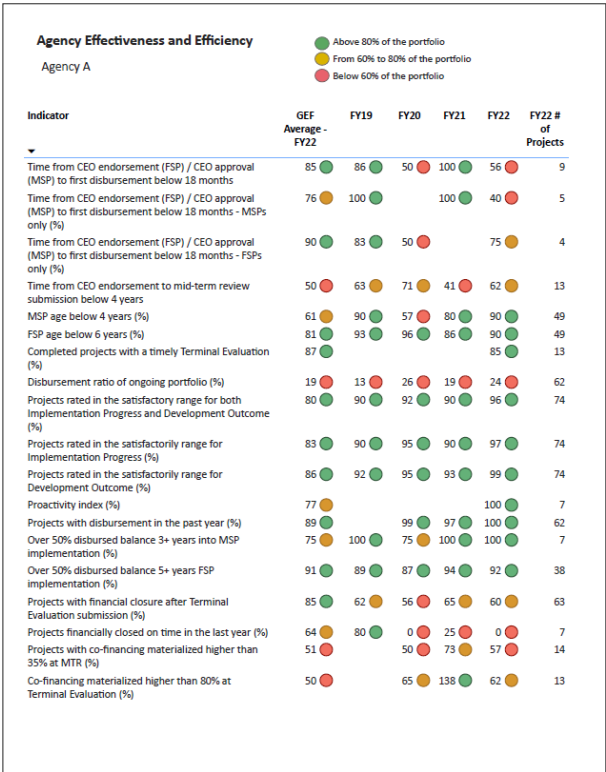
Section I



Section II



Section III



ANNEX 2: AGENCY COVERAGE BY REGION AND GEF FOCAL AREA (GEF5 THROUGH 1ST GEF-8 WORK PROGRAM - COMMITMENTS AS % OF TOTAL)

	Biodiversity	Chemicals and Waste	Climate Change	International Waters	Land Degradation	Multi Focal Area	Grand Total
<i>Africa</i>	29.3%	14.7%	20.6%	10.1%	14.4%	10.8%	100.0%
AfDB	3.9%	19.1%	39.0%	23.2%	7.8%	7.0%	100.0%
BOAD	0.0%	85.5%	14.5%	0.0%	0.0%	0.0%	100.0%
CI	47.8%	19.2%	14.7%	1.7%	8.1%	8.5%	100.0%
DBSA	13.4%	15.8%	70.8%	0.0%	0.0%	0.0%	100.0%
EBRD	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
FAO	24.0%	5.5%	12.3%	2.8%	33.9%	21.6%	100.0%
IFAD	22.8%	0.0%	6.1%	0.0%	40.2%	30.9%	100.0%
IUCN	15.8%	0.0%	8.8%	36.5%	22.6%	16.2%	100.0%
UNDP	31.8%	7.9%	28.7%	10.7%	13.8%	7.0%	100.0%
UNEP	36.1%	25.0%	12.4%	6.1%	9.9%	10.5%	100.0%
UNIDO	0.7%	46.0%	48.1%	2.4%	1.1%	1.7%	100.0%
World Bank	36.3%	14.4%	8.6%	13.8%	14.0%	12.9%	100.0%
WWF-US	77.2%	0.0%	0.0%	0.0%	6.1%	16.7%	100.0%
<i>Asia</i>	31.0%	16.4%	30.9%	8.1%	6.6%	6.9%	100.0%
ADB	12.1%	17.6%	44.8%	10.2%	7.4%	8.0%	100.0%
CI	80.1%	0.0%	0.0%	13.4%	3.6%	3.0%	100.0%
FAO	37.4%	2.4%	11.8%	21.2%	13.9%	13.3%	100.0%
FECO	68.0%	0.0%	32.0%	0.0%	0.0%	0.0%	100.0%
IFAD	42.1%	0.0%	21.8%	0.0%	12.9%	23.2%	100.0%
IUCN	71.6%	0.0%	7.7%	0.0%	12.9%	7.8%	100.0%
UNDP	42.5%	10.8%	27.2%	6.5%	7.5%	5.6%	100.0%
UNEP	26.7%	30.5%	21.5%	5.9%	9.2%	6.1%	100.0%
UNIDO	0.0%	49.5%	47.9%	0.3%	0.7%	1.6%	100.0%
World Bank	18.3%	17.9%	46.9%	8.0%	1.5%	7.4%	100.0%
WWF-US	48.8%	0.0%	5.6%	21.0%	10.8%	13.8%	100.0%
<i>Europe and Central Asia</i>	15.4%	16.1%	36.5%	11.1%	14.3%	6.5%	100.0%
EBRD	0.0%	20.5%	59.3%	2.9%	0.0%	17.3%	100.0%
FAO	14.3%	8.3%	23.1%	5.2%	40.6%	8.5%	100.0%
IFAD	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
UNDP	17.7%	9.0%	36.5%	16.2%	12.7%	7.8%	100.0%
UNEP	33.5%	25.0%	15.8%	3.3%	19.6%	2.8%	100.0%
UNIDO	0.0%	56.1%	39.7%	2.7%	1.5%	0.0%	100.0%
World Bank	11.1%	8.7%	48.2%	14.3%	13.7%	4.1%	100.0%
WWF-US	73.9%	0.0%	0.0%	26.1%	0.0%	0.0%	100.0%
<i>Latin America and Caribbean</i>	41.5%	12.3%	18.3%	8.7%	7.7%	11.6%	100.0%
CAF	40.1%	0.0%	17.0%	17.3%	6.8%	18.7%	100.0%
CI	62.8%	9.6%	11.7%	9.2%	3.2%	3.6%	100.0%
FAO	59.7%	4.6%	4.7%	8.7%	15.6%	6.7%	100.0%

	Biodiversity	Chemicals and Waste	Climate Change	International Waters	Land Degradation	Multi Focal Area	Grand Total
Funbio	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
IADB	30.1%	8.6%	40.6%	5.5%	8.5%	6.7%	100.0%
IFAD	77.5%	0.0%	0.0%	0.0%	6.9%	15.6%	100.0%
IUCN	92.5%	0.0%	0.0%	0.0%	7.5%	0.0%	100.0%
UNDP	43.9%	14.1%	16.7%	8.7%	7.0%	9.5%	100.0%
UNEP	23.1%	20.0%	24.6%	11.4%	9.6%	11.3%	100.0%
UNIDO	5.0%	59.0%	22.1%	10.9%	0.0%	3.0%	100.0%
World Bank	51.3%	0.7%	14.8%	6.1%	5.8%	21.3%	100.0%
WWF-US	51.0%	0.0%	0.0%	22.2%	4.2%	22.7%	100.0%
Global/Regional	12.2%	8.4%	17.4%	19.8%	6.1%	36.1%	100.0%
ADB	0.0%	0.0%	67.3%	32.7%	0.0%	0.0%	100.0%
AfDB	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
CAF	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
CI	22.8%	5.7%	11.9%	20.2%	12.3%	27.1%	100.0%
EBRD	0.0%	15.1%	64.8%	20.1%	0.0%	0.0%	100.0%
FAO	7.1%	0.8%	0.6%	70.5%	7.4%	13.6%	100.0%
IADB	11.8%	0.0%	88.2%	0.0%	0.0%	0.0%	100.0%
IFAD	0.0%	0.0%	0.0%	0.0%	15.8%	84.2%	100.0%
IUCN	51.4%	0.0%	1.4%	2.0%	40.0%	5.2%	100.0%
UNDP	5.5%	0.4%	8.0%	12.4%	0.0%	73.7%	100.0%
UNEP	13.7%	21.8%	29.7%	19.2%	7.7%	7.9%	100.0%
UNIDO	0.0%	62.0%	34.0%	4.0%	0.0%	0.0%	100.0%
World Bank	25.3%	0.0%	13.0%	10.8%	2.5%	48.3%	100.0%
WWF-US	17.5%	0.0%	0.0%	40.7%	12.5%	29.2%	100.0%
Grand Total	29.0%	13.9%	23.7%	10.7%	9.6%	13.1%	100.0%