



# GEF-8 Corporate Programs and Policy Directions: the Enabling Environment for Transformation

# CONTENT

1. Concentration of GEF funding among Agencies
2. Results Management Framework
3. System for Transparent Allocation of Resources (STAR)
4. Sustainability Considerations in GEF Investments
5. Extending the GEF's Inclusion Agenda
6. Maximizing the contribution of local actions, civil society and Small Grants Program (SGP)
7. Country Support Program (CSP)
8. Knowledge and Learning

Issue	Decision/Actions
Results and Accountability	<ul style="list-style-type: none"> <li>○ New Monitoring Policy, Guidelines and approach to monitoring and reporting (AMR)</li> <li>○ Updated Co-financing policy, clarified definitions, raised ambition to 7:1, reporting annually</li> <li>○ Simplify, clarify, increase transparency</li> <li>○ Measures to enhance sustainability</li> </ul>
Partnership/ Governance	<ul style="list-style-type: none"> <li>○ Guidelines on Stakeholder Engagement (Policy already Approved)</li> <li>○ Updated Minimum Fiduciary Standards (AML/CFT)</li> <li>○ Updated Policy on Environmental and Social Safeguards (and guidelines)</li> <li>○ Tracking of concentration and dependency (30% ceiling for Agencies)</li> <li>○ Governance Working Group Established</li> <li>○ Clarification of roles and responsibilities within partnership</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>○ New Private Sector Strategy</li> </ul>
Operational Efficiency	<ul style="list-style-type: none"> <li>○ Revised Fee Policy</li> <li>○ Revised Project and Program Cycle Policy</li> <li>○ Revised Cancellation Policy</li> <li>○ Up-date of operational guidelines</li> </ul>
Knowledge and Management of Data	<ul style="list-style-type: none"> <li>○ GEF Portal; enhanced partner's access; improved data governance</li> <li>○ Expanded disclosure approach (policy); improved transparency (access to data);</li> <li>○ Use IT-based solutions to capture, analyze and share lessons learned, report to Council</li> <li>○ Introduction of country (Country Fact Sheet) and agency management tools (Agency Scorecards)</li> </ul>
Gender Equality	<ul style="list-style-type: none"> <li>○ Updated Policy on Gender Equality, Guidelines and Implementation Strategy</li> <li>○ Improved tracking and reporting on gender results</li> </ul>
Responsible Investment	<ul style="list-style-type: none"> <li>○ Options prepared for Council (by Trustee)</li> </ul>

# **1. CONCENTRATION OF GEF FUNDING AMONG AGENCIES**

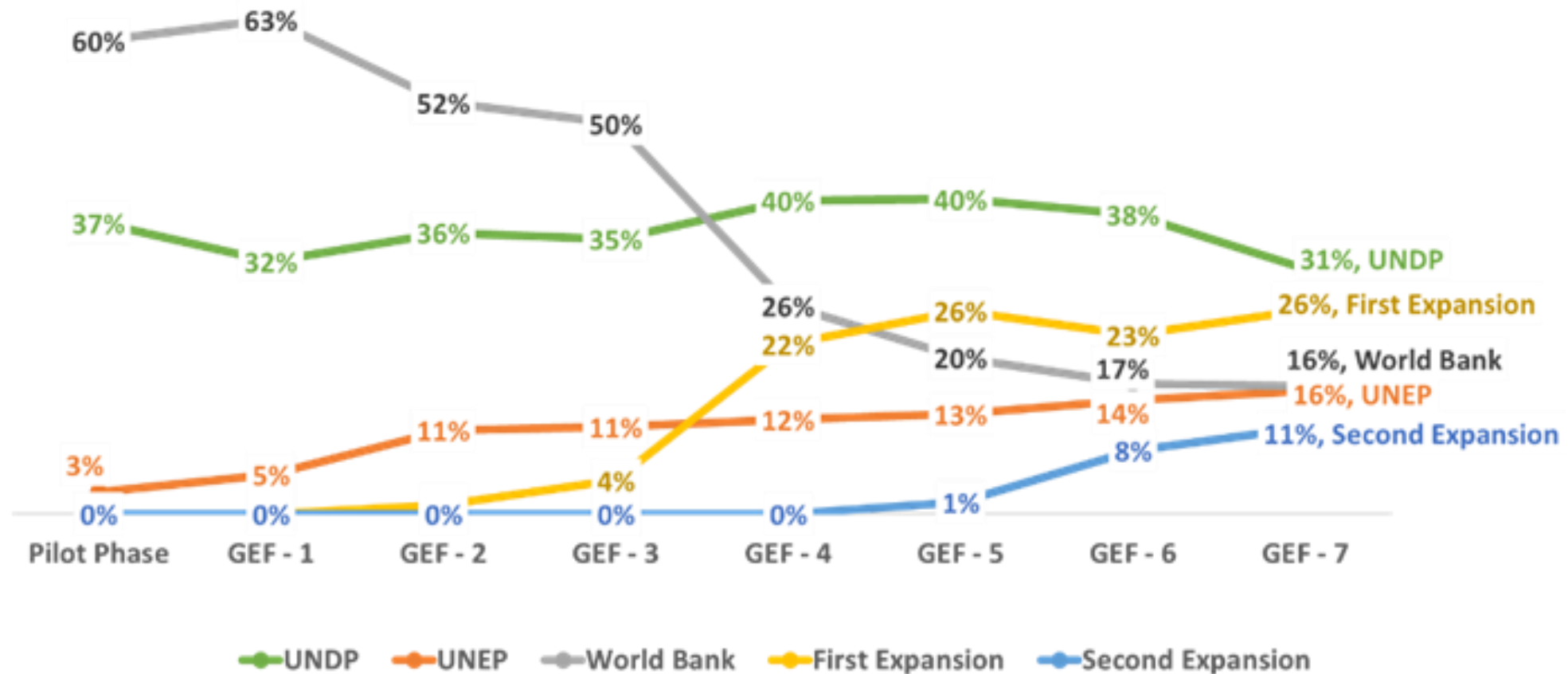
# Concentration has been contained, and has declined in recent years

Agency	Total share	Pilot Phase	GEF - 1	GEF - 2	GEF - 3	GEF - 4	GEF - 5	GEF - 6	GEF - 7	Trend from Pilot Phase to GEF-7
<b>Founding Agencies</b>										
UNDP	37%	37%	32%	36%	35%	40%	40%	38%	31%	
UNEP	12%	3%	5%	11%	11%	12%	13%	14%	16%	
World Bank	31%	60%	63%	52%	50%	26%	20%	17%	16%	
<b>First Expansion</b>										
ADB	1%	-	-	1%	2%	3%	1%	1%	1%	
AfDB	1%	-	-	-	-	0.4%	2%	2%	1%	
EBRD	1%	-	-	-	-	1%	1%	1%	1%	
FAO	6%	-	-	-	0.5%	3%	8%	7%	16%	
IADB	2%	-	-	-	1%	3%	5%	2%	1%	
IFAD	1%	-	-	-	1%	3%	0.4%	2%	1%	
UNIDO	5%	-	-	1%	0.4%	8%	8%	6%	5%	
<b>Second Expansion</b>										
BOAD	0%	-	-	-	-	-	-	1%	-	
CAF	0%	-	-	-	-	-	-	0.3%	1%	
CI	1%	-	-	-	-	-	1%	2%	5%	
DBSA	0%	-	-	-	-	-	-	1%	0.2%	
FECO	0%	-	-	-	-	-	-	0.1%	0.1%	
Funbio	0%	-	-	-	-	-	-	0.4%	-	
IUCN	1%	-	-	-	-	-	0.2%	2%	3%	
WWF-US	1%	-	-	-	-	-	1%	1%	2%	

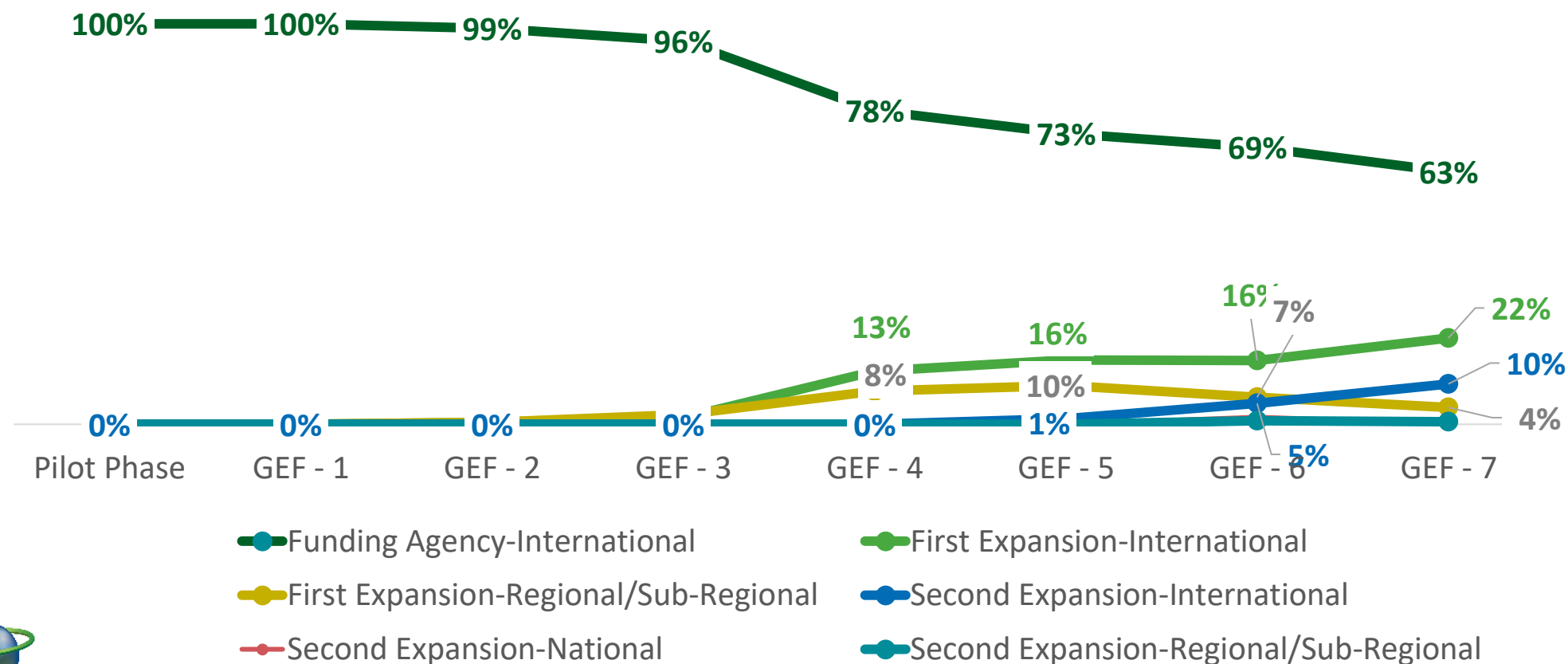
# Previous Council and Replenishment efforts to reduce Concentration

- OFP surveys - confirmed importance of country choice
- Analyses for Council papers: 50th, 54th, 55th, 57th
- Council Working Group advised on separate issue of dependency (share of GEF financing in overall Agency activity). Reporting in December 2020; next report December 2021.
- Agreement on methodology to monitor across 5 dimensions:
  - geographic coverage
  - thematic coverage
  - effectiveness and efficiency
  - engagement

## Concentration by Group – UNDP has declined since GEF-5

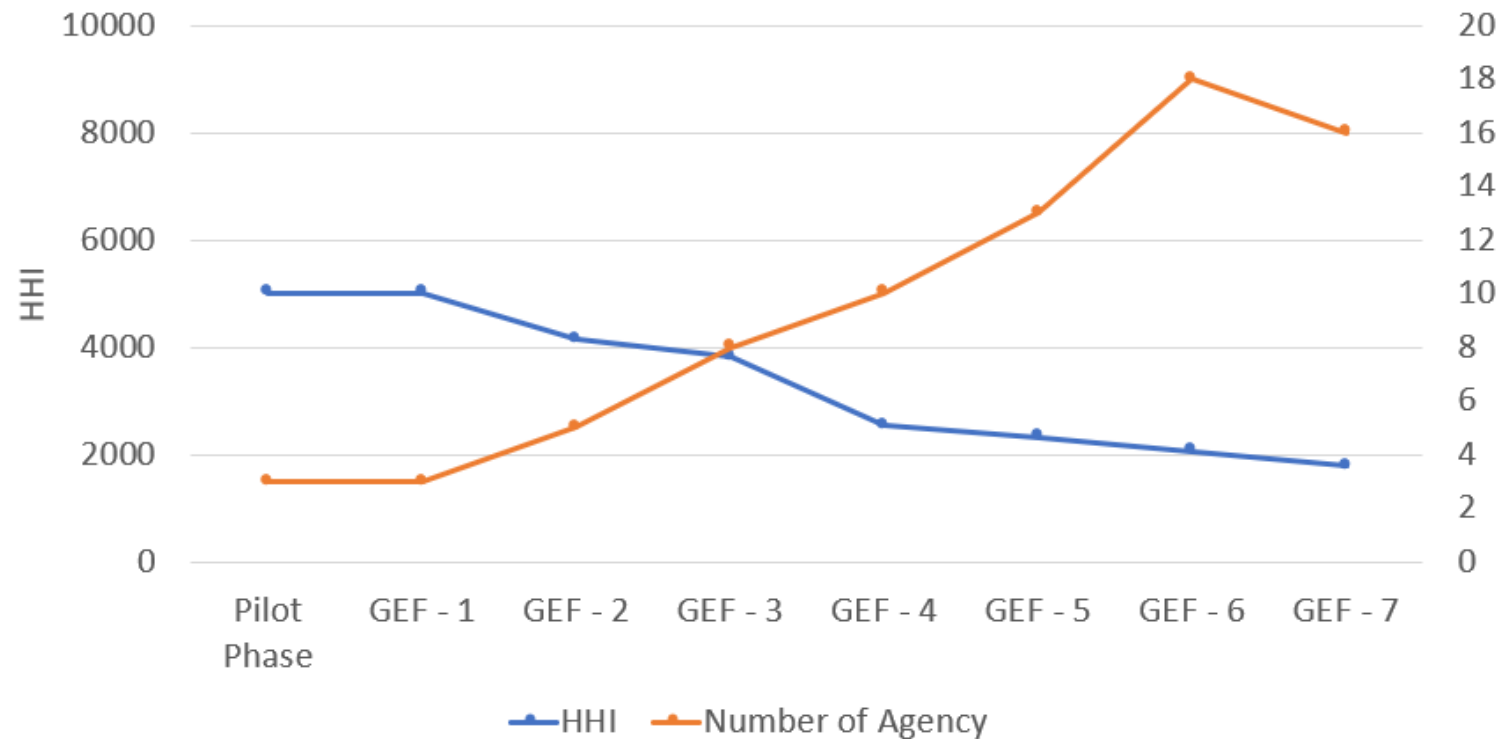


**Most GEF resources are implemented by Agencies with international reach.  
Only about 5% of all resources used by Regional and National entities**



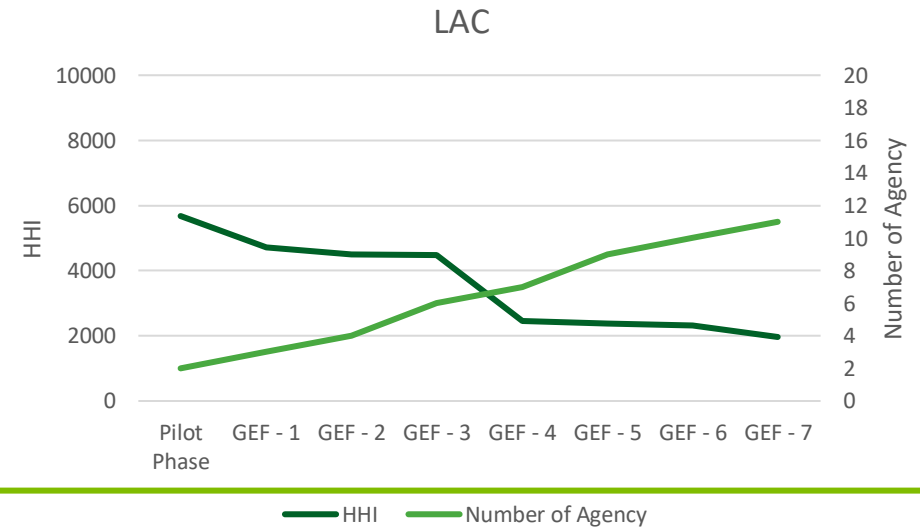
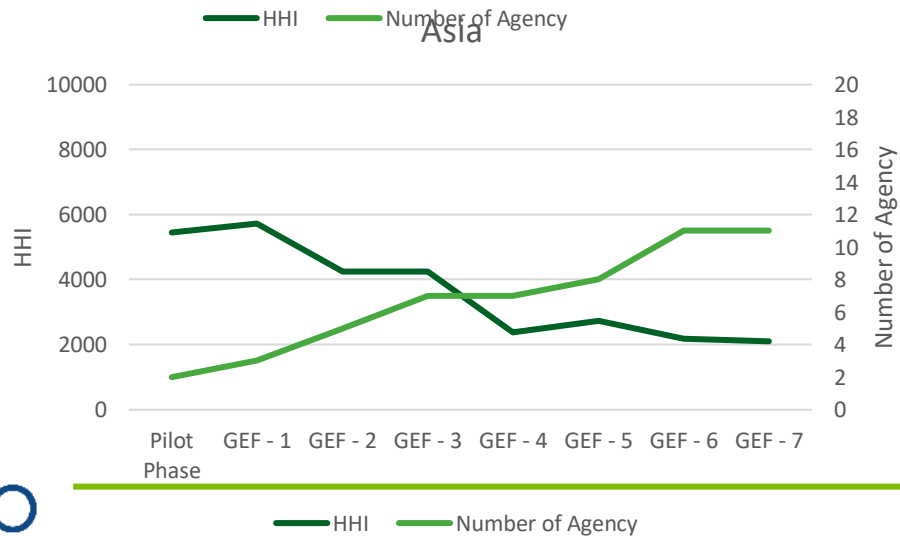
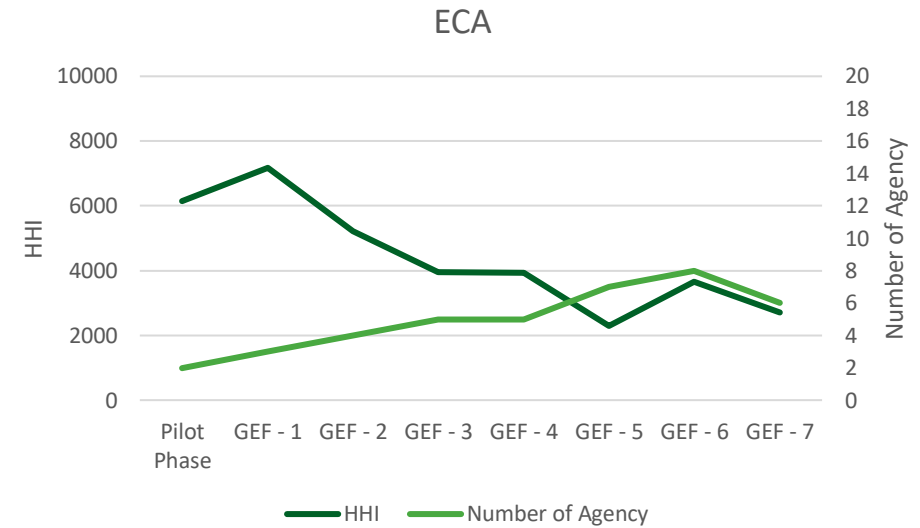
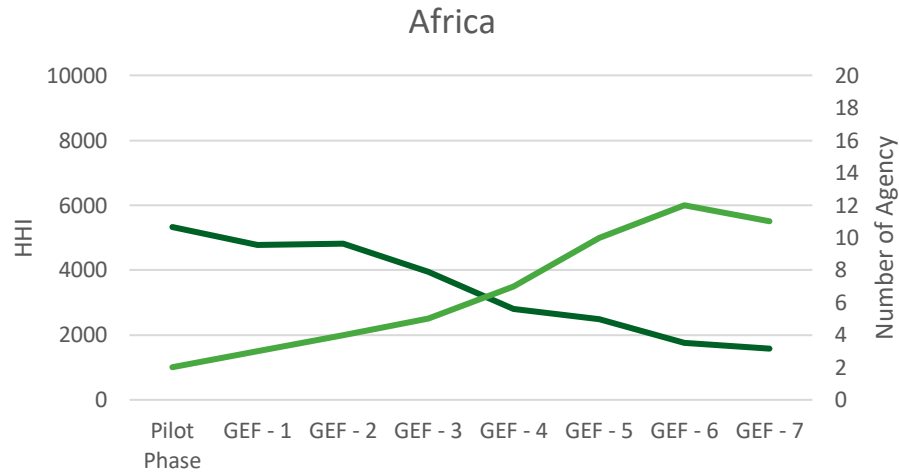


## Concentration measured using HHI\* shows a steady decline over time, demonstrates increased diversity

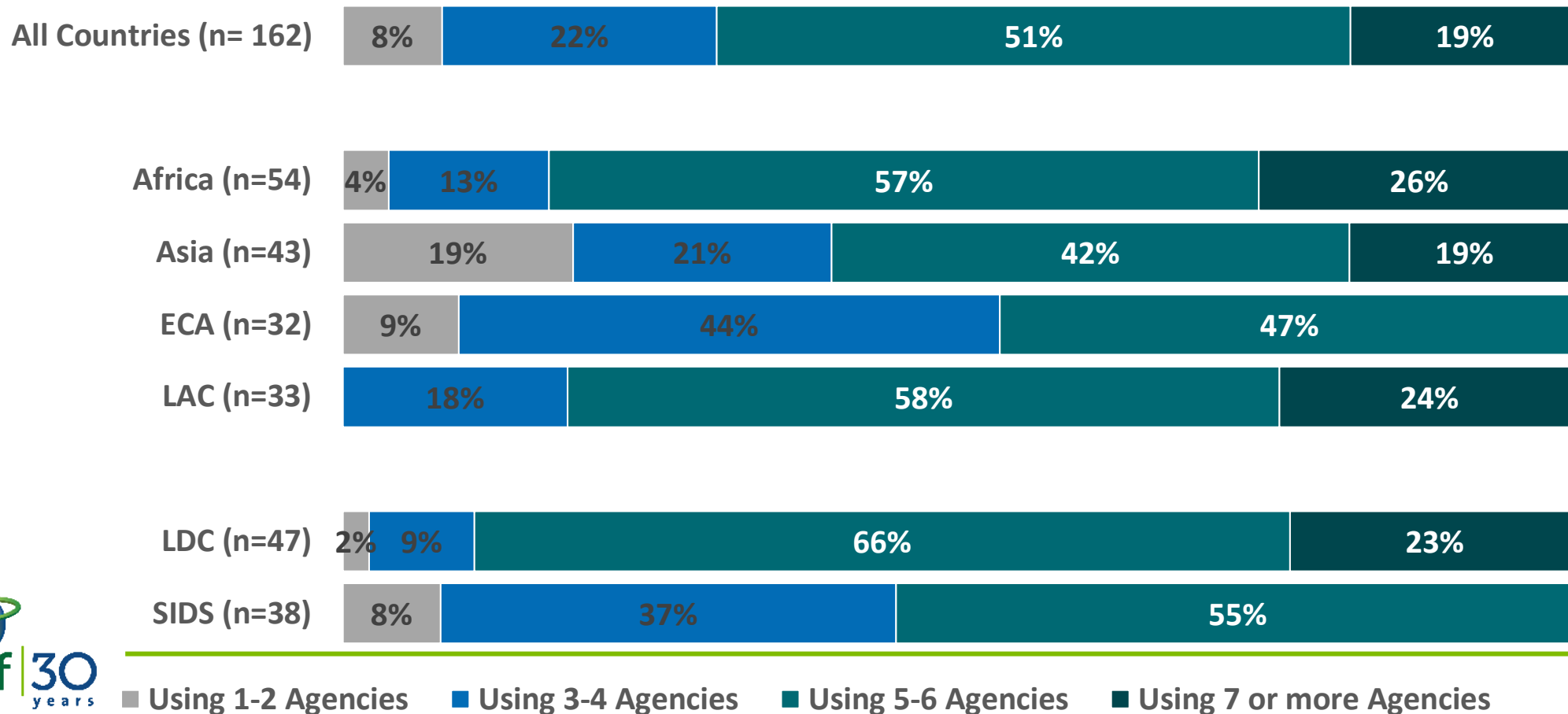


\* **Herfindahl-Hirschman Index (HHI)** - an established measure of concentration (sum of the square of the percentage shares of each Agency)

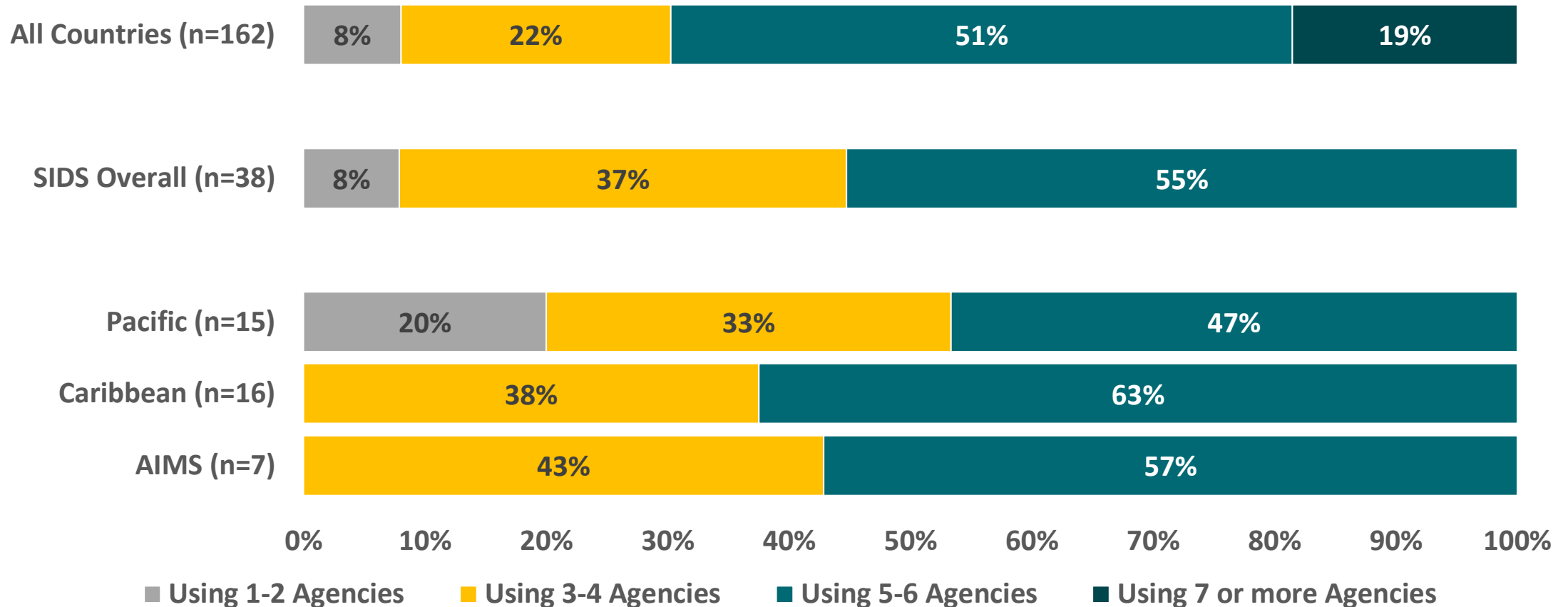
# The positive evolution of concentration measured by HHI is consistent across all regions



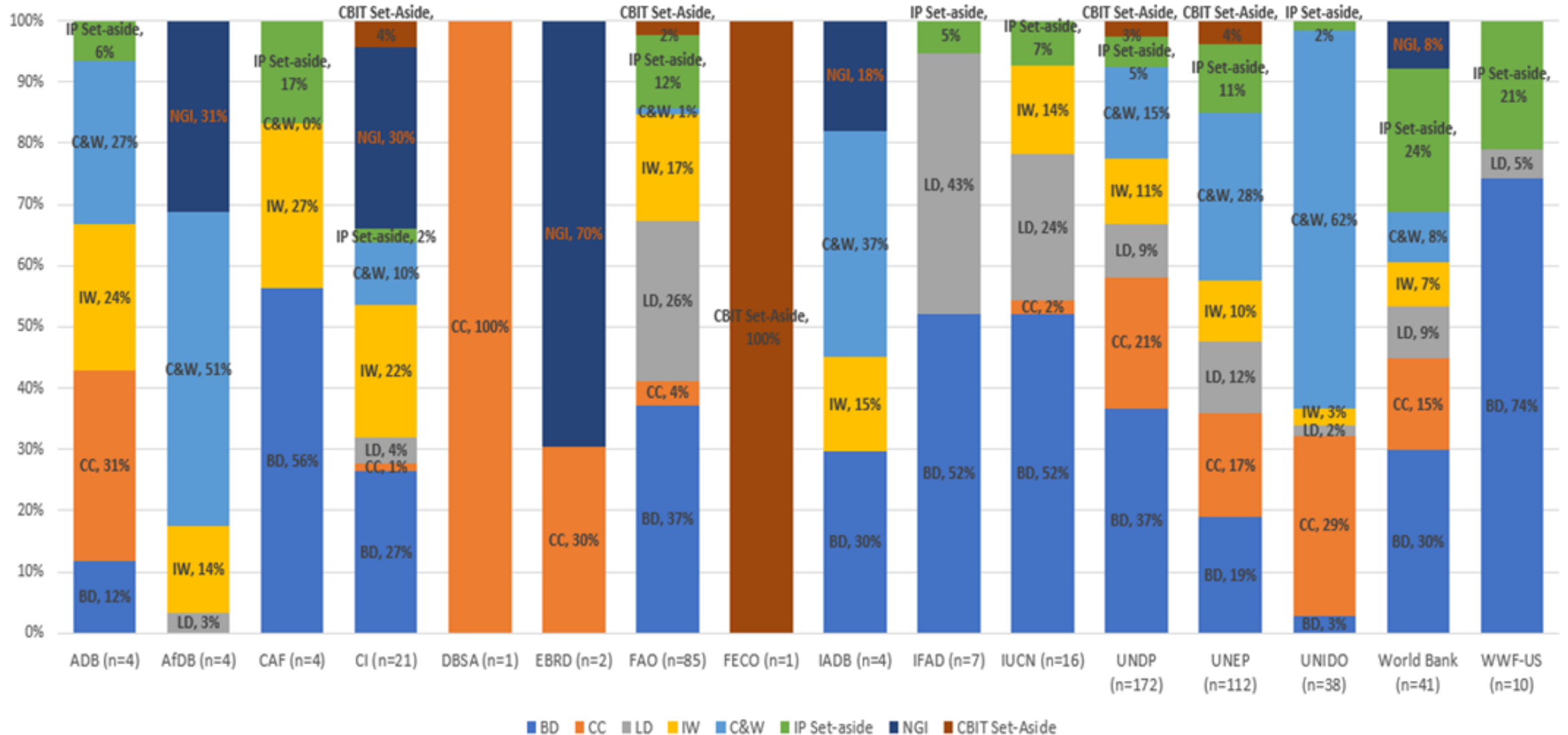
**Vast majority of LDCs, AFR, LAC countries are already using 5 or more Agencies for implementation. Only SIDS and ECA have used fewer than 7 Agencies**



## SIDs are also using a diversity of Agencies



Measured by GEF-7 approvals: Agencies have demonstrated their comparative advantage across Focal Areas. Agencies with international reach have largely been active in a variety of FAs



# Summary of conclusions from analysis and past deliberations on concentration

- i. ***Concentration has declined over time***, notwithstanding limited recent activity by some of the expansion agencies (BOAD, DBSA, FECO, FUNBIO, etc.)
- ii. ***Countries continue to have an array of choice when accessing GEF Financing***. The majority of LDCs, AFR, LAC countries have already used 5+ Agencies (Pilot Phase to GEF-7). Only SIDS and ECA countries have not used 7 or more Agencies. Over half of SIDs have used 5 or more Agencies.
- iii. ***Council positions*** – Council has supported continued tracking and monitoring but not imposition of hard caps or limits.
- iv. ***Agency expansion has reduced concentration*** – albeit international reach is important. There has been more limited success with national entities.

# Concentration – Directions for GEF-8

1. ***Streamline Guidelines and procedures*** to remove disincentives cited by some Agencies
2. ***Continued monitoring of concentration*** along agreed 5 dimensions: geographic coverage, thematic coverage, effectiveness, efficiency, and engagement
3. ***Possible Opening of Small Grants Program (UNDP) eligibility*** to other Agencies.

## Other Options:

### ***? Dedicated Allocation to Agency Type – BUT:***

- Limits country choice if allocation limits had been reached,
- adds another allocation parameter to the current GEF financing structure, further complicating resource allocation and management.
- May have other implications for the Instrument.

### ***? Hard cap/limit by Agency – BUT:***

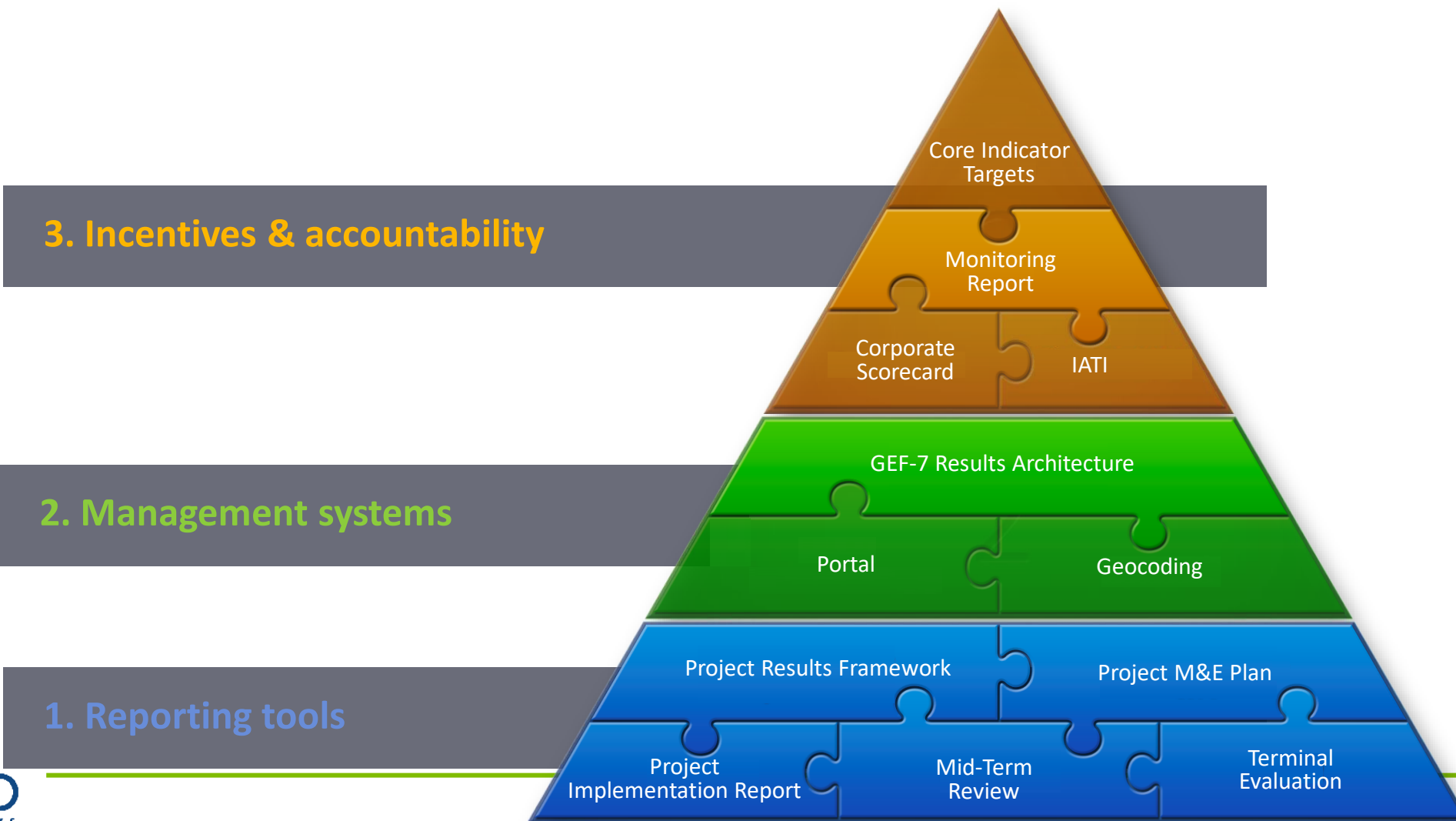
- Similar limitations to dedicated allocation option.

## **2. THE GEF-8 RESULTS MEASUREMENT FRAMEWORK**



# Expanding from GEF-7 achievements

A suite of systems, processes and practices to manage for results



# Priorities for the GEF-8 Results Measurement Framework

## Commitments within and beyond Core Indicators

1. Improving the tracking of the GEF's contribution to system change
2. Better measuring co-benefits in improving human well-being
3. Deepening the assessment of GEF-financing on the economy
4. Strengthening monitoring and evaluation frameworks
5. Supporting the implementation of the GEF's delivery model

# Actions to assess transformation

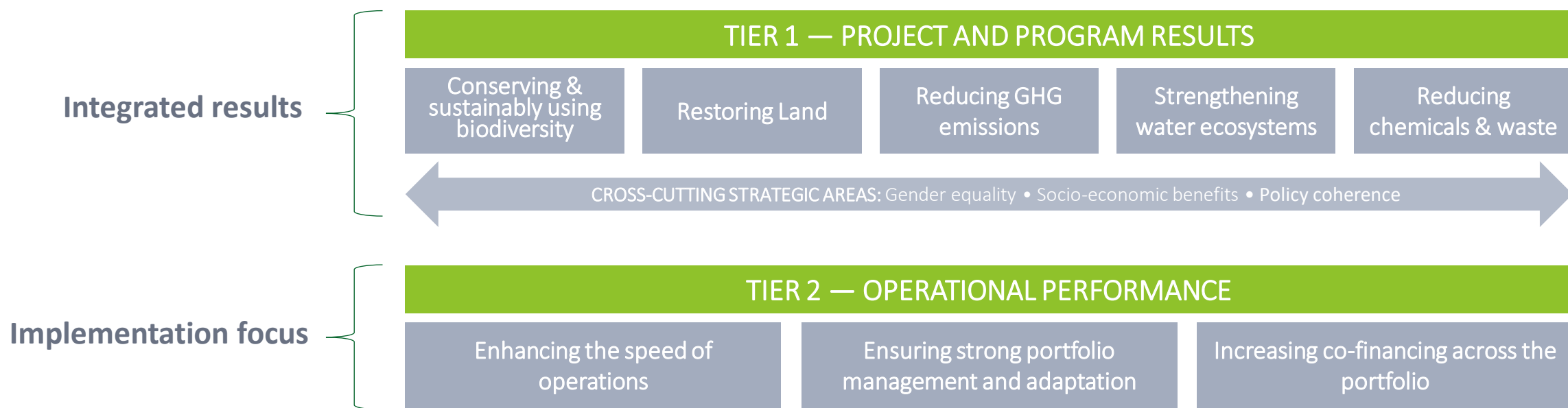
## Structuring the results architecture in two tiers

**TIER 1 | Project and Program Results**  
Outcomes and outputs of projects and  
programs financed by the GEF  
(Core Indicators)

**TIER 2 | Performance**  
Effectiveness of the GEF Partnership in  
managing projects and programs  
(Portfolio Scorecard)

# Actions to assess transformation

## Structuring the results architecture in two tiers



# Actions to assess transformation

## Tier 1 reports on actual Core Indicator results



Terrestrial protected areas for **conservation**



Area of **landscapes** restored



Area of **marine habitat** under improved practices



Number of **shared water ecosystems** under cooperative management



Reduction, destruction, elimination and **avoidance of chemicals**



Marine protected areas for **conservation**



Area of **landscapes** under improved practices



**Greenhouse Gas Emissions** Mitigated



Over-exploited **marine fisheries** moved to more sustainable levels



Reduction, **avoidance of emissions of POPS** to air

# Actions to assess transformation

## Tier 2 covers the Monitoring Report's Portfolio Scorecard

- Increasing **strategic focus** on project speed and quality
- Supporting the implementation of **efficiency measures**
- Better measuring our **shared impact**
- Strengthening **performance culture** with data
- Focuses on the **drivers** of portfolio performance

### PORTFOLIO SCORECARD

	FY19 Reference	FY20 average
<b>ENHANCE THE SPEED OF OPERATIONS</b>		
Time from CEO endorsement (FSP) or CEO approval (MSP) to first disbursement below 18 months (%)	78 ●	47 ●
Time from CEO endorsement to mid-term review below 4 years	57 ●	58 ●
MSP age below 4 years (%)	71 ●	65 ●
FSP age below 6 years (%)	89 ●	88 ●
<b>ENSURE STRONG PORTFOLIO MANAGEMENT</b>		
Disbursement ratio of ongoing portfolio (%)	18	25
Projects rated in the satisfactory range for Implementation Progress and Outcome (%)	82 ●	81 ●
Projects rated in the satisfactory range for Implementation Progress (%)	86 ●	84 ●
Projects rated in the satisfactory range for Development Outcome (%)	87 ●	88 ●
Project with disbursement in the past year (%)	●	95 ●
Over 50% disbursed balance 3+ years into MSP implementation (%)	78 ●	80 ●
Over 50% disbursed balance 5+ years FSP implementation (%)	80 ●	85 ●
Projects with financial closure after Terminal Evaluation submission (%)	92 ●	84 ●
Projects financially closed on time in the last year (%)	67 ●	80 ●
<b>INCREASE CO-FINANCING ACROSS THE PORTFOLIO</b>		
Projects with co-financing materialized higher than 35% at MTR (%)	●	57 ●
Co-financing materialized at Terminal Evaluation (%)	●	111 ●

# Better measuring co-benefits of GEF investments

## Tracking improvements in people's well being

### ONGOING PRACTICE

- Core Indicator 11 tracking direct project beneficiaries, disaggregated by women and men
- Gender analysis and action plan
- Stakeholder analysis
- Section in project template on socio-economic benefits

### CORE INDICATORS

- Further disaggregating the existing Core Indicator on direct beneficiaries to report by focal area of investment or programs

### REVIEW

- Rooting socio-economic results in project design
- Ensuring that these results are part of the theory of change as relevant
- Provide good practices from existing projects

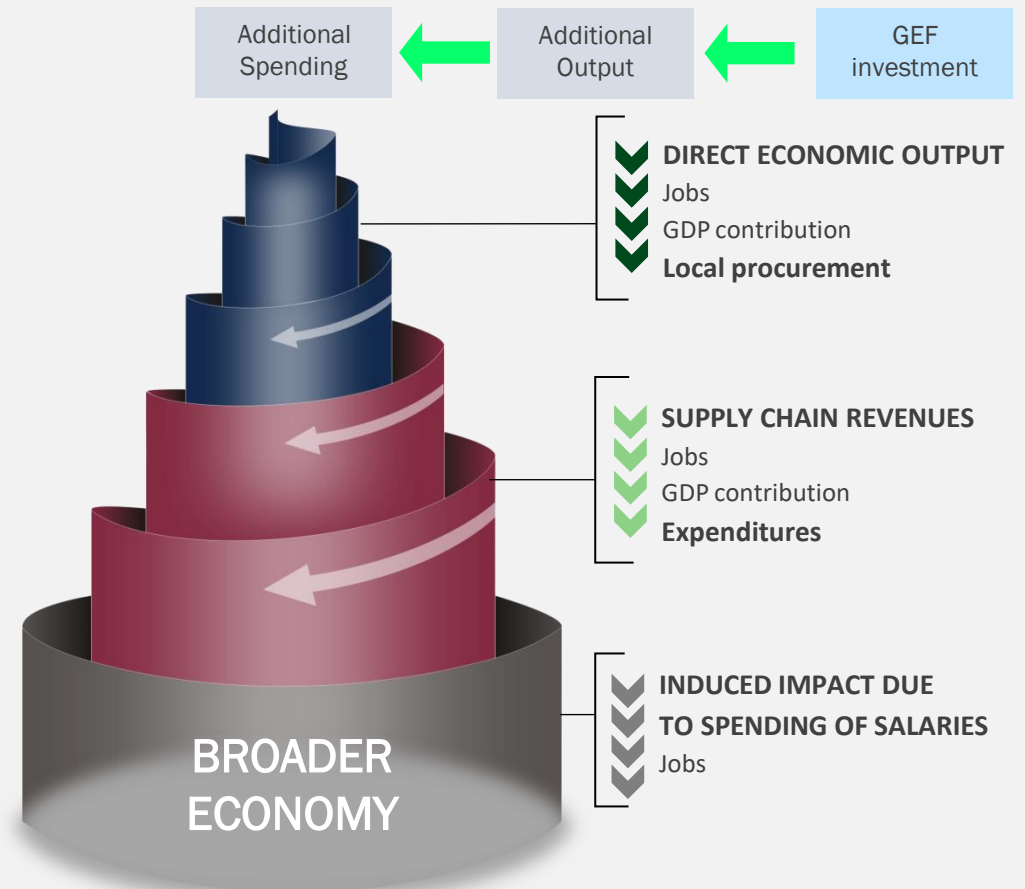
# Assessing GEF investments' impact on the economy

## Exploring methodologies to better estimate impact

### RESULTS FRONTIER

- Focus on tracking the flow of GEF investments through the economy
- Assessing methodological options, respective challenges and merits
- Explore methodologies where appropriate to deepen the understanding of results

### TRACKING INVESTMENT FLOWS





# Strengthening M&E quality, Promoting adaptation

## Designing sound M&E frameworks and promoting adaptation

- ▶ Continue promote the use of theories of change to enhance learning and evaluability
- ▶ Design Impact Program M&E plan to facilitate aggregation across projects
- ▶ Better track adaptation during implementation
- ▶ Encourage the use of Mid-Terms Reviews for learning and solving implementation problems

# Supporting the implementation of the GEF's delivery model

## Enhancing accountability and transparency

- Improving the tracking of GEF financing in support of MEAs' objectives, including Rio Markers for Biological Diversity and to Combat Desertification
- Increasing the frequency of reporting and scope of data reported through IATI to focus on results and geographic locations

# Developing results priorities

## GEF-8 Replenishment Negotiation Timeline

### Second Meeting

Opportunity to discuss and express support for the development of the RMF structured in two tiers

### Third Meeting

Propose a set of indicators

### Fourth Meeting

Participants recommend to present for Council's approval an updated GEF-8 results architecture

### 62<sup>nd</sup> Council

Present for adoption the GEF-8 Results Measurement Framework

### **3. SYSTEM FOR TRANSPARENT ALLOCATION OF RESOURCES (STAR)**

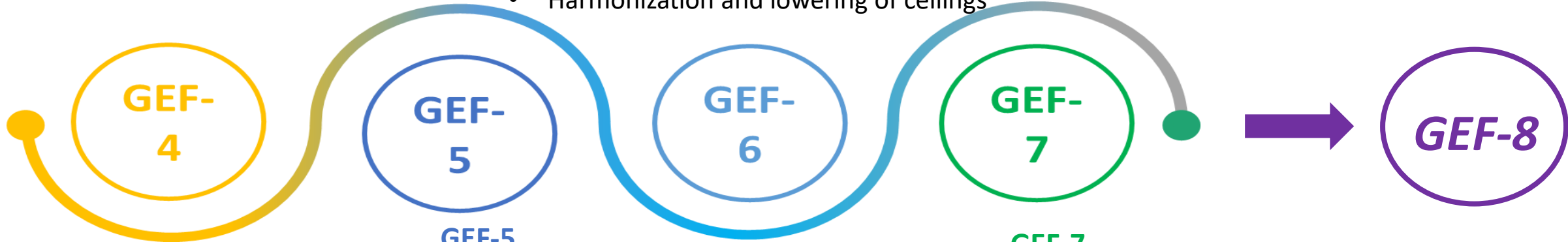
# The Evolution of STAR

## GEF-4

- $\text{RAF Score} = \text{GBI}^{0.8} \times \text{GPI}^{1.0}$
- BD and CC focal areas were covered
- The introduction of floors and ceilings
- Group allocation

## GEF-6

- $\text{STAR Score} = \text{GBI}^{0.8} \text{CPI}^{1.0} \text{GDP}^{-0.08}$
- Increase of GDP weight
- Simplification of flexibility rules
- Increase of flexibility
- Raising aggregate floors for LDC countries
- Harmonization and lowering of ceilings



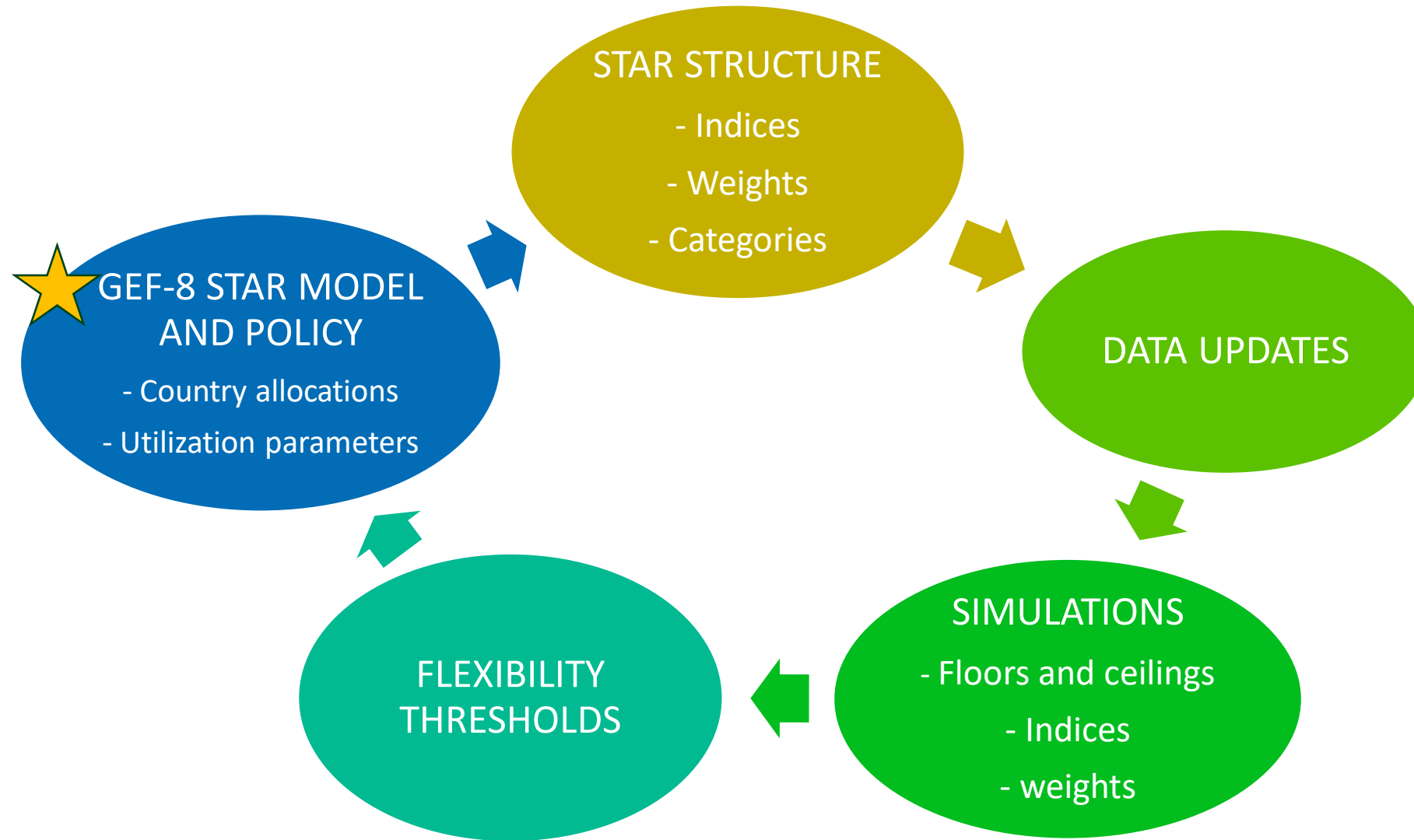
## GEF-5

- $\text{STAR Score} = \text{GBI}^{0.8} \text{CPI}^{1.0} \text{GDP}^{-0.04}$
- Elimination of group allocation
- Introduction of LD focal area
- Introduction of the GDP Index
- Inclusion of flexibility
- Increase of floors and lowering of ceilings
- Revision of the index construction and weighting

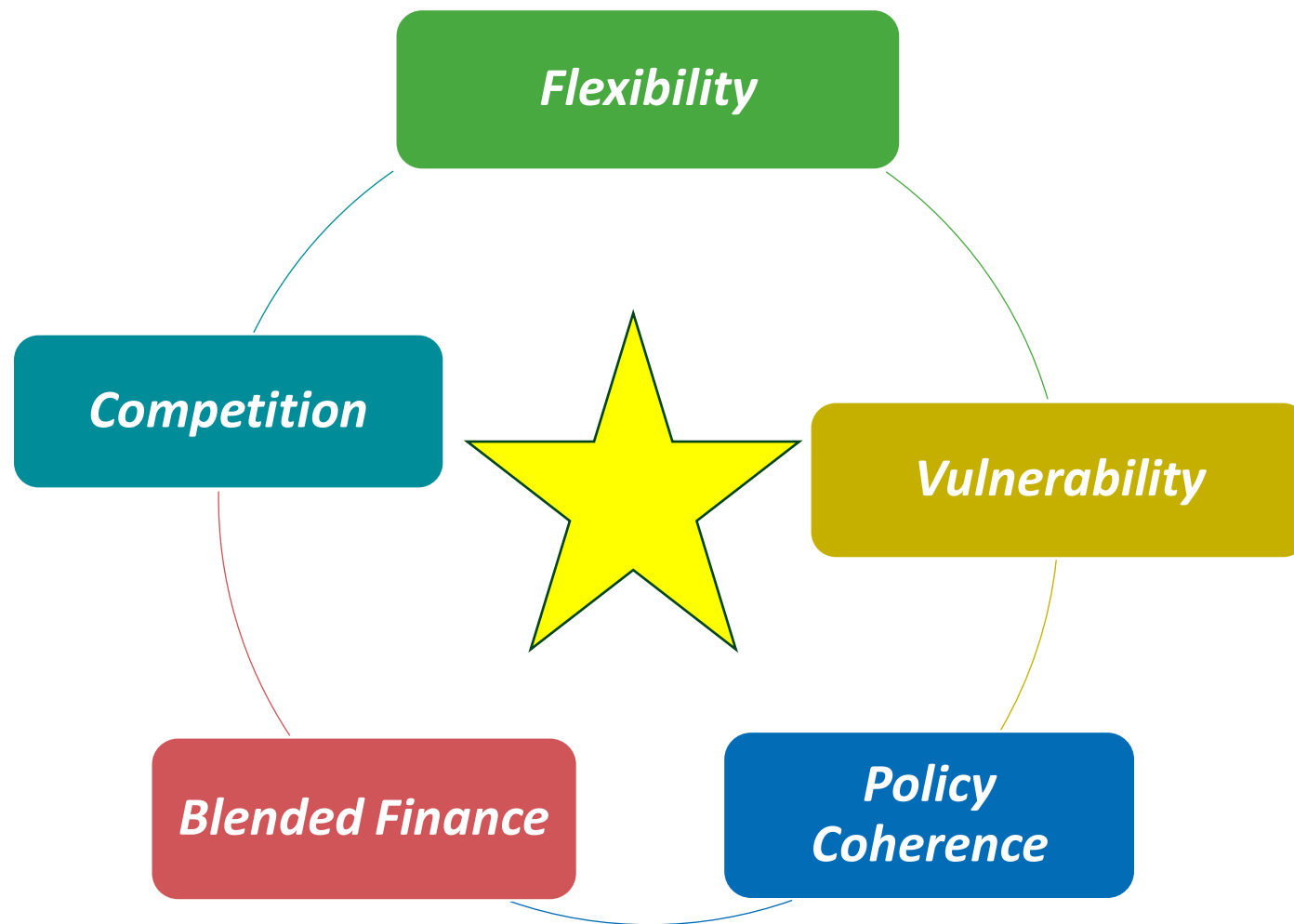
## GEF-7

- $\text{STAR Score} = \text{GBI}^{0.8} \text{CPI}^{1.0} \text{GDP}^{-0.12}$
- Increase of GDP weight
- Increased flexibility
- Re-adjust the focal area floors to reflex the FA funding

# STAR: The Process

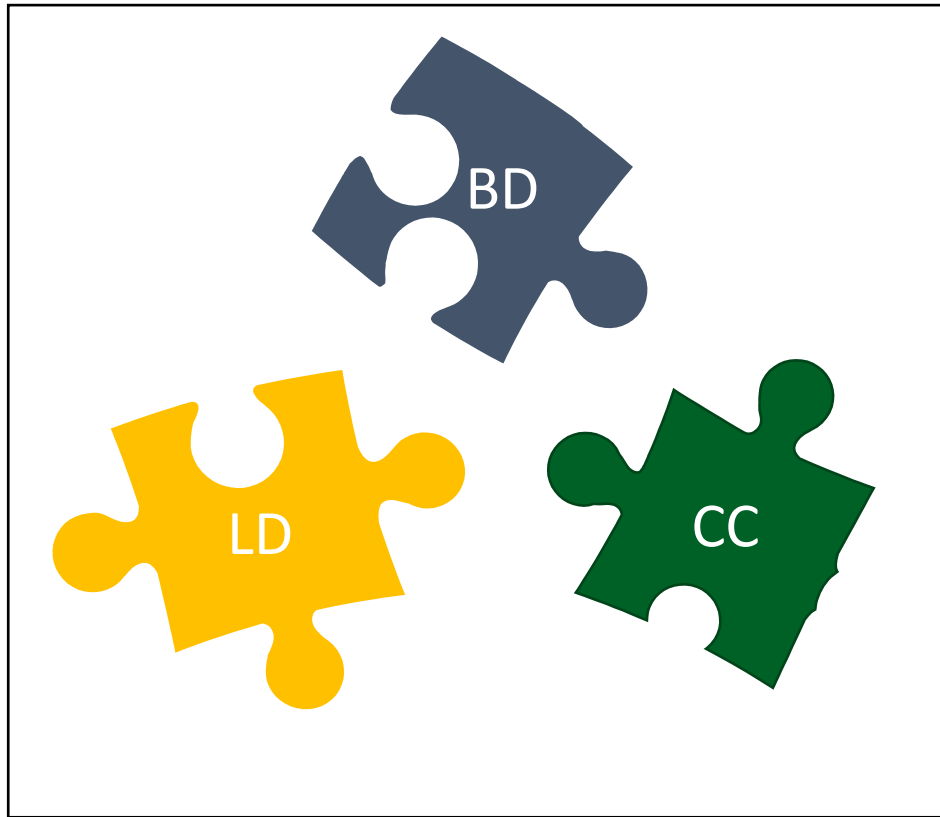


# From the First Replenishment Meeting

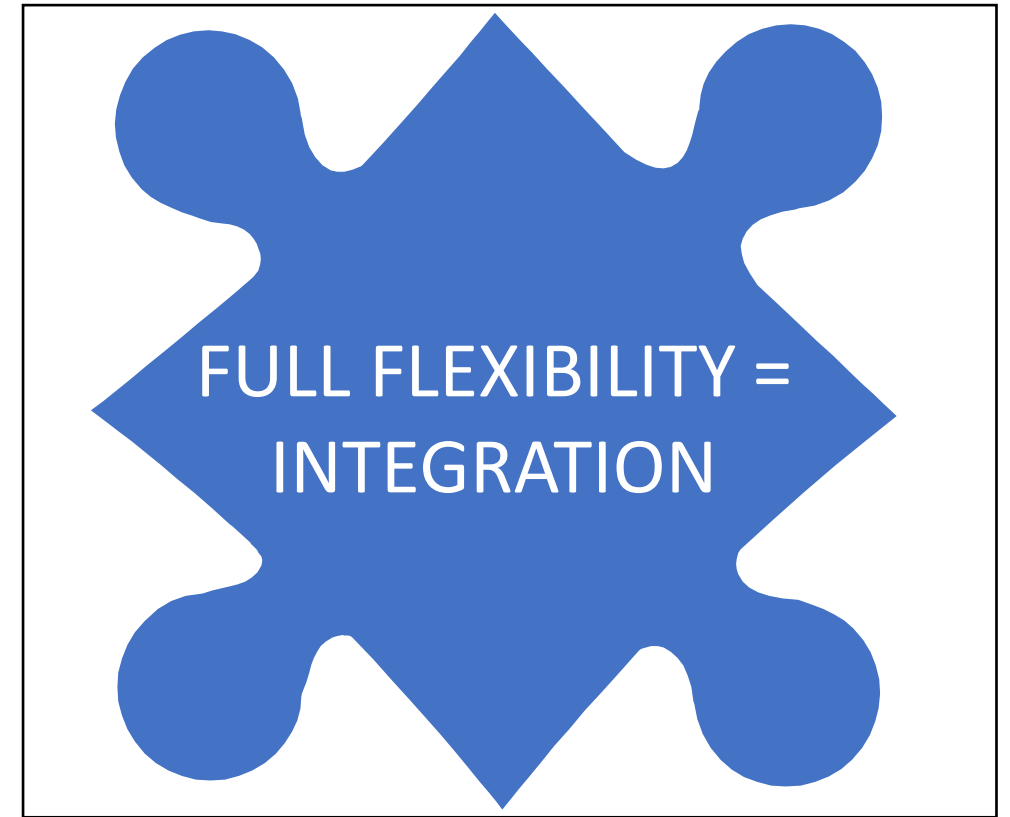


# Moving to Full Flexibility

Country Programming



Country Programming





# Increasing the Focus on Vulnerability

## STAR Allocation Floors

Harmonizing of floors across LDCs and SIDS

Increasing the absolute value in the harmonized floors

## STAR Formula

Replacing the GDP index by another measure of economic vulnerability

Introducing a measurement of environmental vulnerability

# Investigating Policy Coherence

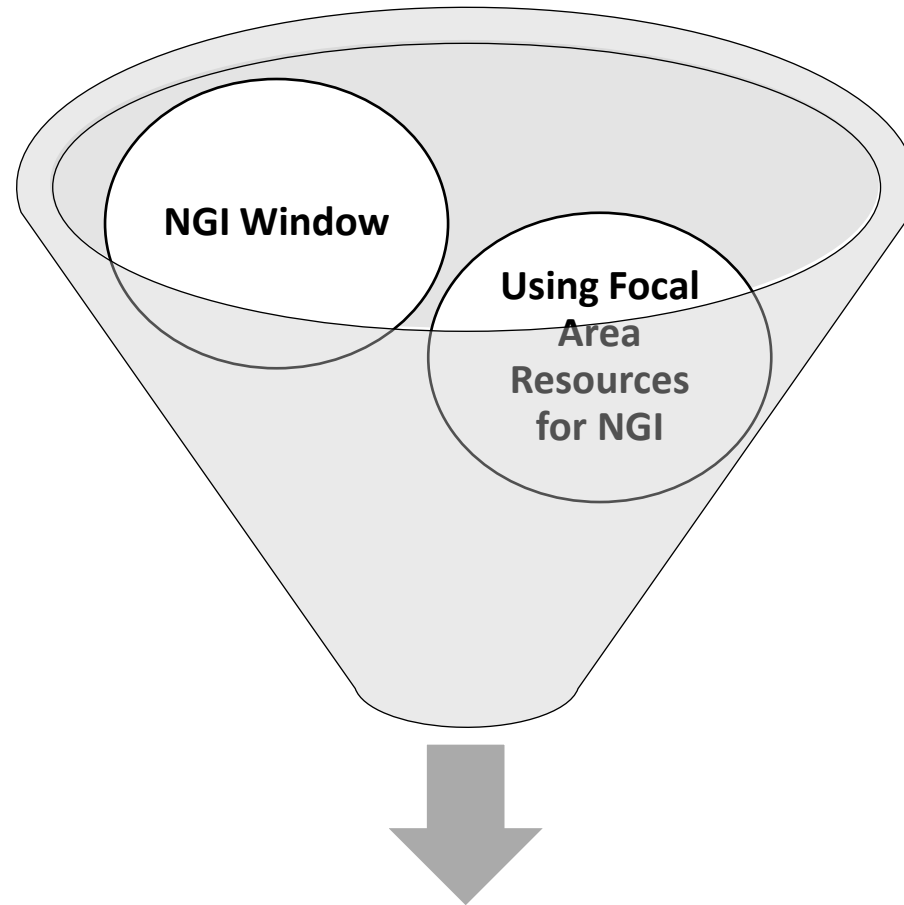
## STAR Formula

No feasible indices  
found at this time

## Other GEF-8 Entry Points

Such as GEF-8  
programming,  
project design,  
projects under  
implementation,  
country engagement

# Encouraging the Use of Non-Grant Instruments (NGI)



**REDUCING THE FINANCING GAP**

# Introducing a Competitive Element



**Cohort**

Top-10 STAR recipients (less any SIDS/LDCs)



**Targeted Amount**

X% of the overall country allocation of the top-10 STAR recipients



**Rule of Use**

Rules, such as a ceiling, may be placed to ensure equitable access



**Procedures of Access**

Procedures of access and operational guidelines for the competitive funds

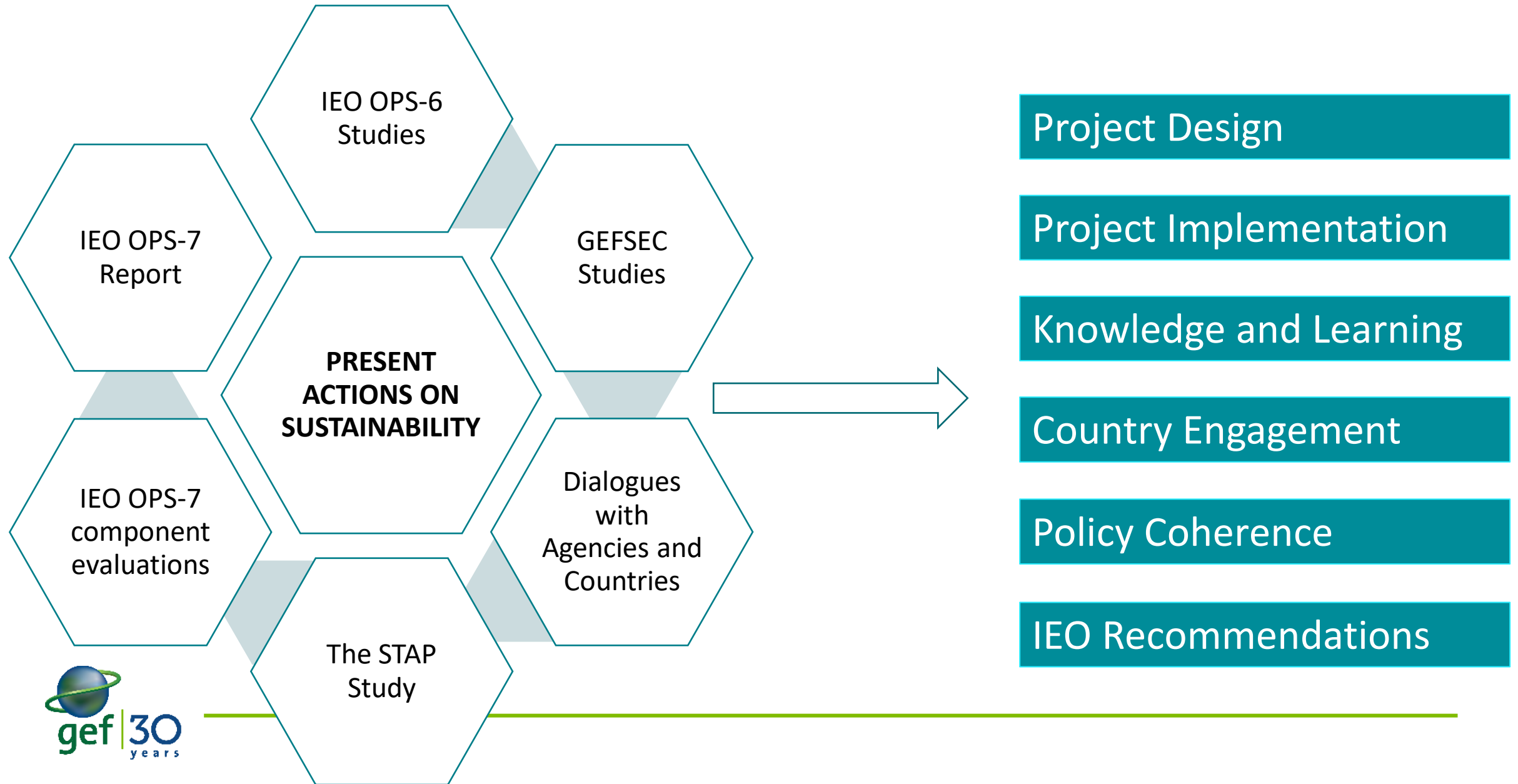
## Next Steps



***Model simulations to country groups  
will be presented for discussion at  
the Third Replenishment meeting***

# **4. SUSTAINABILITY CONSIDERATIONS IN GEF INVESTMENTS**

# Sustainability Considerations in GEF Investments



# **5. EXTENDING THE GEF'S INCLUSION AGENDA**





Embedding principles relating to social inclusion and implicitly responding to important human rights principles including:

- (1) non-discrimination (2) participation
- (3) transparency and (4) accountability

## GEF-8

### Focus on implementation

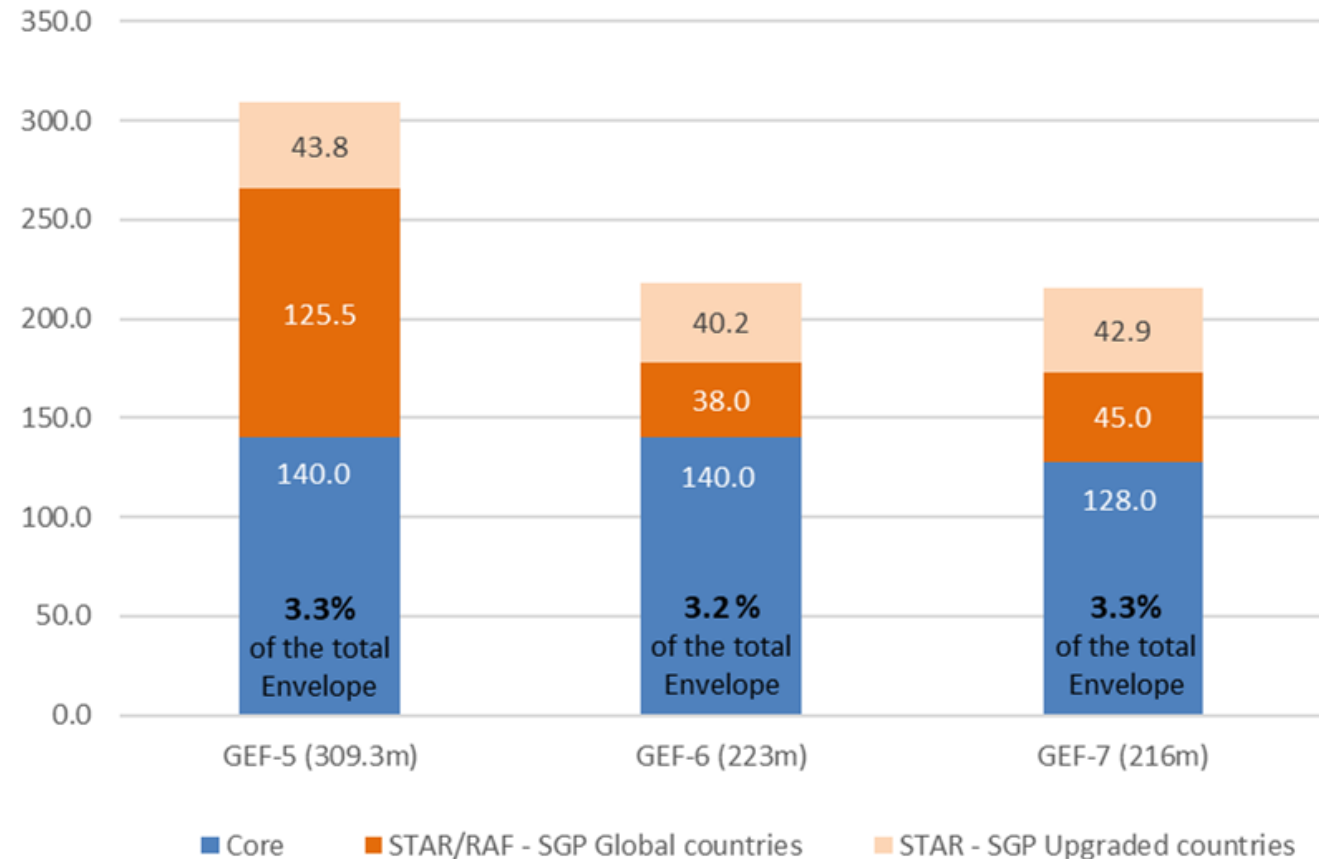
Streamline guidance to support more effective implementation of an inclusive agenda across GEF projects and programs e.g., attention to i) people marginalized by virtue of their sexual orientation or gender identity and provisions to protecting the rights of LGBTQ+ persons, and ii) youth as effective change-makers if given proper rights to participate and provisions to promote greater youth

### Support learning and knowledge sharing

## **6. MAXIMIZING THE CONTRIBUTION OF LOCAL ACTIONS, CIVIL SOCIETY AND SMALL GRANTS PROGRAMME (SGP)**

- The overall financing for SGP has stagnated and decreased
- The number of participating countries have increased from 122 to 129 countries

## Resource allocations to the GEF SGP across recent GEF Replenishment periods (in millions)

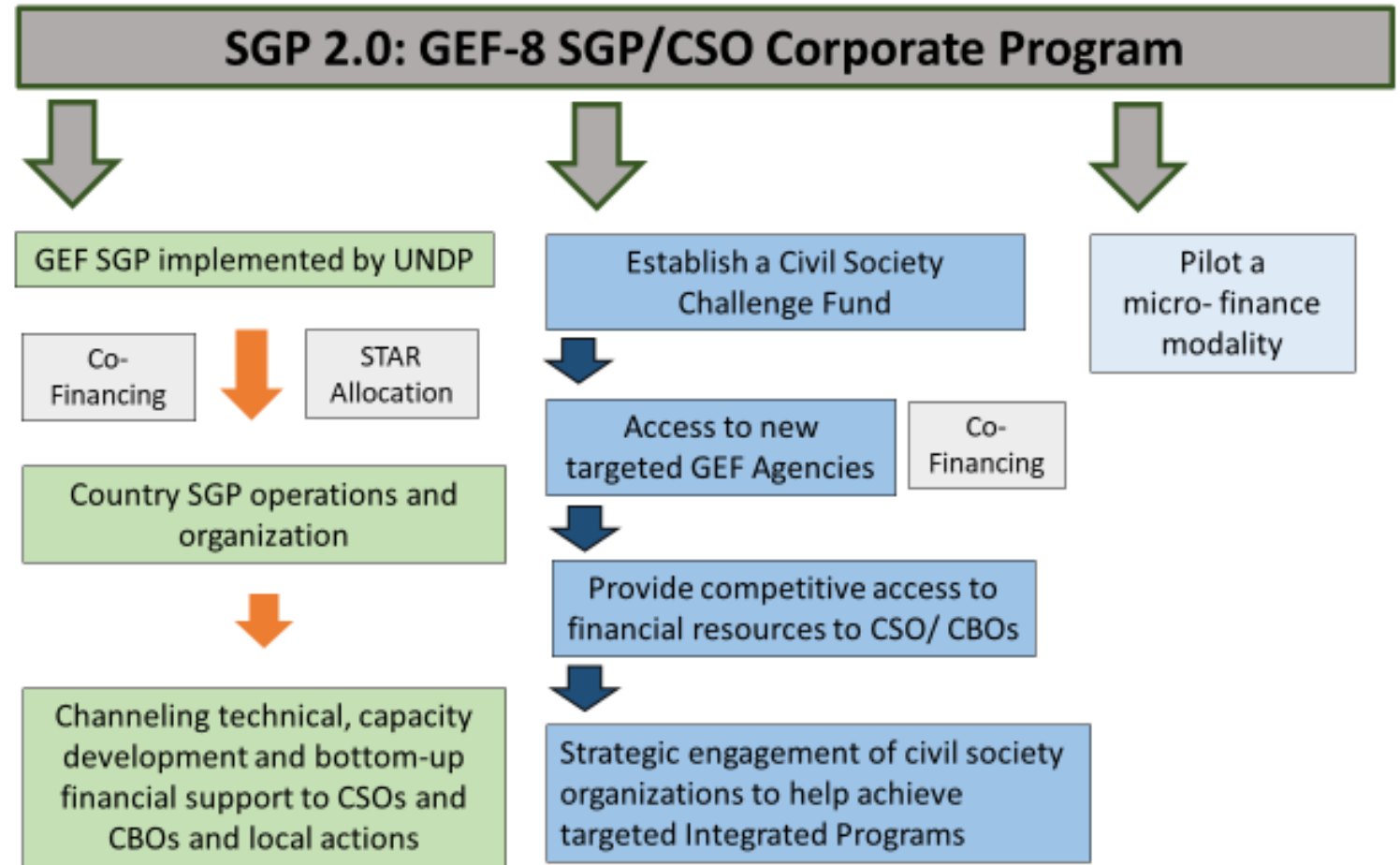


# Increased ambition and approach to move towards a SGP 2.0 in GEF-8 and beyond

*Elevating the GEF SGP Corporate Program as the premier GEF grant mechanism and platform for civil society and local communities for the global environment*

- Experiences and lessons learned through the GEF SGP over the last 30 years can help countries building back better from the COVID-19 pandemic
- CSO and CBOs need to be mobilized at an unprecedented scale to:
  - counteract the adverse impacts of the pandemic; and
  - muster the ideas, innovations, collective will and local action needed to build back greener.
- A lot has changed since SGP was established in 1992
  - Civil society organizations and their roles evolved
  - Climate change, biodiversity loss, chemical pollution, and pressure on forests, oceans, landscapes, and wildlife are increasingly impacting development prospects for local communities and their livelihoods

Expand the GEF  
SGP Model to  
increase the scale  
and scope of  
GEF's financing  
window for Civil  
Society





## Landscape and Seascape Approach

Community-based management of threatened ecosystems and species

Sustainable Agriculture and Fisheries and Food Security

Catalyzing Sustainable Urban Solutions

Low-Carbon Energy Access Co-Benefits

Local to Global Coalitions for Chemicals and Waste Management

## Cross-cutting priorities

- *Enhance social inclusion and engagement of IPLC, women, youth, and persons with disabilities*
- *Facilitate Government-CSO-Private Sector Dialogues*
- *Support capacity building*
- *Advance knowledge management and learning*



- *Facilitate Universal Access/Opportunity*
- *Recalibrate the SGP Upgrading Policy*
- *Optimize the proportion of SGP financing for CSOs/CBOs*
- *Adjust delivery mechanisms at country and global levels*

## **Pathway to further define and inform the longer-term vision and modalities for the GEF SGP/CSO Corporate Program**

In line with the recommendations of the Third Joint SGP Evaluation (June 2021) facilitate a stocktaking and consultative process inform future replenishment discussions, including

- Details on the proposed GEF SGP 2.0 model, including access to other agencies
- Recalibrations of key SGP modalities, implemented by UNDP, as well as strategic initiatives and cross-cutting priorities for SGP in GEF-8 and beyond



# 7. COUNTRY SUPPORT PROGRAM (CSP)





# About CSP

## CSP goals:

- (i) to provide flexible support to countries, particularly their Focal Points, to build capacity to work with the GEF Agencies and Secretariat in order to set priorities and to program GEF resources, and
- (ii) to enhance inclusive dialogue and improve coordination between ministries and stakeholders at the national level and to facilitate input from key non-governmental stakeholders.

**CSP History:** The CSP was established in 1999 and underwent a major reform in 2010. Since 2011 (GEF-5), the CSP has organized 356 events with 17,000 participants

**Key CSP events to date:** Expanded Constituency Workshops (ECW), National Dialogues, Constituency Meetings, Stakeholder Empowerment Series (SES), Introduction Seminar, other workshops (technical workshops), Pre-Council Meetings



# CSP Objectives in GEF-8

## 1. Improving collaboration at the country level through **inclusiveness**

- Broadening the engagement of stakeholders at CSP events
- Expanding the outreach and support to stakeholders beyond CSP event

## 2. Further increasing country ownership and leadership by **empowering OFPs**

- Enabling OFPs to efficiently program and manage their GEF portfolio
- Enhancing policy coherence at the country level

## 3. Promoting **South-South** knowledge sharing through tailored responsiveness

- Customizing the approach to capacity building to the specific needs of stakeholders
- Diversifying outreach tools

# Core CSP activities

- Expanded Constituency Workshops (ECW)
- Stakeholder Empowerment Series (SES)
- National Dialogues
- Introduction Seminars
- Constituency Meetings
- Pre-Council Meetings of Recipient Council Members

1. Improving collaboration at the country level through **inclusiveness**

2. Further increasing country ownership and leadership by **empowering OFPs**

3. Promoting **South-South** knowledge sharing through tailored responsiveness

# New CSP activities

## OFP Empowerment

- National Steering Committees
- Onboarding training for new OFPs
- OFP Community of Practice Platform
- Operational support to OFPs
- Information management capacity building

## Building execution capacity of stakeholders

- National executing agencies
- CSOs

## Enhancing outreach

- Tailored outreach products
- Support to environmental journalists

## CSP Objectives in GEF-8

1. Improving collaboration at the country level through **inclusiveness**

2. Further increasing country ownership and leadership by **empowering OFPs**

3. Promoting **South-South** knowledge sharing through tailored responsiveness

## 8. KNOWLEDGE AND LEARNING

Knowledge is a primary asset of the GEF partnership and supports its strategic objectives.  
It is an essential condition for GEF finance to make a lasting impact.

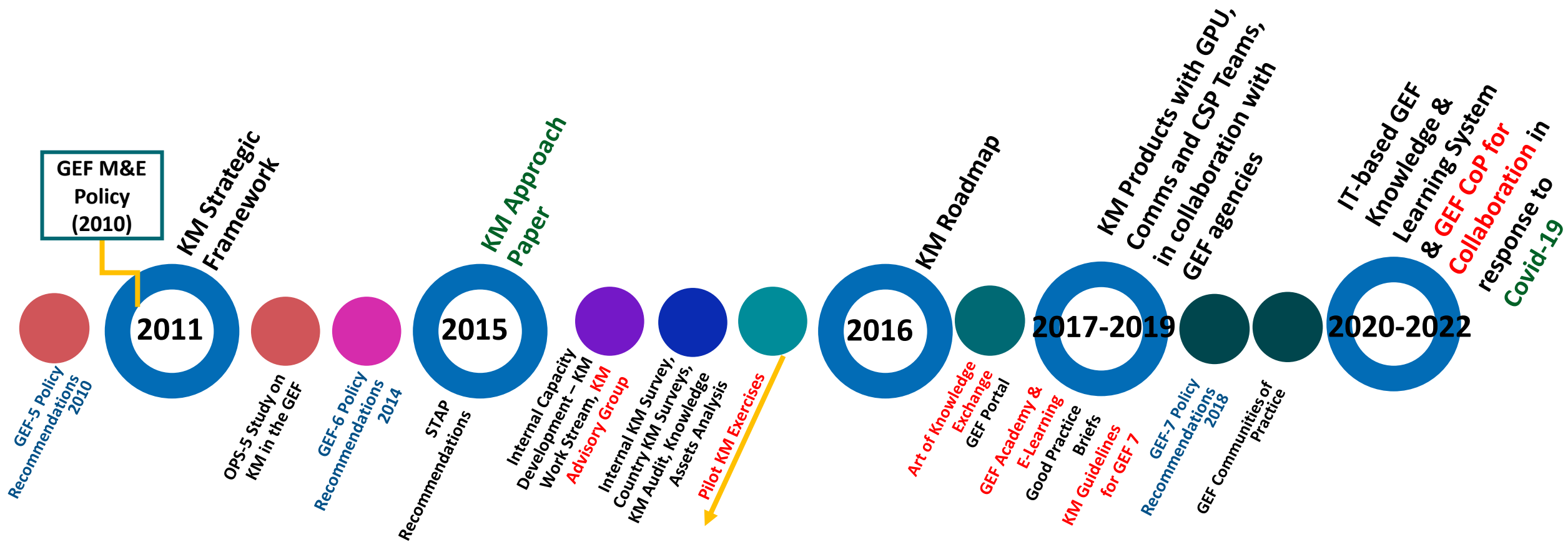
**Improve quality and impact** of GEF funded projects and programs

&

**Inform** global, regional and national **policy dialogues** to reverse global environmental degradation

## GEF's Knowledge & Learning Objectives

- GEF KM aims to enable & support “systematic” processes to generate/capture/transfer critical knowledge
- to inform and enhance project design, portfolio management, policy development, resource mobilization, etc.
  - to build capacity and foster collaboration, innovation and scale-up through demonstration and learning across the GEFSEC and the GEF Partnership.



## Coordinated Knowledge and Learning Efforts: Timeline

# The GEF is well positioned to be a Global Knowledge Generator and Broker

The GEF partnership model offers a unique platform from which to gather, organize and share experiences & expertise on global environmental issues.

The GEF's comparative advantage:

## 1. Synergy between knowledge and financing:

- knowledge informs the design of GEF investments, and these investments in turn generate knowledge about what works, informing subsequent investments by the GEF and others.

## 2. Convening power as a partnership of 184 governments, 18 agencies, CSOs and other actors:

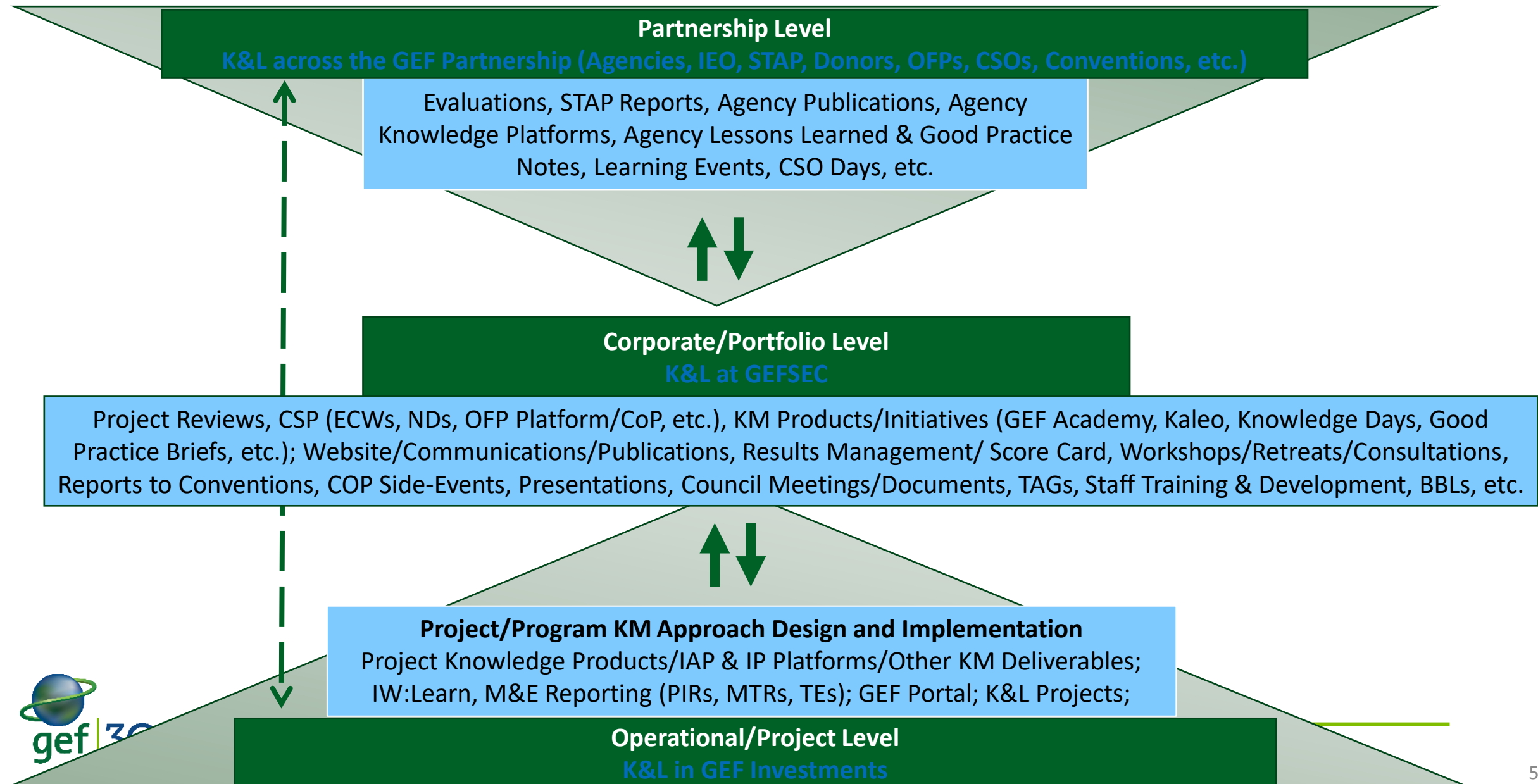
- Ability to inform and influence policy makers and take a lead role in setting the agenda for discussions on the global environment.
- Connection to science - STAP
- Strong M&E Policy and Independent Evaluation Office



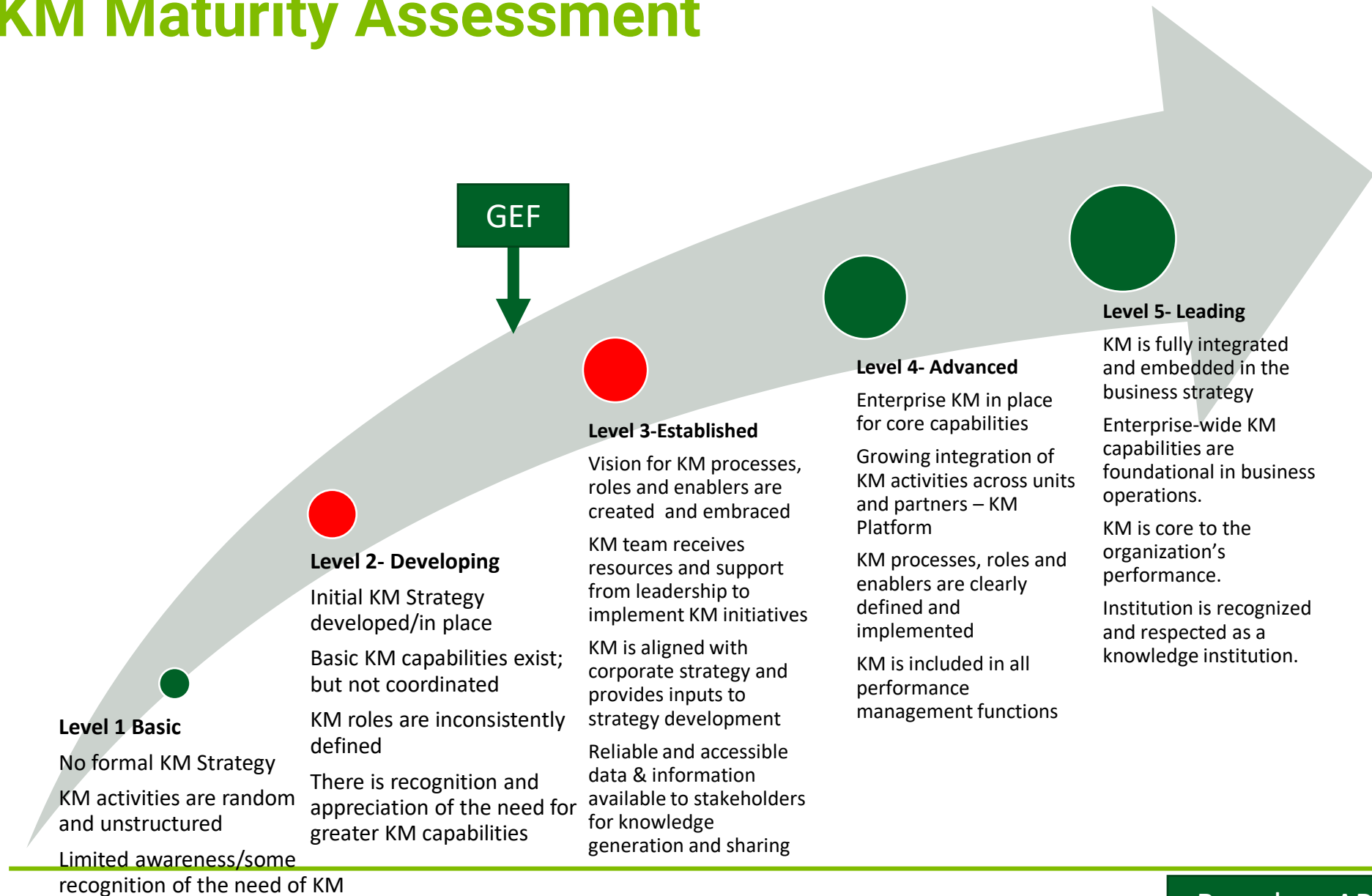
# Knowledge generation, sharing and learning are **VITAL** to the GEF's operations to safeguard the global environment

- Every GEF project/program is designed to internalize and invest in knowledge and learning.
- Every proposal must include a **Knowledge Management (KM) Approach** at concept and design stages.
- GEF projects/programs must learn from existing knowledge and build on good practice and lessons from past investments.
- Every project/program must implement a KM Approach, report progress on K&L deliverables and lessons learned, and share the knowledge generated during implementation.
- GEF also invests in K&L directly through projects or project components specifically designed for knowledge generation, sharing and learning.

# Where is Knowledge and Learning in the GEF Business?



# GEF KM Maturity Assessment



## Key Challenges - based on a discussion at the Agency Retreat - April 2021

**A. Lack of a systematic process to extract, compile, share and use knowledge and lessons emerging from GEF investments across the Partnership** – GEF Portal is being improved as we speak...

**B. Insufficient flow of knowledge among GEF investments** – IT based K&L Platform for knowledge sharing

**C. Application of existing knowledge to improve GEF investments** - current PIF/CEO Endorsement requirements are the first steps in mainstreaming K&L into project design & implementation; but agencies need clear guidelines and training on how to do it: **Close the Feedback Loop!**

# IEO KM evaluation in December 2020

## GEF/E/C.59/04, Evaluation of Knowledge Management in the GEF (2020)

- substantial progress had been made in KM during GEF-6 and this progress has continued in GEF-7 with an increase in knowledge and learning activities including in project design and implementation,
- recommendations to improve the GEF's knowledge and learning efforts:
  - The GEF Partnership should develop a clear KM strategy, setting out KM priorities and define the roles and responsibilities across the GEF partnership.
  - Within the planning toward GEF-8, a group dedicated to KM, or the KM Advisory Group, should advise the GEF Secretariat on developing a partnership-wide KM strategy with clear priorities and focus.
  - The strategy would need to be supported by the necessary resources and endorsement of the GEF Council.
  - Supported by an action plan, the strategy should set out principles and standards for the KM steps: knowledge capture, development, sharing, dissemination, and application articulated in reinforced project-level guidelines, requirements, and common KM metrics.
  - The GEF partnership should invest in a technical solution that strengthens the KM system.
  - At the operational level, a common approach is needed to guide the KM steps, supported by a technical solution which can support KM needs: the ability to capture KM data, lessons, and good practices and to present them in a usable and accessible format for both GEF stakeholders and externally.
  - This would require either enhancing the KM capabilities of the new Portal or building a GEF Knowledge Exchange Hub in order to facilitate capture and storage of knowledge in a uniform and accessible form; exchange of knowledge between the GEF Secretariat and agencies; collation and curation of knowledge in comparable and usable formats to increase accessibility and avoid fragmentation.

# Knowledge & Learning Strategy: Possible Improvements

A. Strengthen a system to extract and share knowledge and lessons learned from GEF investments – **GEF Portal?**

B. Increase flow of knowledge among GEF investments (GEF Agencies; within countries, regions, and themes) – **IT based K&L Platform for the Partnership? GEF COP for OFPs?**

C. Application of existing knowledge to improve GEF investments (project design, implementation) and enhance impact/uptake/scale up – **K&L Guidelines/Training for Agencies in GEF 8?**

**THANK YOU!**