

Second Meeting for the Seventh Replenishment of the GEF Trust Fund

## **GEF-7 REPLENISHMENT**

# **INFORMAL NOTE FOR THE SECOND GEF-7 REPLENISHMENT MEETING FREQUENTLY ASKED QUESTIONS AND SUMMARY OF GEF OPERATIONAL MODALITIES (PREPARED BY THE SECRETARIAT)**

## Frequently Asked Questions

*This note attempts to briefly answer a number of questions that Participants have raised, mainly focusing on “how” the proposed programing directions and policy recommendation will work. It is not an attempt to provide full, comprehensive answers to all questions, but rather a succinct summary of the main points. The questions are organized under three headings: “How does the GEF-7 Program and Policies increase GEF’s value-added?”, “Impact Program Implementation” and “General GEF-7 implementation”.*

### **Increased Value of GEF7 Program”**

#### **How does the GEF-7 Program and Policies increase GEF’s value added**

- The GEF7 Program holds the potential to produce greater value for money and large-scale, long-lasting impacts by (1) producing multiple benefits across focal areas, and (2) addressing drivers of degradation and seeking systems change (3) mobilizing new partners (e.g. private foundations, private sector, research institutions) and resources to enhance GEF impact and reach. GEF7 will strengthen its results architecture and capture multiple benefits while focusing on a smaller set of core indicators.
- It is proposed that countries be given full flexibility to program their STAR country allocations across three Rio Focal Areas to strengthen country ownership and their ability to program in line with their national priorities.
- Both inputs (resources allocated to each of focal areas) and results will be traced to each of focal areas and reported to each of conventions.
- Risk of added complexity will be carefully managed with agencies by utilizing the experiences of GEF6, particularly Integrated Approach Pilots (IAPs).

### **Questions Regarding Impact Program Implementation**

#### ***Are Impact Programs a new modality?***

- IPs are not a new modality. IPs will be implemented using the Programmatic Approach (PA), which the GEF has been using in its current form for nearly a decade. (For a summary of GEF

operational modalities see Annex 1). Similar to other PAs, countries select the Agencies of their choice to participate in IPs, and the Lead Agency, which develops the overall program framework (through PFD), works with the Agencies of country-specific projects to ensure the consistency and coherence of the program.

### ***What is different about IPs?***

- Like the IAPs in GEF-6, there are some particular aspects of IPs (see also Annex 2). First, participants to the replenishment process identify the key features and objectives of the programs, which means the IPs are given some direction in advance of GEF-7. This helps the GEF mobilize Agencies, countries and other partners, including the private sector, at an early stage. Second, country participation is encouraged through financial incentives—thereby effectively augmenting participating countries’ STAR allocation. As was the case for the SFM incentive mechanism in GEF-6 the ratio of country allocation contribution to incentives will be 2:1. For a given IP, both the Lead Agency and the Agencies of country-specific projects are expected to work closely to ensure the quality of the program as a whole, including the individual Child Project, maximize impacts along the key features and objectives agreed during the replenishment process.

### ***How is the IP Lead Agency selected?***

- The Lead Agency will be selected through a consultative process among participating agencies, facilitated by the GEF Secretariat. All interested Agencies will inform the Secretariat, which in turn will convene a dialogue among them. Selection criteria for the Lead Agency include (1) their comparative advantage to lead and coordinate a given IP, and (2) willingness to work closely with participating countries and Agencies chosen by participating countries.

### ***How are countries selected to participate in IPs, and will all countries have access to the incentives?***

- All countries will have the opportunity to indicate interest in participating in an IP of their choice, and hence potentially access the incentive financing. The Lead Agency in consultation with the GEF Secretariat will make decision of the country participation. In case country demand exceeds the availability of incentive funds for a particular IP, the Secretariat would convene and facilitate the process of country selection with the Lead Agency, based on agreed Impact Program-specific criteria.

***Can countries choose to work with any Agency they like under the IPs?***

- Yes. Countries select the Agency they wish to implement their country-specific Child Project under the IP according to the country's assessment of which Agency can best deliver the desired outcomes under the program.

***What is the role of the Secretariat in IP design and implementation?***

- The primary role of the Secretariat through reviewing of PFD and Requests for CEO Endorsements, is to ensure that the program will meet the objectives agreed during the replenishment, and to ensure the process is well understood by countries and Agencies. As indicated above, the Secretariat will also support early outreach to make countries aware of the various opportunities available to them and the processes whereby they can participate. The Secretariat will also facilitate the selection process of the Lead Agencies discussion with the Agencies in case demands exceeding the available incentives; and upstream review discussions of PFDs and Requests for CEO Endorsements that countries and Agencies may seek.

***Are the IPs too complex to manage?***

- IPs focus by concept on tackling complex challenges. Complexity arising from a larger number of countries and Agencies can be managed by ensuring open and transparent processes as stated above. Experience indicates that frequent and productive meetings of all agencies and countries involved can help iron out some of the more delicate questions related to the design and implementation of the IPs. The GEF-6 IAPs and other major Programs (Amazon Landscapes, Coastal Fisheries, and Illegal Wildlife Trade) point to the potential long-term benefits arising from engaging a broader array of partners around more comprehensive responses.

**General Questions Regarding GEF-7 Implementation**

***Do countries receive STAR and how much?***

- Countries will continue to receive a STAR allocation. In the illustrative "status quo" scenario (with same replenishment size as in GEF-6) presented in the Addis document, the share of total STAR allocation relatively to the total replenishment envelope is a bit lower than in GEF-6. There are two main reasons for this. First, in the *Status Quo* scenario it is proposed that funding for Chemicals&Waste and NGI increase compared to GEF-6 and that total funding to the three Rio focal areas decline, because less resources are allocated to the Climate Change Focal Area.

Since neither Chemicals&Waste nor the NGI are part of the “STAR” system, the total STAR allocations declines. Second, funding for enabling activities (countries’ convention-related reporting) under the Rio Focal Areas, which is provided from set-asides outside countries’ STAR allocations, will be higher in GEF-7 than in GEF-6, leaving somewhat less room for country allocations. Please note that the share of STAR country allocations to the total envelope of the three Rio focal areas stays roughly unchanged between GEF6 and GEF7.

***Can Focal Area spending and results be tracked and reported to Conventions?***

- Yes, the GEF’s existing portfolio management system (which is proposed to be further strengthened for GEF-7) will be able to track how programming under each of the focal areas progresses during GEF-7, even if (as is proposed) countries are given flexibility to program their country allocations across the three Rio focal areas; funding will still be “tagged” to a particular focal area. Further simplification and enhanced rigor in the GEF’s results architecture would also improve reporting on the GEF’s contribution towards the conventions it serves.

***What is the strategy to increase MDB share in GEF portfolio?***

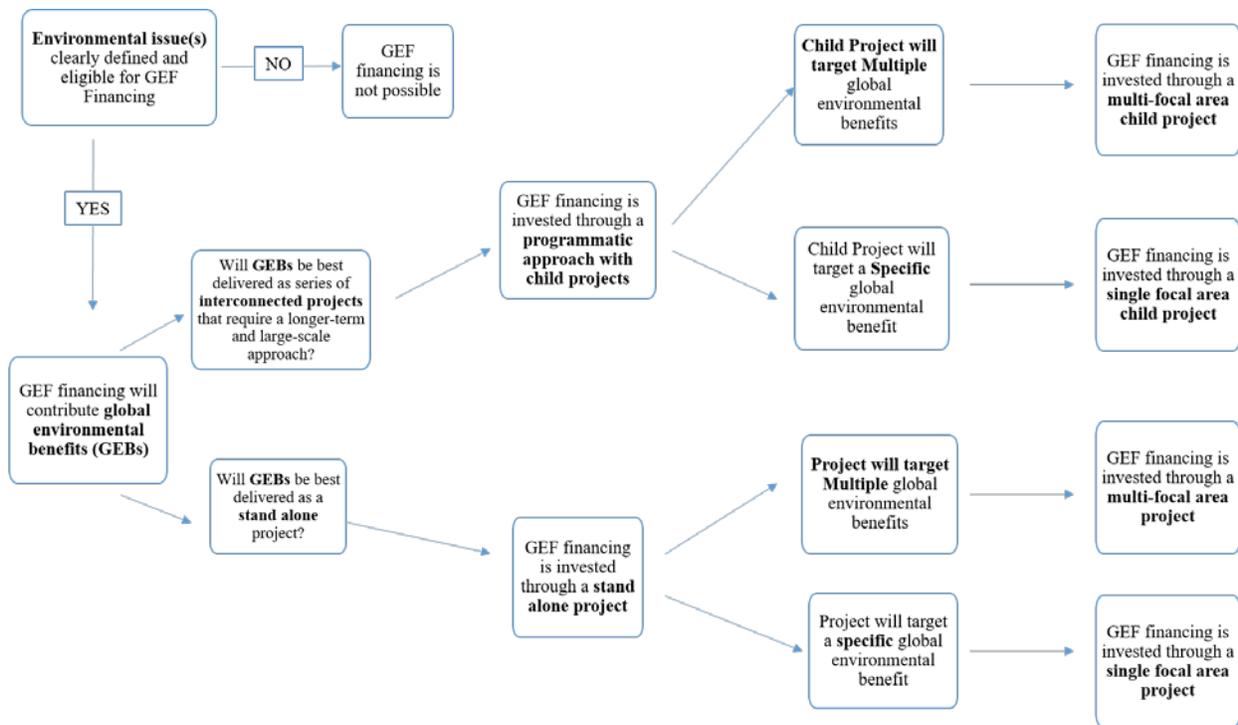
- MDB’s share went down when the system for country allocation was introduced and the number of Agencies was increased. The resulting business model is not the most conducive to how MDBs operate. The relatively small amount of country resources is further fragmented into three “silos” and often managed by environmental ministries, which often prioritize UN agencies. The most effective way to increase the MDB’s share is to address these institutional constraints. The proposed IPs, along with fully flexible STAR allocations would provide opportunities to program resources towards fewer, larger projects, as well as for upfront consultation with stakeholders on how to form the program. It is not proposed that resources be pre-allocated to the MDBs.

## Annex 1.: Summary of GEF Programming Modalities and Options

### Introduction

This note briefly summarizes the existing GEF programming modalities, their main differences, and reasons why countries may choose the various modalities depending on objectives to be achieved. The GEF finances full-sized and medium-sized projects (FSPs and MSPs), either as stand-alone projects, or as “child” projects under Programmatic Approaches (PAs) (see annex table). The projects are identified by countries and presented to GEF through accredited agencies, and designed to address specific objectives deriving from priorities included in Programming Directions frameworks approved every four years, along with guidance from the conventions that the GEF serves as financial mechanism.

The choice of programming modality is dependent on country-specific needs and the nature of the project or program. Projects can make use of resources coming from a single focal area (Single Focal Area Project – SFA) or for more than one focal area (Multi-Focal Area Projects – MFAs). (See figure below).



These modalities have evolved over the years to ensure that the GEF can deliver global environmental benefits for which it has been mandated in the most effective and efficient manner. This brief note serves to describe key aspects of the different programming options, including their proper application.

### Single Focal Area (SFA) Project

A SFA project, regardless of grant size, utilizes financing from one specific GEF focal area to address objectives and outcomes included in council-approved 4-year Programming Directions frameworks. SFA projects have historically been the most frequently used modality for GEF investments. As of June 2017, of the 282 approved FSPs and MSPs in the GEF-6 cycle, 160 are SFA projects (57%), utilizing about US\$800 million in approved GEF project financing (43% of total approvals), with an average GEF grant of US\$5 million.

The SFA project programming option enables countries to utilize GEF financing for specific focal area objectives and outcomes in a manner that seeks to deliver a particular global environmental benefit under that focal area. Whether designed as MSPs or FSPs, SFA projects follow the normal GEF project cycle from design to approval and implementation.

The System for Transparent Allocation of Resources (STAR) includes country allocations for three focal areas (BD, CCM and LD). Under this arrangement, countries can opt to present SFA eligible projects in line with priorities deriving from the conventions to which the focal area is linked. The International Waters (IW) and the Chemicals and Waste (C&W) focal areas are not included in the STAR system. For these, SFA projects are frequently the most used programming options.

SFA projects are frequently used when the focal area objective(s) being targeted is/are exclusively linked to priorities from a single convention or thematic area (or sector), and for which there is no clearly established expectations of significant co-benefits to other focal areas. For example, a SFA project may aim to prevent the spread or promote the eradication of invasive alien species from a particular country/region, that in turn will help safeguard globally significant biodiversity. This is an eligible activity that will directly address an objective under the biodiversity (BD) focal area strategy, consistent with the priorities identified under the Convention on Biological Diversity (CBD). Similarly, a SFA project designed to leverage GEF financing for energy efficiency in buildings will directly address GEF objectives under the climate change mitigation (CCM) focal area, consistent with the priorities under the UN Framework Convention on Climate Change (UNFCCC). In both cases, the project is not expected to produce global environmental benefits beyond those under the specific focal area.

SFA projects are also used as modality to support Enabling Activities (EAs) under conventions for which the GEF serves as financial mechanism. Projects for EAs are financed in accordance with policies, program priorities, and eligibility criteria decided by the Conference of the Parties of each of the Conventions.

### Multi-Focal Area (MFA) Project

Multi-Focal Area projects combine GEF financing coming from two or more GEF focal areas to further objectives and outcomes deriving from more than a single thematic area.

MFA projects are taking up an increasing larger share of the GEF project portfolio. During GEF-4, 13% of GEF funding was programmed through MFA projects. This figure increased to 28% in GEF-5. As of June 2017, of the 282 approved FSPs and MSPs in the GEF-6 cycle, 122 (or 43%) were MFA projects amounting to about US\$990 million in GEF project financing (56%), with an average GEF grant of US\$8 million.

The use of the MFA project as a programming option derives from three primary underlying motivations:

1. *Seek to achieve cross-focal area synergy in delivering global environmental benefits by linking multiple GEF objectives and outcomes through a single project.* In many cases, countries seek to address challenges that are interdependent, interlinked and share common key drivers of environment degradation. In such cases, the MFA project presents an appropriate programming option for countries to address multiple focal area objectives and outcomes that reflect potential for synergy. For example, a MFA project targeting a landscape where improving agricultural land use will contribute to carbon sequestration, and help to reduce pressure on habitats critical for biodiversity conservation, can combine resources from the LD, CCM and BD focal areas; in such case single focal area programming would likely represent a lost opportunity. A MFA project may also aim to address a landscape where mercury is used for gold mining, which might be adjacent to a protected area. The MFA modality allows combined financing from C&W and BD focal areas to tackle both the mercury problem and potential threat to the protected area and its biodiversity; such more comprehensive approach may be both more cost-effective and sustainable on the long run
2. *Seek to achieve cross-focal area synergies responding to incentive mechanisms designed to produce more impact at scale and maximize potential for global environmental benefits,* In addition to focal area resources, MFA projects can also emerge through the use of GEF financing under incentive mechanisms such as for Sustainable Forest Management (SFM), that are specifically geared toward promoting cross-focal area synergies in generating global environmental benefits. Use of the SFM incentive mechanisms is triggered by a clear GEF policy requirement for countries to combine funding from at least two focal areas under the STAR, directed to a MFA project that is targeting the sustainable or integrated management forest landscapes.
3. *Make use of opportunities for more robust project financing.* In certain instances, the proponent country and agency may decide that expanding the finance package by combining focal area resources makes more sense than acting through SFA project so as to enhance the ability of results being scaled up. Still, the MFA project must include objectives and outcomes deriving directly from the respective focal areas. But regardless of the underlying rationale, MFA projects present opportunities for countries to advance the GEF mandate. Most important is the ability to align priorities of different focal areas to address interconnected problems on the ground. Furthermore, for some countries faced with the dilemma of insufficient resources of single focal areas, particularly those with small STAR allocations (i.e. flexible countries), MFA projects provide a larger envelope of GEF funding for a critical mass of investments that will speed progress toward more impactful results.

With MFA projects, countries have a plethora of options to combine multiple focal area objectives and outcomes in utilizing GEF resources in a manner that is appropriate to their emerging development context. In linking focal area objectives and outcomes, countries can better address (i) the potential to target drivers of environmental degradation that affect multiple focal areas in the same geographical context (e.g. land use practices that drive loss of forest biodiversity and GHG emissions; (ii) thematic overlaps between focal areas (e.g. LD and CC-M focal areas both having objectives and outcomes around

climate-smart agriculture); (iii) opportunity to foster sectoral integration (e.g. in agriculture and forestry that under SFA project arrangements tend to be implemented in isolation); and (iv) potential for sequencing interventions that are reliant on each other (e.g. first land use planning / securing tenure funded by LD and subsequently funding of identified activities on different land categories through CC-M and/or BD and/or SFM).

Tackling interconnected environmental problems through MFA projects is not devoid of challenges and complexities. These can emerge from the expanded number of governmental actors (i.e., multiple ministries and agencies) and diverse economic sectors. Some of the complexity can be linked to the management and tracking of resource flows from the different focal areas, and to uneven expectations of global environmental benefits to be generated. This complexity, however, can be overcome and turned into a strength as the MFA projects are eventually able to foster stronger collaboration and engagement among relevant state and private sector actors during the different stages of planning and throughout the implementation phase, further enhancing the alignment of GEF mandate with real-world economic and political decision-making in the countries.

#### Programmatic Approach (PA)

GEF programs can be thematic or geographical in scope. A thematic program is one that focuses primarily on addressing an emerging issue (e.g. a driver of environmental degradation) that requires a coordinate approach to engaging relevant stakeholders regardless of their geographical location. For example, the GEF program to combat illegal wildlife trade was designed to foster alignment and integration of actions to reduce threat to affected species and reduce demand for wildlife products. This approach will ensure that actions are not limited to any one geography, but rather target all entry points that will help disrupt the entire illegal trade and safeguard all affected species across their natural range. A series of spatially isolated and fragment projects would not be able to deliver an integrated solution to this significant challenge or regional and global nature.

A geographical program will generally be veered to securing large-scale and sustained impact for the environment and development objectives in a defined geography, which could be landscape, ecosystem, district, provinces, country or region. For example, the GEF program on the Great Green Wall Initiative (GGWI) was designed to help all 12 countries in the Sahel Region of West Africa to promote integrated and sustainable land management for improving agricultural productivity, enhancing biodiversity conservation, and restoring degraded lands. Prior to development of the program, countries in the region had designed and implemented separate projects that were spatially and temporally isolated, with hardly any connection toward addressing their collective aspiration under the GGWI.

The common thread across all PAs is their broader framework that delivers through individual yet interconnected Child Projects that together aim at achieving large-scale impacts which cannot typically be achieved through isolated projects. Child projects under programs can either be SFA or MFA, or a combination of the two depending on how the GEF resources are utilized across focal areas.

The GEF Independent Evaluation Office (GEF IEO) recently conducted an evaluation of the programmatic approach. Since 2008 the GEF has financed nine programs at country level with US\$269 million (18 percent of the total program financing), 21 regional programs with US\$892 million (60 percent), and eight global programs with US\$325 million (22 percent). A key finding of the evaluation was that while the programs were designed with most of the same principles of coordination, harmonization, country

ownership, and higher efficiency and effectiveness, they differ mainly in terms of the degree of flexibility they allow in their operationalization.

The three Integrated Approach Pilot (IAP) programs launched during GEF-6 were designed as Pas, and as such did not create any new operational modality. Importantly, however, the thematic focus of the IAPs were “pre-identified” during the replenishment negotiations, and their realization was facilitated through the establishment of dedicated financial incentives, which was critical for coalescing countries, agencies and other partners around the IAPs.

Two of the IAPs were structured around major emerging global environmental challenges (urbanization and commodity-driven deforestation) and the third one focused on a targeted geography (i.e. sustainability and resilience for food security in the drylands of Sub-Saharan Africa) (see text box). Because of their focus on drivers of environmental degradation, the IAP programs introduced a new dimension of programming that emphasized integration as a key organizing principle for GEF financing. As a result, GEF financing through child projects has not been “siloed” by focal area, but rather invested in a coherent manner to promote the sustained flow of multiple global environmental benefits, while ensuring that progress in a particular dimension of the global environment would not negatively affect other related objectives.

The multi-dimensional nature of environmental challenges being addressed through the IAP programs requires that their design include an efficient governance architecture for all child projects and opportunities for knowledge exchange, and that anticipates the processes necessary for further stakeholder engagement. The premise is that the goals of the IAPs would be unlikely to be achieved through the deployment of unconnected stand-alone projects, and in some cases it might even have been unlikely that the goal would have been addressed at all

Because tackling drivers of environmental degradation also requires integration of multiple dimensions, the child projects designed to be implemented under IAP programs are all latched on a common framework that embody the overall systemic change being targeted. A preliminary stocktaking assessment of a portfolio of child projects suggest that the consistency and coherence demonstrated under the IAP programs creates greater prospect for achieving large-scale transformational impact than a cohort of stand-alone projects addressing similar environmental challenges. By using the PA programming option, the need to maintain coherence and consistency across each of the programs will be assured during the implementation phase.

### **Box 1 – The Integrated Approach Pilot (IAP) Programs**

The IAP programs were introduced in GEF-6, focusing on three time-bound global environmental challenges that required an integrated approach, linking focal area objectives and outcomes: deforestation linked to the production of major agricultural commodities (beef, oil palm, and soy); food insecurity in Sub-Saharan Africa resulting from unsustainable production practices, and unsustainable urbanization in the developing world. As pilots intended to demonstrate a new way of investing in global environmental benefits, the IAP programs embody the following key features: (i) address key drivers of environmental degradation at global or regional scales, (ii) complement country-level investments with transboundary, regional and global scale action, (iii) convene diverse coalitions of stakeholders around shared opportunities and issues, (iv) promote greater private sector engagement, and (v) foster knowledge sharing and learning.

Because of the scale and thematic significance of these challenges, and the need to maximize potential for transformational change, the IAP programs were designed as programmatic approaches. Each program was delivered through child projects focused on each participating country – in the case of the food security and sustainable cities programs – or on specific segments of the supply chain in the case of commodities. Each program also included a separate child project dedicated to global or regional coordination as means to ensuring that the “whole” of the program is greater than “sum of the parts.” The approach to achieving focal area synergy is different for each of the IAP programs, given the nature of drivers being tackled to deliver multiple global environmental benefits.

The Food Security IAP which is focused on tackling agricultural expansion seeks to promote integrated management of natural capital contribute benefits under BD, CCM, and LD focal areas. The integrated “supply chain” approach of the Commodities IAP program is designed to tackle tropical deforestation driven by growing expansion of beef, oil palm and soy production. By creating enabling conditions across the entire supply chain to shift production toward sustainable practices and to make high biodiversity value and high carbon stock forests less accessible, the IAP program will contribute global environmental benefits under BD, CCM, and the Sustainable Forest Management incentive. By promoting sustainable urban development through better integrated models of urban design, planning and implementation, the SC-IAP program emphasizes low-carbon pathways for all cities involved, which will directly generate benefits under the CCM focal area. In addition, benefits related to BD and C&W focal areas are also being addressed by some cities.

### Looking Ahead to GEF-7 – The Impact Programs (IPs)

Building on GEF mandate under the different focal areas and links to the conventions, the evolving GEF-7 strategy is reinforcing the need to complement single-focal-area investments with investments in integrated comprehensive programs that can deliver multiple benefits. The GEF experience has provided the first evidence of the need to combine focused action in specific areas such as protection of biodiversity, with integrated investments in land use and food system reforms if we are to arrest global environmental degradation.

Based on these experiences including IAP, the approach being proposed for GEF-7 is structured with a set of Impact Programs (IPs) to contribute to catalyze systems change which is urgently needed to arrest the global environmental degradation. IPs are expected to help countries to pursue holistic and integrated approaches for systemic change of key economic systems, in line with their national development priorities. Moreover, the IPs holds the potential to enhance synergies and integration among GEF investments, in addition to crowding-in private sector funding more readily. These investments will closely match and deliver on key objectives and guidance received from the conventions, and will be complemented by priorities that can best be delivered as SFA investments.

The proposed IPs will be using the PA modality and are being developed with the following key features in mind: (i) potential to contribute directly towards catalyzing a transformation of one of the key social and economic systems that currently undermine the stability and resilience of the Earth system, (ii) potential to seize a time-bound opportunity to build on, strengthen or create an effective multi-stakeholder coalition to safeguard the global environment, and (iii) the need for a carefully coordinated, programmatic approach, with dedicated resources to foster collaboration and knowledge exchange.

By proactively anchoring relevant focal area objectives and outcomes that are amenable to holistic and integrated financing, the IPs will open an opportunity for countries for higher and systemic impact while reducing some of the complexity and transaction costs of MFA projects.

The proposed IPs would also benefit from some of the institutional and policy reforms considered for GEF-7, such as (i) flexible country allocations that would make it easier for countries to join the most relevant programs, while ensuring GEBs across several FAs, (ii) a stronger and simplified results framework, (iii) and a blended finance window designed to support the proposed IPs, where possible, by leveraging private financing.

## Annex 2. Summary Comparison of

Modality	Programming Rationale	Funding Size/Source	Originator of Project/Program	Implementer of Project/Program
<b>Stand-alone Projects</b>				
<p><b>Single Focal Area (SFA) Projects</b></p> <p><b>Note: SFA can be Full-Sized Projects (FSPs) or Medium-Sized Projects (MSPs)</b></p>	<p>Project targets a global environment benefit specific to a single focal area.</p> <p>FSPs are the predominant modality and are suited for a variety of interventions</p> <p>MSPs are designed to move resources quickly in response to discrete opportunities.</p>	<p>Funding sources:</p> <p>Country allocations, set-asides, Non-STAR Focal Area funding, Private sector windows (e.g., NGI)</p> <p>FSPs &gt; \$2 million</p> <p>MSPs ≤ \$2 million</p>	<p>Eligible Countries in consultation w/ GEF agencies</p>	<p>GEF Agencies</p>
<p><b>Multiple Focal Areas Projects (MFA)</b></p> <p><b>Note: MFA can be Full-Sized Projects (FSPs) or Medium-Sized Projects (MSPs)</b></p>	<p>Project targets global environmental benefits in more than one focal area, and consequently draws funding from more than one focal area</p>	<p>Same as above</p>	<p>Eligible Countries in consultation w/ GEF agencies</p>	<p>GEF Agencies</p>
<b>Activities implemented as Stand-Alone Projects</b>				
<p><b>Enabling Activities</b></p> <p><b>Note: EA is NOT a separate operational modality.</b></p> <p><b>EA's almost always programmed as</b></p>	<p>Project address specific convention reporting obligations.</p> <p>Can take the form of "umbrella projects" serving several countries.</p>		<p>MEAs provide guidance on content, eligibility, activities and periodicity of submissions; GEF agencies submit projects in consultation with countries</p>	<p>GEF Agencies; except for a small and rarely used window of "direct access" for national agencies</p>

<p><b>Single-Focal Area FSPs or MSPs using a simplified project documentation template</b></p>				
<b>Programmatic Approach</b>				
<p><b>Programmatic Approaches (PA)</b></p> <p><b>Note: A GEF Program consists of a set of Child Projects (see below).</b></p> <p><b>Child Projects can be either FSPs or MSPs and can be either SFA or MFA projects.</b></p>	<p>Programs targets global environmental benefits that can best be delivered through a set of interconnected projects, generally either focusing on a specific geography or a specific theme.</p> <p>PAs require preparation of a Programmatic Framework Document (PFD) by the Lead Agency, laying out the overall theory of change of the program, financial arrangements, and anticipated child projects.</p>	<p>Country allocations, set-asides, Non-STAR Focal Area funding.</p>	<p>Eligible Countries in consultation w/ GEF agencies</p>	<p>GEF Agencies</p>
<b>Activities implemented through Programmatic Approaches</b>				
<p><b>IAPs</b></p> <p><b>Note: IAP is NOT a separate operational modality All 3 GEF-6 IAPs were programmed using the Programmatic Approach Modality.</b></p>	<p>IAPs focus on key drivers of environmental degradation but also emphasize integration as a key organizing principle for GEF financing.</p>	<p>Country allocations, set-asides, Non-STAR Focal Area funding.</p>	<p>Thematic focus of the IAPs was agreed during the GEF-6 replenishment negotiations. Agencies, supported by GEFSEC, facilitated countries' decision to participate.</p>	<p>GEF Agencies</p>

			GEFSEC facilitated decision about lead agency	
<b>Impact Programs (IPs)</b>  <b>Note: IP is NOT a separate operational modality. Proposed IPs are expected to be programmed using the Programmatic Approach Modality.</b>	Similarly to IAPs, the IPs are being proposed as thematic areas designed to tackle drivers of environmental degradation that require transformative change in key economic systems	Country allocations, set-asides, Non-STAR Focal Area funding.	Thematic focus of the IPs are being discussed during the GEF-7 replenishment negotiations. Agencies, supported by GEFSEC will facilitate countries' decision to participate. GEFSEC will facilitate process to decide lead agency.	GEF Agencies
<b>Child Projects</b>  <b>Note: Child Projects are NOT separate operational modality</b>	Any FSP or MSP developed under a Programmatic Approach through a PIF	Country allocations, set-asides, Non-STAR Focal Area funding.	Eligible Countries in consultation w/ GEF agencies	GEF Agencies
<b>Coordination Child Projects</b>  <b>Note: Child Projects are NOT separate operational modality</b>	Any FSP or MSP developed under a Programmatic Approach through a PIF with the intent of providing a platform for knowledge sharing, monitoring PA implementation and ensuring better coordination among child projects	Country allocations, set-asides, Non-STAR Focal Area funding.	Eligible Countries in consultation w/ GEF agencies	GEF Agencies