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# Readiness and Preparatory Support Programme – work programme and budget 2020–2021

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## **Summary**

In line with Board decisions B.22/10 and B.22/11, this document presents a work programme and an associated budget request for the Readiness and Preparatory Support Programme for 2020–2021, as detailed in annex II to this document. The full consideration of the readiness request pipeline is provided in annex III, as well as the outcomes of the first formal replenishment of the GCF and emerging demand from countries for readiness support. The annual report on the Readiness Programme for 2019 is attached in annex IV. Annex V lists all approved readiness grants.

The remaining commitment authority of the Readiness Programme would likely be exhausted by July 2020. Thus, an allocation of additional resources by the Board is required to ensure uninterrupted support to developing countries in the first replenishment period of the GCF (GCF-1) and to advance the ambitious work programme for 2020–2021.

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## I. Introduction

1. In line with Board decisions B.22/10 and B.22/11, this document presents a work programme and an associated budget request for the Readiness and Preparatory Support Programme (hereinafter, “Readiness Programme”) for 2020–2021, as detailed in annex II to this document. The full consideration of the readiness request pipeline is provided in annex III, as well as the outcomes of the first formal replenishment of the GCF and emerging demand from countries for readiness support.
2. The annual report on the Readiness Programme for 2019 is attached in annex IV. It sets out information on the performance of the Readiness Programme over the last year, including the status of the readiness portfolio and pipeline, progress made in readiness grant implementation, and Readiness Programme operational improvements, as well as information requested by the Board in decision B.22/11. In addition, annex V lists all approved readiness grants.
3. The remaining commitment authority of the Readiness Programme would likely be exhausted by July 2020. Thus, an allocation of additional resources by the Board is required to ensure uninterrupted support to developing countries in the first replenishment period of the GCF (GCF-1) and to advance the ambitious work programme for 2020–2021.

## II. Work programme and budget for 2020–2021

4. At its twenty-second meeting (B.22), the Board adopted new strategic directions for the Readiness Programme, as set out in document B.22/08, welcomed the updated programme strategy, and, through decision B.22/11, approved the Readiness Programme work programme 2019 and a budget of USD 122.5 million. The objectives and outcomes were adopted for the three-year period 2019–2021.
5. In 2019, with the improved quality of requests and a more efficient review process, the Secretariat approved a record number of requests: 129 requests worth USD 95.07 million, including 19 for adaptation planning worth of USD 41.72 million. In 2020, an additional 10 adaptation planning requests (USD 20.36 million) and four other readiness support requests (USD 2.41 million) were approved.
6. As at 31 May 2020, the Secretariat has approved 380 readiness requests for a total value of USD 252.04 million, including 52 grants for adaptation planning and 328 grants for other readiness support. Of the 380 grants approved, 342 grants (90 per cent) have received disbursements totalling USD 107.97 million.
7. The current portfolio is expected to deliver significant results to improve the capacity of countries to plan resources for ambitious climate actions while informing the strategic, country-driven programming of transformational mitigation and adaptation initiatives of GCF. Examples of achieved results include: 107 no-objection procedures established; 54 nominations of entities for direct access accreditation – with 13 already gaining accreditation; 23 work programmes of accredited direct access entities (DAEs) aligned with corresponding country programmes; and 54 country programmes developed and submitted to the Secretariat. Other results are under the implementation stage, such as: updating and/or enhancing 13 nationally determined contributions (NDCs); 65 country programmes revised to better serve NDC implementation; 48 national adaptation plans; 83 sectoral adaptation plans; 94 adaptation-focused concept notes; and more than 200 additional concept notes covering the entire spectrum of GCF results areas, including energy transition, forestry, agriculture, and green urban development, among others.

8. As at 31 May 2020, the Secretariat’s commitment authority has been drawn down to USD 39.07 million, of which USD 16.97 million has been technically endorsed but not yet committed. Therefore, only USD 22.10 million remains available for new requests. Based on the current pipeline and review progress, the remaining commitment authority would likely be exhausted by the end of July 2020.

9. In 2020 and 2021, readiness resources will be deployed to support developing countries towards the five objectives approved by the Board through B.22/11. Annex II sets out the proposed work programme for 2020–2021, which is fully consistent with the approved objectives and outcomes of the Readiness Programme. This work programme builds on the programmatic and operational progress made since B.22, as detailed in annex IV, and captures the Readiness Programme’s ability to help respond to emerging opportunities, such as the increasing efforts by countries and other relevant institutions on green stimulus response measures to the coronavirus disease 19 (COVID-19) pandemic.

10. To ensure uninterrupted support to developing countries in GCF-1, a total budget for 2020–2021 of USD 224.23 million (including USD 61.84 million already committed or remaining in commitment authority) with an additional allocation of USD 162.39 million is proposed to advance the ambitious work programme as detailed below, covering both projected demand for standard and multi-year readiness and national adaptation planning support and technical assistance.

**Table: Estimated grant approvals 2020–2021 and associated budget (USD million)**

	2020		2021	
	Number of grants to be approved	Total Funding	Number of grants to be approved	Total Funding
Adaptation planning	18	39.60	18	36.00
Single-year other readiness	45	22.50	35	17.50
Multi-year other readiness	10	25.00	20	50.00
Professional services	N/A	5.46	N/A	13.26
Technical support	N/A	2.86	N/A	4.00
Events	N/A	0.50	N/A	4.00
Contingency	N/A	1.55	N/A	2.00
<b>Subtotal</b>	<b>73</b>	<b>97.47</b>	<b>73</b>	<b>126.76</b>

Note:

- (1) For Adaptation Planning proposals, the average value is expected to decrease over time from USD 2.5 million (2019) to USD 2.2 million (2020) and then USD 2 million (2021).
- (2) For single-year other readiness, the average value is expected at USD 500,000; multi-year readiness is expected at USD 2.5 million.

11. **Grant-based readiness support:** considering the requests in the pipeline as per annex III, the implementation of new operational modalities, and the demand expected for 2020–2021, the Secretariat anticipates committing a total of USD 190.6 million for the following 146 grants:

- (a) USD 40 million to support 80 single-year readiness requests;
- (b) USD 75 million for 30 multi-year readiness requests; and
- (c) USD 75.6 million for 36 adaptation planning requests.

12. **Rapid readiness support:** to respond to the profound impact of COVID-19, developing countries need to rapidly mobilize financial resources for economic stimulus and recovery. GCF is positioned to respond to this urgent need in a way that helps developing countries orient ongoing and planned recovery efforts towards low emission and climate resilient development. The Readiness Programme can offer, within the scope of its approved objectives and modalities, an avenue for developing countries to access resources that will support green resilient recovery, facilitated by Secretariat support through development of rapid standardized readiness support templates, adaptive management of existing readiness grants, and tailored technical support to national designated authorities (NDAs) and readiness delivery partners. While the proposed work programme for 2020–2021 facilitates this response, the extent of demand from developing countries for such support is not yet known and hence additional budget for this (beyond the amounts described above) has not been factored in the budget projection at this time. Should developing countries submit such requests, these could be approved out of the standard readiness request budget. The Secretariat will then keep the level of demand under review and advise the Board if additional budget is needed at a later date.

13. **Technical support:** the Secretariat will prioritize its technical support to the most vulnerable developing countries (including least developed countries, small island developing States, and countries in Africa) to access adaptation planning support; to the countries that have not received financial support for standard NDA capacity-building activities; and to countries and DAEs for their strategic programming and project development efforts. The Secretariat will also continue to work through procured consulting firms to provide tailored technical support and develop new partnerships with other institutions to support the programming process with a focus on the nationally determined contributions, LEDS, and country programmes.

14. Due to the impacts of COVID-19, structured programming dialogues, the global NDA conference, and trainings for NDAs and DAEs in 2020 will be postponed or replaced by virtual dialogues, meetings, and online trainings. Training and knowledge materials will be automated and made available online to support self-guided learning for NDAs, DAEs and other stakeholders. Existing lines of support can help countries to improve their ability to safely and effectively adapt to remote working while facilitating necessary adjustments in this regard for ongoing grants. A plan for the major events in 2021, as a key part of the Secretariat Work Programme 2021, is under development.

### III. Recommended action by the Board

15. It is recommended that the Board approve the draft decision presented in annex I to this document.

16. The total budget for 2020–2021 is USD 224.23 million. With USD 22.77 million committed during 1 January and 31 May 2020 and the remaining commitment authority of USD 39.07 million as of 31 May 2020, the additional resource allocation of USD 162.39 million is requested for 2020–2021.

## Annex I: Draft decision of the Board

The Board, having considered document GCF/B.26/05 titled “Readiness and Preparatory Support Programme – work programme and budget 2020–2021”:

- (a) Reaffirms that the Readiness and Preparatory Support Programme is a strategic priority for GCF to enhance country ownership, access to GCF, and strengthen strategic programming during 2020–2023;
- (b) Recalls decision B.22/11, and reaffirms that the objectives and outcomes for the revised Readiness and Preparatory Support Programme in the document GCF/B.22/08 remain for 2020–2021;
- (c) Adopts the proposed work programme for 2020–2021 as contained in annex II of document GCF/B.26/05;
- (d) Notes the estimated budget for the period 2020–2021 as included in the work programme for 2020–2021 contained in annex II of document GCF/B.26/05;
- (e) Approves an additional amount of USD 162.39 million to be made available for the execution of the Readiness and Preparatory Support Programme;
- (f) Requests the Secretariat to report on the implementation of the Readiness and Preparatory Support Programme at the second Board meeting of each year; and
- (g) Further requests the Secretariat to ensure full compliance of Board approved integrity policies, standards and decisions, in the Readiness Guidebook, Administrative Instruction (AI) and Standard Operating Procedures (SOP) developed for the Programme, as well as other relevant enhanced SOPs or procedures bearing implications on the Readiness Programme.

## Annex II: Work Programme and Budget 2020-2021

1. Building upon the programmatic and operational progress made since B.22, this Annex provides an updated Work Programme for 2020-2021, which is fully aligned with the approved objectives and outcomes as per decision of B.22/11.

2. **Grant-based readiness support:** considering the requests in the pipeline as per Annex III, the implementation of new operational modalities, and the demand expected for 2020 and 2021, the Secretariat anticipates committing an additional USD 190.6 million for the following 146 grants:

- (a) USD 40 million to support 80 single-year readiness requests,
- (b) USD 75 million for 30 multiple-year readiness requests; and
- (c) USD 75.6 million for 36 adaptation planning requests.

3. **Technical support:** the Secretariat will prioritize its technical support to the most vulnerable developing countries (including LDCs, SIDS, and countries in Africa) to access to adaptation planning support, to the countries that have not received financial support for standard NDA capacity building activities, to countries and DAEs for their strategic programming and project development efforts, and continue work through procured consulting firms to provide tailored technical support and develop new partnership with other institutions to support the programming process with a focus on the NDCs, LEDS, and Country Programmes.

4. **Rapid readiness support:** To respond to the profound impact of COVID-19 and overcome the constraints regarding large-scale stimulus packages, developing countries need to rapidly mobilize financial resources for economic stimulus and recovery, including innovative financial structuring. The GCF is positioned to respond to this urgent need in a way that helps developing countries orient ongoing and planned economic stimulus towards resilient and low emission development direction, craft green resilient recovery measures and incorporate them into NDCs and stimulus packages, explore innovative approaches to finance green recovery projects, design paradigm-shifting projects contributing to both green recovery and climate ambition, which ultimately will help to avoid unintentional but significant increase of greenhouse gas emission or near-term measures that may prove maladaptive over the longer run.

5. In this context, the Readiness Programme can offer, within the scope of its approved objectives and modalities, an avenue for developing countries to rapidly access resources for green resilient recovery planning, measures and initiatives. This would be facilitated by the Secretariat through three possible options without duplication, i.e. rapid standardized readiness support, adaptive management of the existing readiness grants, and tailored technical support to NDAs and readiness delivery partners. This support could be utilized toward the following outputs, which will contribute to the related approved objectives of the Readiness Programme:

- (a) Impact of the COVID-19 on and opportunities for country's climate change strategies & plans are elaborated and validated by NDA, contributing to Objective 2;
- (b) National strategy and measures for green resilient recovery are developed and adopted by countries, and integrated, when possible, into NDCs, stimulus packages and Country Programmes, contributing to Objective 2; and
- (c) Concept notes that contribute to both green resilient recovery and climate mitigation & adaptation actions, up to three priority projects/programmes for each country requested this support, are developed, contributing to Objective 4.

6. Similarly, as part of the GCF support to NDC enhancement efforts, notably for CoP26, the Readiness Programme can also help countries integrate NDCs into stimulus packages to secure financing for critical NDC priorities.

7. Due to the impacts of COVID-19, Structured Programming Dialogues, the Global NDA Conference and trainings for NDAs and DAEs in 2020 will be postponed or replaced by virtual dialogues, meetings and online trainings. Training and knowledge materials will be automated and made available online to support self-guided learning for NDAs, DAEs and other stakeholders. Existing lines of support can help countries to improve their ability to safely and effectively adapt to remote working while facilitating necessary adjustments in this regard for on-going grants. A plan for the major events in 2021, as a key part of the Secretariat Work Programme 2021, is under development.

## I. Objective 1: Capacity-building

### 1.1 Support for NDAs

8. The Readiness Programme will prioritize NDA capacity building support for countries that have not yet received such support or that are still building strong NDA offices. As highlighted in the revised readiness program strategy this may include support to, among others:

- (a) Establish and lead effective national coordination mechanisms;
- (b) Ensure consistency of funding proposals from national, subnational, regional and international accredited entities with national plans and strategies, including NDCs and NAPs, and;
- (c) Enhance complementarity and coherence between the activities of the GCF and the activities of other relevant climate finance mechanisms and institutions, to better mobilize the full range of financial and technical capacities.

9. Building on the NDA training series in 2019, the Secretariat will also develop a standard online training package and provide online or in-person standard trainings to enhance the capacity of NDAs to engage with the GCF. These training materials will be available in English, French, Spanish and Arabic, as well as with Russian translation in response to increasing requests by countries to respond to linguistic specificities.

### 1.2 Support for DAEs

10. The Secretariat plans to strengthen readiness support to DAEs in both pre-accreditation and post-accreditation stages, so as to contribute to priorities on strategic programming, paradigm shifting portfolio development, and enhancing direct access through collaboration with NDAs and DAEs:

- (a) Support for pre-accreditation (e.g. gap assessments and action plans) assistance to DAEs, expanding to an additional 11 direct access entities to receive support;
- (b) Support accredited DAEs to strengthen their institutional and technical capacities in identifying, developing and implementing innovative and paradigm shifting projects through:
  - (i) Strategic engagement and onboarding trainings of new DAEs;
  - (ii) Mentor support by experts via onsite or remote service;

- (iii) South-South exchanges, peer-to-peer learning between DAEs, in coordination with other partners; and
- (iv) Technical assistance through a roster of sectoral consultants and ESS/gender experts; and

11. The Secretariat will also seek to synergize, where appropriate, the support for DAEs and NDAs. Noting that NDAs play the critical role of identifying and nominating DAEs while also convening national climate finance consultation to define investment priorities, this coordinated support will allow for greater alignment of Country and Entity Work Programmes that respond to national mitigation and adaptation priorities.

### 1.3 Support for other stakeholders

12. Finally, to address a new support stream under the Readiness Programme, the Secretariat will advise and support countries to develop requests to ensure the wider spectrum of climate finance stakeholders are engaged, capacitated and involved in the national programming process. This includes civil society, private sector entities and subnational actors who represent overlooked or marginalized groups. Lessons learned to date indicate that DAEs require strong local executing entities to ensure GCF investment implementation is effective, efficient and transparently monitored and reported. This may include:

- (a) Training on GCF processes, policies and procedures, including Board-approved compliance policies;
- (b) Increased involvement at the national level to support NDAs in programming high-quality climate investment ideas, particularly relevant for adaptation and resilience, and;
- (c) Support to encourage country-driven coordination and planning, including through South-South cooperation, such as demonstrated by the pilot Community of Practice of DAEs.

## II. Objective 2: Strategic frameworks

13. The GCF Secretariat has set itself to continuously develop and operationalize the procedures to ensure a proactive and strategic approach to national climate planning, including through:

- (a) Providing support towards the development of Country Programmes, ensuring alignment with country programming guidelines provided by the GCF, with national priorities defined in the LEDS, NDCs, and NAP;
- (b) Supporting the development of long-term LEDS and linking the iterative NDC process to the long-term LEDS and mid-century goals;
- (c) Supporting the update of NDCs and ensure they consist of implementable financial strategies and pipelines, and synergize with the green stimulus and other development plans;
- (d) Enhancing collaboration with other funds through the implementation of the operational framework on complementarity and coherence for aligning programming at the national level;

- (e) Providing support for the development of MRV systems for climate finance flows including by adapting public financial management systems to develop and deploy climate-relevant tagging in national budgets, and;
  - (f) Supporting development and/or transfer of climate technology, through the identification and prioritization of appropriate climate technology solutions and strengthening the enabling environment for technology deployment.
14. The Secretariat will continue work through procured consulting firms to provide tailored technical support and develop new partnership with other institutions to support the programming process with a focus on the NDCs and LEDS.

### **III. Objective 3: National Adaptation Plans and adaptation planning processes**

15. Support for the adaptation planning process contributes to strengthened national adaptation governance and coordination, solid climate science and knowledge base, transformational plans and strategies to catalyze action and investment, and adaptation project pipelines, including through:
- (a) Providing further guidance on proposal formulation based on the lessons learned and the good practices of the current portfolio including through working with partner organizations of the Community of Practice;
  - (b) Enhancing private sector engagement in adaptation which would enable the use of a strategic diversity of financing instruments in developing adaptation concept notes and funding proposals;
  - (c) Improving the development of strong climate science to support decision-making through adaptation planning in order to strengthen the GCF programming cycle, including country programming, development of concept notes, and subsequent development of funding proposals;
  - (d) Supporting countries to maximize the use of available funding, including through the submission of multiple sequential adaptation planning proposals that respond to the iterative nature of adaptation and strengthens technical and human systems in a progressive and responsive manner;
  - (e) Supporting NDAs upon their request who wish to use national or regional delivery partners to develop and implement their adaptation planning proposals, including by providing coordinated technical assistance to the most vulnerable developing countries on the development of their proposals, and;
  - (f) Prioritizing the technical assistance to the most vulnerable developing countries (including LDCs, SIDS, and countries in Africa) that have not yet accessed adaptation planning resources in order to support their efforts to deliver at least a National Adaptation Plan (NAP) by the end of 2021.
16. During 2020-2021, the Secretariat intends to work with countries and their delivery partners to approve proposals currently in the pipeline, valued at USD 80 million. In addition, the Secretariat continues to work with partners to develop knowledge products on good adaptation planning practices, promote and mainstream them through platforms such as the NAP Expo.

#### **IV. Objective 4: Pipeline development**

17. Based on the Board decision B.22/11, the Readiness Programme strategy places added emphasis on paradigm shifting pipelines of projects and programmes following the principle of country ownership. In this regard, the Secretariat will look to support countries to enhance pipelines by:

- (a) Supporting the uptake of the GCF Sectoral Programming Guidelines through trainings, programming dialogues, and standard knowledge products and dissemination;
- (b) Sharing best practices and encouraging countries to prioritize concept notes developed under the readiness support;
- (c) Supporting countries and DAEs to develop innovative projects and financing arrangements that promote green stimulus and ambitious climate actions;
- (d) Supporting processes to identify and prioritize interventions to strengthen a project/programme pipeline and identify potential financing for each, through training, south-south exchange and best practice approaches;
- (e) Deploying independent technical experts from an established roster to support NDAs and accredited DAEs in a short timeframe on core aspects of PPF applications, CN and FP development, including for SAP;
- (f) Providing tailored support to different groups of countries to accelerate readiness to access resources by those with least capacities with the understanding that some countries, including LDCs and SIDS, require more foundational support, with SAP-specific technical support as a pilot, and;
- (g) Enhancing collaboration with other funds through increased coherence at the activity level to expedite the process of identifying opportunities for sequencing finance or scaling-up successful interventions.

#### **V. Objective 5: Knowledge sharing and learning**

18. The continuous development of related policies, guidance, and procedures in the GCF presents the imperative for the Readiness Programme to prioritize resources to disseminate those information, as well knowledge and learnings, in a timely manner to NDAs, AEs, and other country stakeholders including the private sector, so as to ensure the implementation of and compliance with those policies and guidance, and improve the collaboration efficiency between the GCF and the partners. Key activities in this area includes:

- (a) Supporting the dissemination of the further guidance on country programmes building on the initial general guidelines for country programmes provided for by the Board in decision B.08/11, annex XVII, the GCF Sectoral Programming Guidelines and other related programming guidance to the NDAs and DAEs in the most effective manner;
- (b) Supporting the structured programming dialogues and (sub-)regional programming dialogues, to be organized virtually or in-person, to develop transformation pipeline for the GCF-1;
- (c) Strengthening Secretariat's capacity to review, analyze implementation reports and deliverables to inform adaptive management measures and improve portfolio performance and results;
- (d) Supporting the development of knowledge products and training materials for NDAs and DAEs capacity building; and

## VI. Readiness Programme operations

19. The Secretariat will pursue the following operational priorities for 2020-2021. These priorities aim to address the key findings of the Readiness Programme review and evaluation by the IEU in 2018 and guidance by the Board through the Decision B.22/11. These operational changes target bottlenecks and barriers to effective and efficient access to and implementation of readiness resources, address both external factors (e.g., poor quality at entry of readiness proposals, lack of strategic approach to readiness support) as well as internal issues within the Secretariat (e.g., more efficient grant cycle processing, results monitoring and reporting of the Programme).

20. **Disseminating standard operating procedures and policies for the Readiness Programme:** With the new Readiness Guidebook issued in March 2020, Administrative Instruction (AI) and standard operating procedures (SOP) developed for the Programme, the Secretariat will translate and release the Guidebook in other languages. Further outreach to NDAs and delivery partners will be undertaken via webinars, including in languages other than English. The AI and SOPs include cross-divisional and inter-divisional policies to guide the review of readiness proposals, expedite feedback to NDAs and delivery partners in consistent and effective manners, and clarify the entire readiness grant cycle from proposal development, submission, review, approval to implementation and completion.

21. **Increasing NDA and delivery partner understanding of readiness proposal development:** Based on the IEU recommendations and Board Decision B.22/11, the Secretariat will accept multiple-year strategic readiness implementation requests. The Secretariat will also facilitate learning and promote the best practices of preparing readiness requests among NDAs and delivery partners. Improved Secretariat human resource allocation and division of labor will allow the Secretariat to provide upstream guidance and advice to NDAs and delivery partners as they develop and submit readiness requests. Upon official submission of a request, a dedicated team in the secretariat will lead the technical review and appraisal process. This will ensure NDAs and delivery partners receive clear, consistent and actionable feedback to improve resubmitted proposals and shorten the timeframe from submission to approval.

22. **Improving adaptive management of grants under implementation:** To further guide and support the implementation of readiness grants by NDAs and delivery partners, standardized policies on issues such as no-cost extension, timing of reporting, cancellation, restructuring, change of delivery partner during implementation, refunding GCF after completion, among others, will be developed in 2020. Templates for communicating these changes will allow for lower paperwork demands to ensure NDAs and delivery partners can focus on implementation rather than administrative tasks.

## VII. Resource planning

23. The Secretariat is taking a conservative approach to resource planning during 2020-2021, given the uncertainty surrounding impacts related to the COVID-19 pandemic and NDA uptake of revised readiness proposals and modalities. On the implementation side, the challenges resulting from the COVID-19 pandemic and consequently the need for adaptive measures to reduce the impact of implementation disruptions and/or adjust to the changed context, will require a stronger Secretariat capacity to quickly and appropriately guide and respond to DPs and NDAs. As NDAs and delivery partners undertake needs assessments, develop strategic readiness plans and submit multiple-year strategic readiness implementation requests, the volume of submitted proposals in 2020 is expected to be relatively low, with a potential increase in 2021.

24. As presented in Annex III, as at 31 May, the total funding request of the entire pipeline is USD 125.07 million.

25. The Secretariat has prepared a forecast of requests to be approved in 2020-2021 in three categories: adaption planning requests, single-year other readiness requests, and multiple-year other readiness requests, with associated budget for each category. Consistent with previous years' practice, suggested budget allocations for professional services, technical support, and events supported by Readiness Programme are also included. The total projected budget for 2020-2021 is USD 224.23 million.

**Table: Estimated grant approvals 2020-2021 and associated budget (USD million)**

	2020		2021	
	Number of grants to be approved	Total Funding	Number of grants to be approved	Total Funding
Adaptation Planning	18	39.60	18	36.00
Single Year Other Readiness	45	22.50	35	17.50
Multi-Year Other Readiness	10	25.00	20	50.00
Professional services	N/A	5.46	N/A	13.26
Technical support	N/A	2.86	N/A	4.00
Events	N/A	0.50	N/A	4.00
Contingency	N/A	1.55	N/A	2.00
<b>Sub-total</b>	<b>73</b>	<b>97.47</b>	<b>73</b>	<b>126.76</b>

Note:

- (1) For Adaptation Planning requests, the average value is expected to decrease through time from USD 2.5 million (2019) to USD 2.2 million (2020) and USD 2 million (2021).
- (2) For single-year other readiness request, the average value is expected at USD 500,000, and that of the multi-year readiness request is expected at USD 2.5 million.

26. As at 31 May 2020, with USD 22.77 million committed in 2020, the total budget remaining stands at USD 39.07 million, of which USD 16.97 million has been endorsed but not yet committed. Therefore USD 22.10 million remains available for new requests. Based on the pipeline of requests and the pace of review, the remaining funds would likely be exhausted by the end of July 2020.

27. To ensure uninterrupted support to developing countries in the GCF-1 and to advance the ambitious work programme for 2020-21, an allocation of additional resources of USD 162.39 million by the Board is required.

**Annex III: Readiness request pipeline (As of 31 March 2020)**

Status	Country	Delivery Partner	Requested Amount (USD)	Duration (Months)	Note
Under Secretariat Review	Armenia	R2E2	259,486.00	24	
	Benin		741,750.00	12	
	Bhutan	GNHC	597,187.50	24	
	Botswana	UNIDO-CTCN	294,659.00	18	
	Burundi		522,000.00	24	
	Burundi	ASCENT	493,800.00	12	
	Cabo Verde		299,840.00	12	
	Chad	National Water Fund	300,000.00	12	
	COMIFAC	COMIFAC	500,000.00	12	
	Cuba	UNDP	3,000,000.00	54	NAP
	Democratic Republic of the Congo	Ernst & Young GmbH	599,461.00	24	
	Democratic Republic of the Congo	Ernst & Young GmbH	599,571.00	14	
	Egypt	UNDP	2,990,115.00	48	NAP
	Eritrea	UNEP	2,862,466.00	42	NAP
	FEDERACION LATINOAMERICANA DE BANCOS (FELABAN)	FELABAN	2,425,791.00	18	
	Ghana	UNIDO	533,165.00	18	
	Guinea-Bissau	UNDP	2,434,573.00	48	NAP
	Kenya	UNEP-CTCN	349,921.00	18	
	Lesotho	UNIDO-CTCN	1,226,184.00	36	
	Lesotho	UNEP	2,724,540.00	36	NAP
	Malawi		700,000.00	15	
	Morocco	UNDP	2,527,221.00	36	NAP
	Myanmar	The Nature Conservancy	626,644.00	24	
	Nauru	SPREP	2,175,558.00	30	NAP
	Niger	Ernst & Young GmbH	5,479,945.00	12	
	Nigeria	Ernst & Young GmbH	981,095.00	36	
	Nigeria	UNEP	301,289.00	24	
	Nigeria	FAO	486,937.00	18	
	Nigeria	UNDP	300,000.00	18	
	Oman	Sultan Qaboos University	2,998,273.00	36	NAP
	Sao Tome and Principe	UNEP	2,963,978.00	42	NAP



Status	Country	Delivery Partner	Requested Amount (USD)	Duration (Months)	Note
	Sierra Leone	UNEP	300,000.00	18	
	Sudan	FAO	1,605,235.00	24	NAP
	Tanzania	Tanzania, MoFP	300,000.00	12	
	Thailand	UNDP	3,000,000.00	36	NAP
	Timor-Leste (East Timor)	UNEP-CTCN	304,500.00	18	
	Tunisia	APIA	349,760.00	12	
	Turkmenistan	UNDP	1,867,590.00	36	NAP
	Uganda	UNEP	2,994,438.00	42	NAP
	Yemen	FAO	497,246.00	18	
	Zimbabwe	Genesis Analytics	197,580.00	12	
Sent back to Country	Albania	UNEP	988,537.00	24	
	Angola	UNICEF	3,000,000.00	24	NAP
	Argentina	Argentina	300,000.00	24	
	Azerbaijan	UNEP	491,807.00	18	
	Bangladesh	FAO	999,130.00	24	
	Benin	FNEC	273,926.00	12	
	Benin	UNEP	299,998.00	24	
	Bolivia	Productive Development Bank (PDB)	238,199.00	24	
	Burundi	UNDP	1,470,693.00	18	NAP
	Cameroon	Banque de Développement des Etats de l'Afrique Centrale (BDEAC)	512,431.00	18	
	Cameroon	UNEP	2,757,200.00	36	NAP
	Colombia	Findeter	400,260.00	12	
	Congo Basin Countries	Ernst & Young GmbH	1,000,000.00	18	
	Democratic Republic of the Congo	FAO	392,367.00	24	
	Djibouti	UNDP	1,682,374.00	24	NAP
	El Salvador	UNEP	2,919,105.00	36	NAP
	Ethiopia	GGGI	2,776,921.00	36	NAP
	Gabon	Ernst & Young GmbH	998,730.00	18	
	Gambia	FAO	601,708.00	12	
	Georgia	EBRD	900,000.00	36	
	Grenada	Grenada Development Bank	718,563.00	24	
	Guinea	FAO	499,999.00	24	
Guinea-Bissau	Ernst & Young GmbH	1,341,484.00	6		
Honduras	Ministry of Energy, Natural Resources,	461,252.00	18		



Status	Country	Delivery Partner	Requested Amount (USD)	Duration (Months)	Note
		Environment and Mining			
	Indonesia	UNDP	2,999,996.00	36	NAP
	Jordan		1,998,764.00		
	Mali	AFAP	2,557,357.00	24	NAP
	Mauritius	Mauritius, Ministry of Finance and Economic Development	2,034,800.00	24	NAP
	Mexico	CAF	2,893,334.00	36	NAP
	Montenegro	FAO	496,822.00	18	
	Montenegro	Regional Environmental Center for Central and Eastern Europe	700,000.00	24	
	Montenegro	UNDP	2,254,536.00	36	NAP
	Niger	NRC / NORCAP	800,000.00	24	
	Niger	FAO	296,770.00	18	
	Niger	ASCENT	999,982.50	24	
	Papua New Guinea	SPREP	912,054.00	24	
	Paraguay	GGGI	499,995.00	18	
	Rwanda	Rwanda	500,000.00	24	
	Serbia	FAO	576,348.00	18	
	Seychelles	UNEP	2,665,608.00	36	NAP
	South Sudan	UNIDO-CTCN	303,947.00	18	NAP
	South Sudan	UNEP	3,000,000.00	36	
	Sri Lanka	GGGI	2,982,668.00	36	NAP
	Tajikistan	FAO	957,513.00		
	Tanzania	UNDP	2,990,565.00	36	NAP
	Thailand	TGO	349,999.00	24	
	Togo	IFDD	330,000.00	12	
	Togo	ECREEE	412,679.92	12	
	Tunisia	FAO	987,443.00	24	NAP
	Tunisia	UNDP	1,998,513.00	36	NAP
	Turkmenistan	CAREC	444,415.00	12	
	Tuvalu	SPREP	2,636,061.00	36	NAP
	Uganda	Sahara and Sahel Observatory (OSS)	300,000.00	12	
	Vanuatu	UNEP	2,829,321.00	36	NAP
	Zambia	GGGI	622,674.00	24	
<b>TOTAL</b>			<b>125,068,647.92</b>		

## Annex IV: Readiness Programme Annual Report 2019

### Executive Summary

1. The Board approved the operationalization of the Readiness and Preparatory Support Programme (hereafter, “Readiness Programme”) through decision B.08/11. Through decisions B.19/15 and B.22/10, the Board took note of the initial review of the Readiness Programme and the IEU’s evaluation, respectively, and requested the Secretariat to apply the recommended actions of each study to strengthen and improve the administration and delivery of readiness support. The Board adopted the new strategic direction for the Readiness Programme as set out in document B.22/08 and welcomed the updated programme strategy through decision B.22/11. In that same decision, the Board requested the Secretariat to provide an annual update on the status of the Readiness Programme and the progress made by the Secretariat in implementing the revised strategy.

2. This Report provides an overview of the cumulative progress achieved under the programme up to 31 March 2020<sup>1</sup>, including the approval of requests since B.22, progress and results achieved by the grants under implementation, and operational improvements of the Programme implemented by the Secretariat following the Board decision B.22/11.

### Growing Readiness Programme portfolio

3. As at 31 May 2020, the Secretariat has approved 380 readiness requests for a total value of USD 252.04 million, including 52 grants for adaptation planning and 328 grants for other readiness support. Of the 380 grants approved, 342 grants (90 per cent) have received disbursements totaling USD 107.97 million.

4. In 2019, with improved quality of requests and more efficient review process, the Secretariat approved a record number of requests: 129 requests worth USD 95.07 million, including 19 for adaptation planning worth of USD 41.72 million. In 2020, an additional ten adaptation planning requests (USD 20.36 million) and four other readiness support requests (USD 2.41 million) were approved.

5. As at 31 March 2020, the GCF has also endorsed 93 organizations (NDAs and delivery partners) to serve as implementing entities (hereinafter, “delivery partners”) for readiness resources. In 2019, the Secretariat endorsed 23 new delivery partners. Of the total 115 organizations serving as readiness delivery partners, 81 or over 70 per cent are based in developing countries.

### Readiness portfolio designed for results

6. The current portfolio is expected to deliver significant results to improve countries capacity to plan resources for ambitious climate actions, while informing the GCF’s strategic country-driven programming of transformational mitigation and adaptation initiatives.

(a) **Capacity building for climate finance coordination:** Grants under implementation have delivered or established, *inter alia*, 107 no-objection procedures, 54 nominations of entities for direct access accreditation – with 13 already gaining accreditation – 23

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<sup>1</sup> The Office of Portfolio Management provides verified results reporting for the Readiness Programme in its annual portfolio performance report (APPR) delivered to the Board at the final meeting of each calendar year. Therefore, the most recent APPR (document B.24/INF.04) provides verified results of the Readiness Programme as of 31 December 2018. For the purposes of reporting results, this document refers to such verified results has delivered to the Secretariat as well as expected results from readiness requests approved by the Secretariat and currently under implementation.

work programmes of accredited direct access entities (DAE) aligned with corresponding Country Programmes, and 44 countries advancing the process to establish agreements on privileges and immunities with GCF.

- (b) **Strategic frameworks for low-emission investment:** As at 31 March 2020, 54 Country Programmes have been developed and submitted to the Secretariat. The portfolio also supports updating and/or enhancement of 13 nationally determined contributions (NDCs); 65 Country Programmes revised to better serve NDC implementation; sectoral strategies or investment plans to advance NDC implementation as included in 86 grants, and; enabling environments for the successful attainment of NDC objectives, including monitoring, reporting and verification (MRV) systems and multi-stakeholder consultations to increase political buy-in for NDC goals as included in 131 grants.
- (c) **Strengthened adaptation planning:** As of 31 March 2020, the approved 50 adaptation planning requests feature the following expected results: 48 national adaptation plans; 83 sectoral adaptation plans; 41 inter- and intra-institutional coordination and decision-making mechanisms; 39 national climate hazard impact, vulnerability and risk studies; 38 policy guidelines to remove barriers and incentivize adaptation investment; 36 financing strategies for specific adaptation priorities, and; 94 adaptation-focused concept notes.
- (d) **Paradigm shifting pipeline development:** Over 100 requests approved by the Secretariat include the support for the development of high-impact investment pipelines. Core deliverables include over 200 concept notes covering the entire spectrum of GCF results areas, including energy transition, forestry, agriculture, and green urban development, among others.

### **Adaptive management to overcome implementation challenges**

7. Given the high expectations on the anticipated impacts of the readiness portfolio, The Secretariat has been addressing implementation challenges reported by NDAs and delivery partners. As at 31 March, only 48 requests have reached completion. Out of 282 grants under implementation, 88 of them (34 per cent) have been extended averagely 10 months. The Secretariat has undertaken measures to address communication, capacity and operational challenges to effective implementation, as detailed in Section 4 of this report.

### **Increasing programme effectiveness and efficiency**

8. The Secretariat endeavored throughout 2019 to improve Readiness Programme policies and procedures, including through the revised Readiness Guidebook, readiness request management procedure and polices, and readiness proposal processing management system (Fluxx). The administrative improvements are geared to lower transaction costs, improve quality-at-entry, increase efficiency and facilitate adaptive management and impact through implementation.

9. Accordingly, the efficiency of processing requests through the grant cycle in 2019 was significantly improved. The average processing time from first submission to approval fell from an average over 400 days for proposals submitted in 2015 to 127 days for proposals submitted and approved in 2019, demonstrating a 70 per cent improvement in efficiency since the inception of the Readiness Programme.

## **Emerging opportunities for a more impactful Readiness Programme**

10. The successful GCF-1 replenishment outcome provides a basis for securing sufficient and more predictable resourcing for the Readiness Programme over the coming work programme period, matched to the projected needs of and demand from developing countries. The replenishment and subsequent Board consideration of a draft Updated Strategic Plan for 2020-2023 have also highlighted emerging priorities for readiness, which are aligned with the overall Readiness Programme Strategy adopted at B.22 and can be integrated into the 2020-2021 work programme objectives and outcomes.
11. These areas include strengthening readiness support for transformational, country-driven country programming that implements NDCs and NAPs and helps identify impactful pipelines of projects for the GCF; supporting countries' development of long-term low emissions climate resilient strategies and updating their NDCs; further strengthening the institutional and technical capacities of NDAs and DAEs to develop concept notes and undertake funding proposal programming with the GCF; strengthening the pre-accreditation and post-accreditation support to all DAEs for their institutional and technical capacity building; strengthening adaptation planning and its translation into adaptation projects and programmes; and supporting countries to build their capacity to engage with the private sector.
12. In addition to these directions, the GCF fully recognizes the significant efforts countries are currently undertaking to address the COVID-19 pandemic impacts and the actions by the UN Climate Summit 2019. The GCF will explore opportunities to rapidly deploy readiness support where possible and where requested by countries, both in relation to existing and new grants, to help design green stimulus responses and accelerate climate investments that also support green jobs and livelihoods. To achieve this, the Secretariat will need to ramp up its capacity to deploy resources as well as adaptive management measures through improvements in ICT systems as well as human resource capacity/consultancy support.

## I. Introduction

1. The Board approved the operationalization of the Readiness and Preparatory Support Programme (hereafter, “Readiness Programme”) through decision B.08/11. It subsequently authorized significant changes to the programme through decisions B.13/09 and B.13/32. Through decisions B.19/15 and B.22/10, the Board took note of the initial review of the Readiness Programme and the IEU’s evaluation, respectively, and requested the Secretariat to apply the recommended actions of each study to strengthen and improve the administration and delivery of readiness support. The Board adopted the new strategic direction for the Readiness Programme as set out in document B.22/08 and welcomed the updated programme strategy through decision B.22/11. In that same decision, the Board requested the Secretariat to provide an annual update on the status of the Readiness Programme and the progress made by the Secretariat in implementing the revised strategy.

2. This Annual Report provides an update focusing specifically on the requests approved, results achieved, programme improvements implemented by the Secretariat following the Board decision B.22/11, and an overview of the cumulative progress achieved under the programme up to 31 March 2020<sup>1</sup>. The Report includes:

- (a) An update of readiness requests approved and endorsed since B.22 in Section 2;
- (b) An update an overview of the current status of the portfolio and pipeline in Sections 3;
- (c) An in depth look at the implementation progress as well as challenges face and lessons learned in Section 4;
- (d) A progress report on the Secretariat’s efforts to address the recommendations made by the IEU in their evaluation of the program as well as the operational and administrative improvements made since B 22, in Section 5;
- (e) An assessment of the emerging opportunities for delivering the approved readiness objectives and outcomes in Section 6.

## II. Readiness Programme approvals and endorsements since B.22

3. Following the Work Programme 2019 in the document B.22/08, the Secretariat continued to make improvements in 2019 to the efficiency of processing requests through the grant cycle. The average processing time from first submission to approval has fallen from an average over 400 days for proposals submitted in 2015 to 127 days for proposals that were initially submitted and approved in 2019, demonstrating a 70 per cent improvement in efficiency since the inception of the Readiness Programme.

4. In 2019, the Secretariat approved a record number of readiness requests with 129 proposals worth USD 95.07 million. This total is comprised of 103 readiness requests worth USD 53.04 million and 19 adaptation planning requests worth USD 41.72 million.

5. As of 31 May 2020, the Secretariat has approved a further 14 requests worth USD 22.77 million, including ten adaptation planning requests worth USD 20.36 million and four other readiness support requests (USD 2.41 million).

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<sup>1</sup> The Office of Portfolio Management provides verified results reporting for the Readiness Programme in its annual portfolio performance report (APPR) delivered to the Board at the final meeting of each calendar year. Therefore, the most recent APPR (document B.24/INF.04) provides verified results of the Readiness Programme as of 31 December 2018. For the purposes of reporting results, this document refers to such verified results has delivered to the Secretariat as well as expected results from readiness requests approved by the Secretariat and currently under implementation.

## 2.1 Request approvals for the updated programme objectives

6. The Board adopted new programme objectives and outcomes<sup>2</sup> through decision B.22/11 paragraph (j) to provide a more coherent and comprehensive approach for readiness support. While reiterating the eligibility of indicative activities approved in earlier decisions, the Board approved this new framework for readiness support and tasked the Secretariat to track how new request approvals reflected the change in programme objectives. The Board further provided guidance regarding the relative share of the portfolio per objective area to be achieved by 2021, in accordance with the principle of country ownership and the needs of developing countries.

7. As at 31 March 2020, the Secretariat has approved 61 requests that were submitted after B.22. The Secretariat has committed USD 29.64 million against the grant activities<sup>3</sup> of the 61 approved requests. The funding committed under these requests has been disaggregated according to the new objectives and displayed in Table 1 below.

**Table 1: Share of portfolio represented by requests initially submitted and approved after B.22**

<b>Objective</b>	<b>Amount Approved*</b>	<b>Actual Share</b>	<b>Target Share</b>
1. Capacity building	8.65	29.1%	10%
2. Strategic frameworks	9.06	30.5%	20%
3. National adaptation plans and adaptation planning processes	4.54	15.3%	50%
4. Pipeline development	7.45	25.1%	15%

\* Millions of USD

8. It is worth highlighting that individual requests will include work under one or more of the objectives, with the exception of adaptation planning. Therefore, it is more accurate to track the total value of the budgeted activities per objective rather than the number of grants.

## 2.2 Endorsed delivery partners for readiness request implementation

9. Under the Readiness Programme there are three kinds of implementing organizations that may receive grant funds from the Secretariat to undertake approved readiness requests: accredited entities, delivery partners and NDAs. For any organization that is not an accredited entity to the GCF, they must undergo a financial management capacity assessment (FMCA), which reviews the legal, fiduciary, compliance, project management and procurement capacities of that organization to ensure they possess the requisite skills and experience to manage and report on GCF funding. For many countries, their first and sometimes only experience of direct access to the GCF thus far is through the Readiness Programme.

10. In 2019, the Secretariat endorsed 23 new delivery partners. In total, the GCF has endorsed 93 organizations (which includes delivery partners and NDAs acting as delivery partners) through the FMCA process to receive and implement grant funding for readiness requests. Five of the 93 delivery partners would later become accredited to the GCF as direct access entities (DAEs). An additional 27 AEs (including 18 DAEs) have served as delivery partners for readiness requests. Twenty-six NDAs have been endorsed to act as delivery

<sup>2</sup> Document GCF/B.22/24, Annex IV contains the objectives and outcomes of the revised Readiness Programme Strategy 2019-2021.

<sup>3</sup> Grant activity commitment is exclusive of funds committed for project management cost, financial audit, delivery partner fee, and contingency.

partners for readiness support. Of the total 115 organizations serving as readiness delivery partners, 81 are based in developing countries which represents over 70 per cent of the entire delivery partner roster.

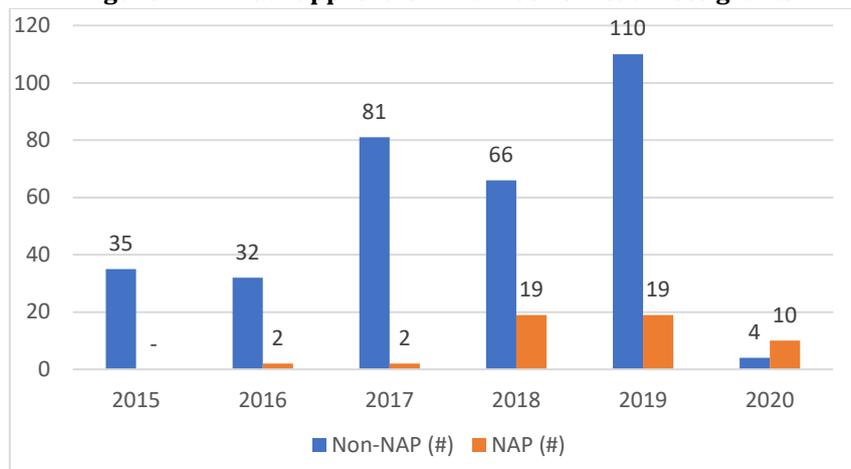
### III. Current status of the portfolio and pipeline

#### 3.1 Portfolio status

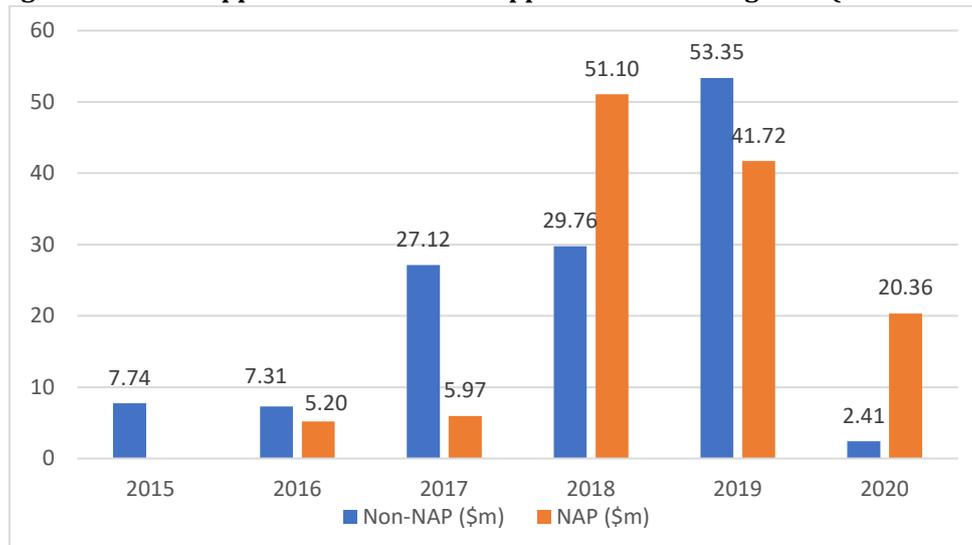
##### 3.1.1. Status of grant-based readiness support

11. As at 31 May 2020, the GCF has engaged with 144 countries on 519 readiness requests seeking a cumulative value of USD 422.85 million. The Secretariat has approved 380 readiness requests for a total value of USD 252.04 million, including 52 grants for adaptation planning and 328 grants for other readiness support (including seven regional grants with a value of USD 8.05 million). The current portfolio displaying all approved 380 requests is provided in Annex V, with the Figure 1 and 2 showing the number and total value of grants across adaptation planning and other readiness support approved each year since 2015. From 1 January 2019 to 31 May 2020, the portfolio experienced rapid growth, with 143 approved grants valued at USD 117.79 million. Requests approved since 2019 account for 37 per cent of the portfolio in terms of grant numbers or 45 per cent in terms of grant value.

**Figure 1: Annual approvals in number of readiness grants**



**Figure 2: Annual approvals in volume of approved readiness grants (USD million)**



12. In terms of regional distribution, Africa, Asia-Pacific and LAC account for approximately one-third of the portfolio in terms of approved value, while EECA accounting for eight per cent. The table 1 and figure 3 & 4 below present the distribution of grants across the NAP/adaptation planning and other readiness support work areas and their breakdown by region. With regards to the support to SIDS and LDCs, 92 grants valued at USD 50.18 million for SIDS and 117 grants valuing USD 76.30 million have been approved for these countries respectively, accordingly, in terms of grant value, SIDS and LDCs account for 20 per cent and 31 per cent of the portfolio, with the detailed information on grants for adaptation planning and other readiness support in the table 2.

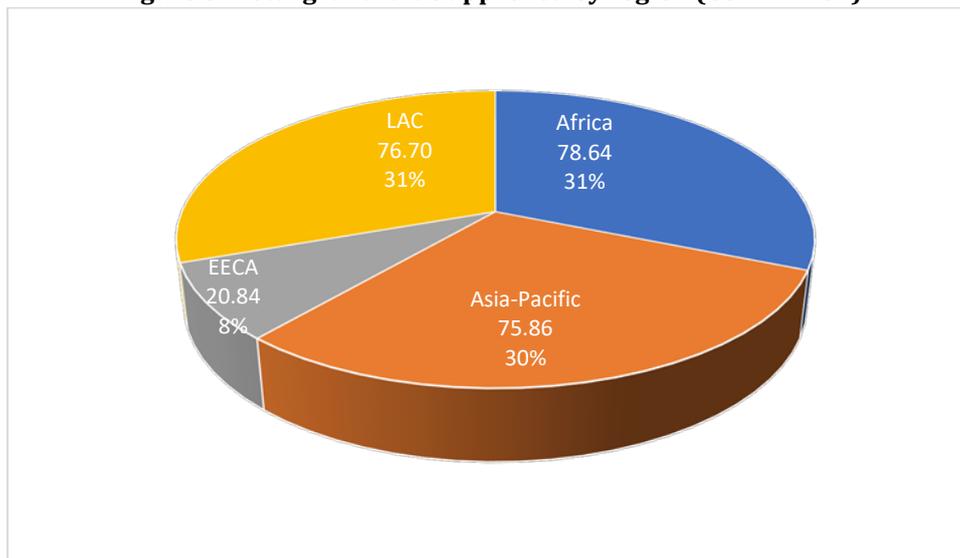
**Table 1: Number and value of requests submitted and approved as at 31 May 2020**

Region	Adaptation Planning Number of grants (USD, millions)		Other Readiness Support Number of grants (USD, millions)		All Readiness Grant Number of grants (USD, millions)	
	Submitted	Approved	Submitted	Approved	Submitted	Approved
Africa	39 (91.76)	19 (42.73)	148 (60.66)	108 (35.91)	187 (152.42)	127 (78.64)
Asia-Pacific	17 (45.32)	13 (33.04)	113 (49.60)	103 (42.82)	130 (94.92)	116 (75.86)
LAC	16 (40.80)	13 (31.99)	112 (49.17)	105 (44.71)	128 (89.97)	118 (76.70)
EECA	12 (28.04)	7 (16.58)	18 (7.97)	12 (4.26)	30 (36.01)	19 (20.84)
<b>TOTAL (e)</b>	<b>84 (205.92)</b>	<b>52 (124.35)</b>	<b>391 (167.4)</b>	<b>328 (127.69)</b>	<b>475 (373.32)</b>	<b>380 (252.04)</b>

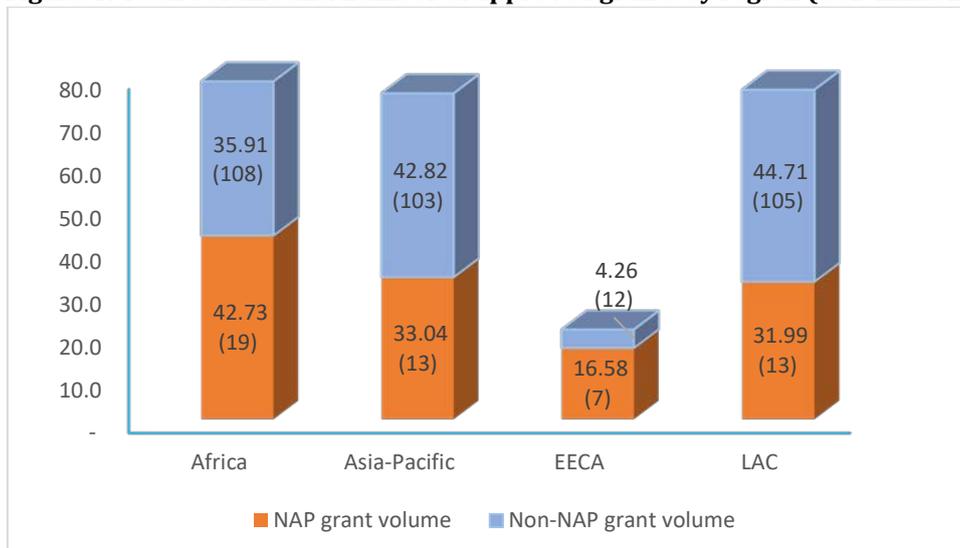
**Table 2: Number and value of requests submitted and approved for SIDS and LDCs as at 31 May 2020**

	Adaptation Planning Number of grants (USD, millions)		Other Readiness Support Number of grants (USD, millions)		All Readiness Grant Number of grants (USD, millions)	
	Submitted	Approved	Submitted	Approved	Submitted	Approved
SIDS	14 (36.11)	6 (15.37)	93 (42.51)	86 (34.81)	107 (78.62)	92 (50.18)
LDCs	32 (78.94)	17 (39.34)	125 (58.19)	101 (37.03)	157 (137.13)	118 (77.00)

**Figure 3: Total grant value approved by region (USD million)**



**Figure 4: Total volume and number of approved grants by region (USD million)**



13. As at 31 March 2020, of the 147 countries that have established NDAs to the GCF, 136 developing countries have approved readiness requests. Only 11 countries have yet to access

readiness resources through approved requests, while 95 countries have at least two approved requests.

**Table 3: Number of approved proposals per country**

Number of approved requests	0	1	2	3	4	5	6	7	8	9
Number of countries	11	39	39	23	14	9	7	2	2	1

### 3.1.2. Status of readiness support for technical assistance

14. In funding allocations to the Secretariat for the administration of the Readiness Programme, the Board has also made available budget available for the deployment of targeted technical assistance against core objectives of the GCF. In 2018, the Secretariat began matching interested DAEs and NDAs with technical expertise in adaptation planning, PPF, concept note, and SAP development. As at 31 March 2020 the Secretariat has deployed the following technical experts:

- (a) **Adaptation planning proposal development:** 10 countries (Chad, Federated States of Micronesia, Republic of Marshall Islands, Mauritius, Nauru, Niue, Oman, Kingdom of Tonga, Tuvalu and Mali) with five countries submitting or resubmitting strengthened proposals as a result of the assistance (Chad, Kingdom of Tonga, Oman, Tuvalu, Nauru).
- (b) **PPF and concept note development and/or enhancement:** 12 experts provided support to 11 DAEs (BOAD, CABEI, CDB, CSE, FECO, IDCOL, MoE Rwanda (2), PT SMI, SPC, SPREP, SANBI) to develop or strengthen PPF applications and their associated concept notes, with four PPF support requests have been approved.
- (c) **Concept note development:** Ten expert deployments to support concept notes for seven DAEs (AEPCC, CCCCC, CDB (3), JS Bank, Landbank, PKSF, PT SMI) and one NDA (Georgia); five of these deployments have already resulted in final concept notes submitted to GCF.
- (d) **SAP concept note or SAP FP development:** Nine technical assistance deployments to support the development of investments targeting the SAP window with eight DAEs (BOAD, CSE, FMCN, Fundacion Avina, Landbank, MCT, MFEM, SANBI) and one NDA (Bahrain); two proposals have been approved by the Board and two others have been submitted.

15. In addition to the roster of technical assistance experts, the Secretariat has procured professional service firms to undertake in-depth support to countries for the development and enhancement of Country Programmes and to direct access entities and candidates for direct access accreditation for capacity building. As at 31 March 2020 the Secretariat has deployed firms for:

- (a) **Country Programme development and enhancement:** Twenty-five countries<sup>4</sup> are being supported by three different consortia of firms, with tailor-made support streams to match the particular needs of countries served. Support includes both the development of initial Country Programmes and refinement and enhancement of draft Country Programmes to ensure they are fit for purpose.

<sup>4</sup> Algeria, Cambodia, Chile, Cote d'Ivoire, Eswatini, The Gambia, Ghana, Kiribati, Kyrgyzstan, Lebanon, Malaysia, Maldives, Mauritius, Mexico, Mozambique, Myanmar, Nauru, Nicaragua, North Macedonia, Philippines, Sao Tome and Principe, Seychelles, Solomon Islands, St. Vincent and the Grenadines, Uzbekistan.

- (b) **DAE accreditation support and capacity building:** Thirty-nine entities have received support to identify gaps as per the GCF accreditation framework and customised capacity development action plans the guide their accreditation process. Of these entities, 13 have become accredited to the GCF as DAEs.
- (c) **Post-accreditation compliance support:** Three DAEs have received support to address conditions to their accreditation decision related to environment and social safeguards, and gender policies.
16. The use of firms and expert consultants for the delivery of technical assistance under the Readiness Programme will continue to be deployed to achieve core objectives of the programme and the GCF at large. This includes the delivery of robust Country Programmes, enhancing country ownership such as through national climate strategies, and facilitating direct access accreditation and the submission of funding proposals from DAEs.

## 3.2 Pipeline status

17. Countries continue to submit proposals for readiness support, including for adaptation planning. As at 31 May 2020, there are 96 requests for readiness support with a total value of USD 125.07 million, as in Annex III, including four requests from three countries that have not yet accessed to the readiness grant support. This includes 32 requests for adaptation planning support valued at USD 78.88 million and 64 requests for other areas of readiness support worth USD 46.18 million. In addition, the Secretariat is supporting the origination of 44 readiness requests for USD 49.80 million, including one request of a country that has not yet accessed to the readiness grant support.

18. Of the 96 requests in the pipeline, forty-one requests are under review by the Secretariat (total funding request of USD 54.71 million). The remaining 55 proposals have been sent back to the NDAs (total funding request of USD 70.36) for further development. Thirty-two of these requests will be implemented by NDAs, DAEs, or delivery partners based in developing countries. The following tables presents the breakdown of the requests by region.

**Table 4: Pipeline of requests by region as at 31 May**

<b>Region</b>	<b>Number of requests</b>	<b>Volume of request (USD, million)</b>
Africa	60	75.37
Asia-Pacific	18	29.17
LAC	10	13.86
EECA	8	6.67
<b>Total</b>	<b>96</b>	<b>125.07</b>

**Table 5: Pipeline of requests from LDCs and SIDS as at 31 March**

<b>Region</b>	<b>Number of requests</b>	<b>Volume of request (USD, million)</b>
LDCs	46	(60.79)
SIDS	13	(24.32)

## IV. Progress report for grants under implementation

19. In decision B.22/11 paragraph (j)(ii), the Board requested an update on the “actions taken and progress achieved by countries to date on the implementation and outcomes of approved readiness activities.” The following section provides i) an overview of the progress made and results achieved by NDAs and delivery partners in implementation of the approved grants and ii) an analysis of the pace and effectiveness of implementation of readiness support by the delivery partners, including targeted interventions in future grant and technical assistance support.

20. As noted above, the majority of approved readiness requests are yet to be completed and deliver the expected outputs. Therefore, this section will focus on the expected results that will be delivered by the current portfolio, and, when possible, highlight the cumulative progress made and results achieved under each objective. The Secretariat will continue to improve the ability to capture results, analyse grant activity impacts, and derive best practices and lessons learned, including through the deployment of information technology tools.

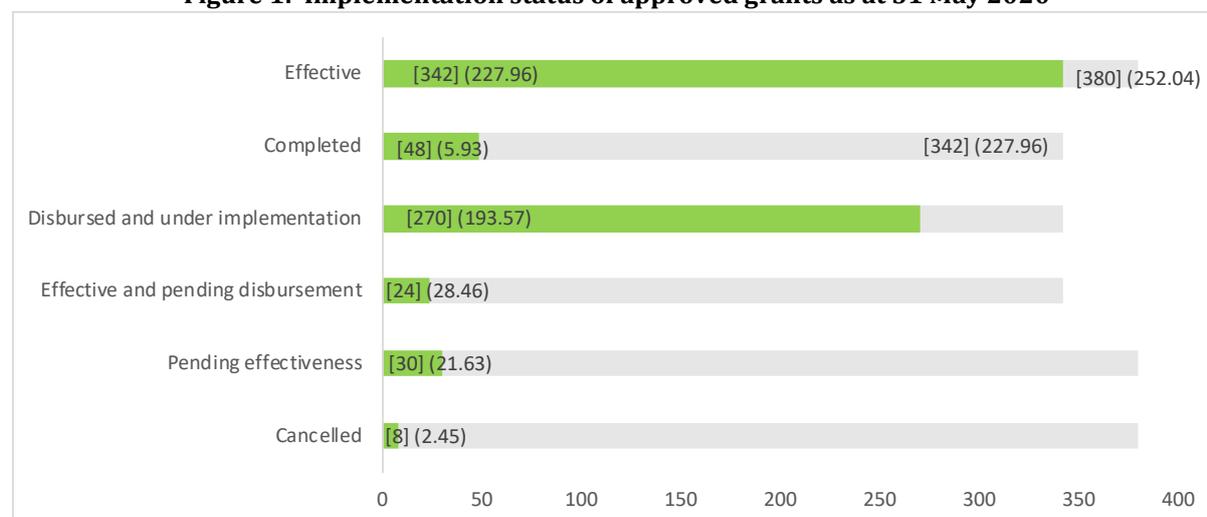
### 4.1 Readiness grant implementation progress

21. Of the 380 grants (valuing USD 252.04 million) approved by 31 May 2020:

- (a) 30 grants (valuing USD 21.63 million) are in the legal process;
- (b) 24 grants (valuing USD 28.46 million) are effective and to be disbursed;
- (c) 270 grants (valuing USD 193.57 million) have been disbursed and are under implementation now;
- (d) 48 grants (valuing USD 5.22 million) have completed activities and have been closed, while other additional 36 grants (valuing USD 11.76 million) have already submitted completion reports and are currently pending closure;
- (e) Eight grants (valuing USD 2.45 million) have been cancelled.

22. The Figure 1 below it gives more information regarding the implementation status of approved requests under the Readiness Programme.

**Figure 1: Implementation status of approved grants as at 31 May 2020**



*Note: Values of requests in the brackets are the amounts committed when the requests were approved.*

23. The total expenditure for the portfolio is USD 42 million against a total of USD 107.97 million disbursed, which is only about 43% of the total approved grant value. The following Table 2 provides more information about the disbursement and completion by 31 May 2020. Of the 48 completed grants, thirty-two focus on DAE accreditation support, followed by 16 requests for NDA strengthening and country programming. Of the 270 grants under implementation, 114 have requested no-cost extensions. 106 grants in total have received no-cost extensions of an average 10 months. Section 4.2 provides more information regarding implementation milestones such as disbursements and expenditures.

**Table 2: Number and value of grants disbursed and completed as at 31 May 2020**

Region	Adaptation Planning Number of grants (USD, millions)		Other Readiness Support Number of grants (USD, millions)		All Readiness grants Number of grants (USD, millions)	
	Disbursed	Completed	Disbursed	Completed	Disbursed	Completed
Africa (a)	16 (15.68)	0 (0)	78 (19.30)	16 (1.54)	94 (35.09)	16 (1.54)
Asia-Pacific (b)	6 (6.06)	0 (0)	74 (22.00)	15 (1.81)	80 (27.99)	15 (1.81)
LAC (c)	12 (10.44)	0 (0)	73 (23.61)	16 (1.84)	85 (34.05)	16 (1.84)
EECA (d)	4 (2.19)	0 (0)	11 (3.38)	1 (0.03)	15 (5.58)	1 (0.03)
<b>TOTAL (e)</b>	<b>38 (34.37)</b>	<b>0 (0)</b>	<b>236 (68.30)</b>	<b>48 (5.22)</b>	<b>274 (102.67)</b>	<b>48 (5.22)</b>

#### 4.1.1. Capacity building

24. Overall, 198 grants are either under implementation or have completed for requests related to NDA and DAE capacity building and to establish or strengthen climate finance coordination mechanisms and governance structures. These grants have delivered or established, inter alia:

- (a) 107 no-objection procedures;
- (b) 54 nominations of entities for direct access accreditation;
- (c) 44 countries advancing the process to establish agreements on privileges and immunities with GCF, and;
- (d) 11 DAEs supported in their successful accreditation to the GCF.

25. In addition, 121 grants are supporting the establishment and/or strengthening of coordination structures led by the NDA to enhance engagement with the GCF and improve climate finance programming at the national and subnational levels.

26. As mentioned above, in addition to the grant-based support, readiness technical assistance is being deployed to 39 direct access candidate entities to identify gaps against the GCF accreditation framework and develop a plan to strengthen entities to achieve direct access accreditation.

#### 4.1.2. Strategic frameworks

27. Since the very beginning of the Readiness Programme, the support for the development of Country Programmes to guide the GCF investment in countries is one of the core activities approved by the Board. In addition, as detailed in GCF document B.13/06 and agreed by the Board in decision B.13/10, GCF resources including through the Readiness Programme may support the preparation and implementation of NDCs. Country programs and NDCs, in addition

to NAPs, LEDS and sectoral strategies and action plans, constitute the strategic backbone upon which countries will build their climate investment business case.

28. Many countries have approved requests to support the development of Country Programmes, which is included in over 110 requests to date. As at 31 March 2020, support provided to countries have resulted in:

- (a) 54 Country Programmes submitted to the Secretariat, and;
- (b) 23 DAE work programmes aligned with the associated Country Programmes.

29. The GCF has already provided readiness support to 156 approved requests that feature support for the development implementation or enhancement of NDCs. The activities detailed in these requests cover a wide range of support. These requests have been recently approved and are still under implementation, with the following results to be delivered in the near future:

- (a) 13 NDCs to be updated and/or enhanced;
- (b) 65 Country Programmes improved to serve as NDC implementation plans;
- (c) Sectoral strategies and/or investment plans to advance NDC implementation as included in 86 requests (including energy transition, REDD+, and agriculture)
- (d) Improved enabling environments for the successful attainment of NDC objectives, including monitoring, reporting and verification (MRV) systems and multi-stakeholder consultations to increase political buy-in for NDC goals as included in 131 requests

30. The secretariat continues to advise NDA's and delivery partners to align their strategic frameworks with the development of priority concept notes, especially ones that feature implementation of NDC priority actions. The Secretariat is actively exploring how to expedite support to countries for the enhancement of NDCs through existing readiness modalities and in line with the Board's guidance in decision B.13/10, to be operationalized in 2020.

#### 4.1.3. National adaptation plans and adaptation planning processes

31. The Readiness Programme also supports the development of national adaptation plans (NAPs) and other adaptation planning processes. The Board added this component of readiness support following the adoption of the Paris Agreement and decisions 4/CP.21 and 7/CP.21. The first requests for adaptation planning support under the Readiness Programme were approved in 2016. By 31 March 2020, the Secretariat has approved 50 requests which feature the following expected results:

- (a) 48 national adaptation plans;
- (b) 83 sectoral adaptation plans;
- (c) 41 inter- and intra-institutional coordination and decision-making mechanisms;
- (d) 39 national climate hazard impact, vulnerability and risk studies;
- (e) 38 policy guidelines to remove barriers and incentivize adaptation investment;
- (f) 36 financing strategies for specific adaptation priorities, and;
- (g) 94 adaptation-focused concept notes.

32. The Secretariat continues to work closely with NDAs to ensure access to GCF resources for adaptation planning support. Dedicated technical assistance experts have been deployed to 10 countries to facilitate the submission of high-quality requests, as detailed above. The Secretariat also liaises closely with the Global Environment Facility (GEF) team in charge of the Least Developed Countries Fund (LDCF) and the Least Development Countries Expert Group

(LEG) of the UNFCCC to ensure all GCF support for adaptation planning is delivered in line with the principle of complementarity and coherence.

#### 4.1.4. Pipeline development

33. Over 100 requests approved by the Secretariat feature support for the development of high-impact investment pipelines. Seventy-seven requests are under implementation or have completed. Core expected deliverables are highlighted below:

- (a) 200+ concept notes covering a wide array of sectors, including agriculture, land use and forestry, ecosystem-based adaptation, and green urban development
- (b) 18 requests support enhanced direct access (EDA) proposal development
- (c) 41 requests align the climate project pipeline and the Country Programme
- (d) 104 requests engage the domestic private sector including for crowding-in climate investment.

34. The Secretariat has made the development of high-quality climate investment ideas and concepts a feature of the revised Readiness Programme. In addition to the requests above, that work includes the rapid deployment of experts to NDAs and DAEs to provide customized support for the strengthening of concept notes, PPF applications, and funding proposals, including under the SAP.

#### 4.1.5. Knowledge sharing and learning

35. Work under this objective was previously included within support for capacity building and strategies under the initial program strategy. It is therefore difficult to quantify with precision the results achieved with respect to knowledge sharing and learning. However, given the importance of awareness raising and stakeholder engagement during the early days of both the GCF and the Readiness Programme, it is safe to say that a significant body of work has then achieved to advance knowledge of the GCF and climate finance generally.

36. For example, in the 2018 APPR, the Secretariat reported that in a selected number of requests, over 7,000 stakeholders had been engaged through outreach in awareness-raising workshops and events. In addition, in just twelve countries, there were a total of 263 private sector entities engaging in technical workshops and training sessions supported through readiness resources.

37. The Secretariat has devoted a portion of the budget allocation made by the Board for the Readiness Programme to engage in structured dialogues with NDAs and other key stakeholders of readiness support. These present significant opportunities for the Secretariat to engage in topical instruction for NDAs, DAEs and delivery partners. In 2019, the GCF organized a number of these events, with brief descriptions below.

38. **NDA Workshop Series:** The Secretariat convened a series of in-person workshops for NDAs from all regions. The workshops provided intensive training focused on the core roles and responsibilities for all NDAs, including readiness planning and proposal development, the country programming process, and oversight of GCF funded activities.

39. **Korea Global Adaptation Week and NAP Expo:** The Secretariat played an active role in a series of events during the Korea Global Adaptation Week, held in Songdo in April 2019. This included leading two sessions of the NAP Expo and organizing a Technical Expert Meeting on Adaptation (TEM-A) under the UNFCCC process. GCF also hosted an evening networking event and booth throughout the week to make information on all aspects of GCF funding support available and for in-person consultations with conference participants on project

pipeline. Readiness support included funding 100 staff from NDAs and DAEs to enable their in-person participation.

40. **Community of Practice of Direct Access Entities (CPDAE):** GCF joined with the Adaptation Fund (AF), African Development Bank (AfDB) and South African National Biodiversity Institute (SANBI) to support a meeting of more than 30 direct access entities accredited to both the AF and GCF in Durban, South Africa in June 2019. The CPDAE is a grassroots initiative established by the DAEs and AF National Implementing Entities (NIEs) themselves. The meeting kicked off the formalization of the community of practice through the adoption of a governance framework and development of a roadmap of activities to build additional capacity of the community's members to efficiently access, receive and utilize direct access funding from AF and GCF. Follow-up meetings occurred at the AF annual meeting of NIEs in August, at COP25 and virtually. Further work and means of support are being discussed between the GCF and AF secretariats to advance the momentum already established.

41. **Advancing REDD+ Workshop:** GCF joined more than 60 REDD+ experts and country representatives from 22 African countries at a workshop in Abidjan, Cote d'Ivoire, August 2019 to explore challenges and opportunities in boosting African REDD+ action at local, national and regional levels. The workshop led to the "Abidjan resolution on REDD+," which recognises the key role of African countries in cooperating to promote action which establishes a way forward for REDD+. Secretariat staff dedicated time to work with NDAs, AEs and DAEs to advance at least 10 concept notes toward submission as full funding proposals.

42. **Global Programming Conference 2019:** In place of the annual regional structured dialogues, the GCF brought over 600 stakeholders from developing and developed countries, comprising ministers, NDAs or focal points, AEs, DAEs and others to explore how the Fund can support them in achieving their climate ambitions. Technical sessions in key sectoral topics and regional- and constituency-focused (SIDS, LDCs) clinics advanced readiness and adaptation planning proposals, Country Programmes and concept notes.

43. **Global Private Investment for Climate Conference 2019:** The Secretariat convened stakeholders from the international and domestic private sector with 94 speakers, 23 panel sessions, and over 500 guests from more than 100 countries. The event feeds into the global marketplace and ecosystem for leading private sector actors and provides a space for them to come together to accelerate climate action in developing countries.

## 4.2 Implementation performance of delivery partners<sup>5</sup>

44. Readiness support may be delivered by AEs, NDAs or other organizations, called delivery partners. NDAs may opt to deliver readiness support themselves, however, most NDAs have delegated the implementation of the readiness support to other delivery partners.

45. Delivery partners play an important role in supporting NDAs to design and implement grant activities under the Readiness Programme. Following approval, most delivery partners sign an individual grant agreement to guide the implementation for each approved grant. However, eight delivery partners have entered into a framework agreement (FWA)<sup>6</sup> with the GCF to undertake the readiness activities. FWAs expedite the legal and administrative provisions to streamline the implementation for readiness grants.

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<sup>5</sup> The term "delivery partner" may be used to refer to AEs, NDAs and other entities in the context of implementing readiness requests.

<sup>6</sup> Delivery partners that have signed framework agreements with the GCF: CAF, CCCCC, FAO, GIZ, GGGI, UNDP, UNEP, UNIDO.

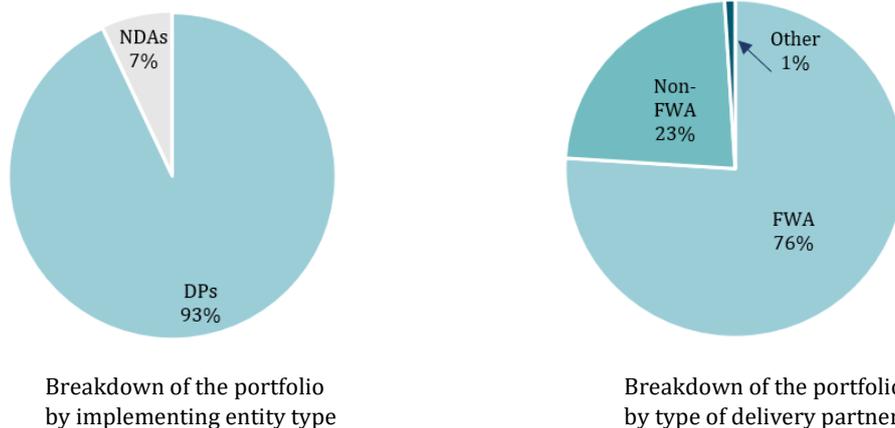
46. Now that the Secretariat has approved nearly 400 requests for readiness support, significant time and attention is spent to monitoring progress and ensuring delivery of impact of grants under implementation. NDAs, delivery partners and accredited entities implementing readiness activities report to the secretariat on a semiannual basis on their progress against agreed milestones. The Secretariat closely monitors readiness progress reports and provides guidance to ensure readiness activities are implemented efficiently and effectively and that countries benefit from the support provided.

47. This section provides a summary of the implementation performance of NDAs, delivery partners and accredited entities (acting as delivery partners) to date. It also describes common challenges and the response measures deployed by the Secretariat to improve implementation efficiency and effectiveness.

#### 4.2.1. Distribution of approved readiness requests among implementing entity types

48. As at 31 December 2019, delivery partners – including AEs, DAEs and those that have signed a FWA – accounted for 93 per cent of the total approved readiness funding, while the remaining seven per cent is being implemented by NDAs themselves (Figure 2).

**Figure 2: Funding composition of the Readiness Programme portfolio by implementing entity type**



#### 4.2.2. Post-approval processing: disbursement and expenditure

49. As at 31 December 2019, FWA delivery partners accounted for the largest number of approved requests (186) and total funding amount (USD 159 million), representing 76 per cent of the total funding approved, followed by non-FWA delivery partners (105 requests, USD 48 million) accounting for 23 per cent, whereas the grants being delivered by NDAs have accounted for only 23 per cent, (36 grants amounting to USD 17 million).

50. The overall disbursement rate for grants implemented by non-FWA delivery partners stands at 40 per cent, followed by NDAs at 35 per cent, while FWA delivery partners have recorded the lowest disbursement rate at 32 per cent. This is partially because FWA delivery partners account for 86 per cent of the total number of approved NAP/adaptation planning requests. These carry large implementation budgets and timeframes relative to the other readiness support requests. By the date of analysis (31 December 2019), 61 requests had not received disbursements since they were approved at the end of 2019.

51. The average expenditure rate for all readiness grants stands at 53 per cent. FWA delivery partners have shown the highest expenditure rate of 57 per cent, followed by NDAs (50

per cent). Delivery partners without a FWA have demonstrated the lowest expenditure rate at 42 per cent.

**Table 3: Approval, disbursement and expenditure by implementing entity type (as at 31 Dec 2019)**

<b>Implementing Entity</b>	<b>Amount Approved*</b>	<b>Number of Grants</b>	<b>Disbursement Rate</b>	<b>Expenditure Rate</b>
FWA DPs	159	186	32%	57%
Non-FWA DPs	38	105	40%	42%
NDAAs	17	36	35%	50%
<b>Total</b>	<b>224</b>	<b>327</b>	<b>34%</b>	<b>53%</b>

52. As demonstrated by the data above, delivery partners and NDAs face a number of issues to move efficiently from approval to implementation. Some of the causes of such implementation delays are described below, as well as the Secretariat response measures to improve efficiency of implementation:

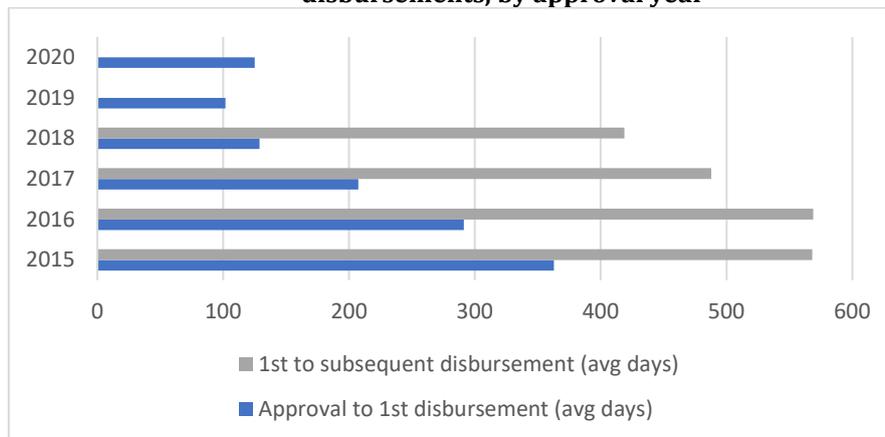
- (a) *Lengthy project cooperation agreement (PCA) processes between delivery partners and NDAs*
  - (i) Upstream advice is provided to all grant recipients to begin discussions with NDAs in instances where PCAs of some form are required. Ideally, this should occur in parallel with the final stages of approval, to the extent possible. The Secretariat has also allowed additional buffer time to be incorporated into legal agreements to account for time lost in the implementation period when PCAs were not efficiently agreed.
- (b) *Inability to recruit national or international experts for execution of activities*
  - (i) The Secretariat has established the Direct Climate Action Platform (DCAP)<sup>7</sup> to serve as a global online platform for institutions and experts from across the world to exchange knowledge, share technical expertise and foster capacity building. Guidance on successful readiness implementation is also a part of GCF events and workshops, such Korea Adaptation Week/NAP Expo, the Global Programming Conference and the Enhancing Direct Access Workshop.

#### **4.2.3. Implementation milestones and no-cost extensions**

53. One factor that may help explain the low expenditure rate is the prevailing trend of slower-than-expected implementation. The Secretariat has noticed that readiness grants under implementation are not progressing as planned from approval to first disbursement and then to subsequent disbursements. As the Secretariat has improved its request processing capacity and efficiency, the average number of days between submission and approval has steadily dropped. However, the number of days between approval and first disbursement and also the number of days between first disbursement and second or subsequent disbursement has shown only marginal improvement as demonstrated in the chart below. The figure below provides an overview of the approved grants that have achieved first and subsequent disbursements.

<sup>7</sup> Please see: <https://www.dcap.community/>

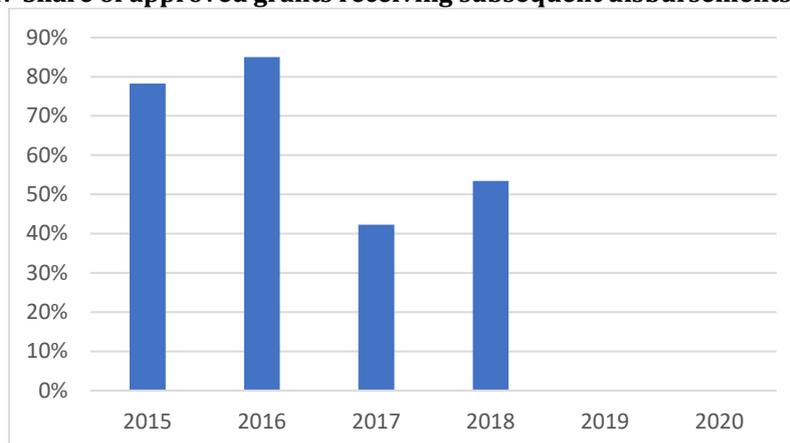
**Figure 3: Average days for approved grants to achieve approval, first and subsequent disbursements, by approval year**



54. Most readiness grants under implementation are scheduled to submit regular progress reports on a semi-annual basis. The Readiness Programme utilizes a performance-based disbursement scheme, whereby the release of subsequent disbursements is triggered by a request for disbursement that demonstrates adequate progress against implementation milestones in approved proposals. Therefore, most grants under implementation should request and receive disbursements every six months, or about every 180 to 200 days. However, Figure 7 shows that the average grant approved in 2018 is receiving a subsequent disbursement some 419 days after receiving its first disbursement.

55. As one might expect, the share of grants receiving a subsequent disbursement is low. Figure 4 shows the percentage of grants under implementation that have received a subsequent disbursement according to their approval year.

**Figure 4: Share of approved grants receiving subsequent disbursements, by approval year**



56. It should be noted that not all grants necessarily receive subsequent disbursements and for some grants the subsequent disbursement is actually the completion payment at the end of the grant implementation term. However, the fact that only 42 per cent of grants approved in 2017 and 53 per cent of grants approved in 2018 have received subsequent disbursements demonstrates a concerning trend in implementation performance.

57. The Secretariat is utilizing a number of tools to support NDAs and delivery partners to ensure submitted readiness requests are designed for efficient and effective implementation. Adaptive management principles are deployed to provide delivery partners with tools to address challenges encountered during implementation. The Secretariat is working on

simplifying and streamlining current reporting templates. The simplified templates will ensure that the delivery partners and NDAs will be reporting directly against the planned activities/planned deliverables following results-based management principles. The Secretariat is also dedicating more staff to the Office of Portfolio Management team that handles readiness.

58. The delayed implementation compared to approved schedules is leading to a large number of no-cost extensions. As shown in Table 4, twenty-nine per cent of readiness grants implemented through FWA delivery partners have received no-cost extensions, while NDAs have recorded a 25 per cent share of the grants they managed, followed by 24 per cent for the grants being delivered by non-FWA delivery partners.

**Table 4: Overview of no-cost extensions in portfolio**

<b>Implementing Entity</b>	<b>Number of extended grants</b>	<b>% of the extended grants</b>	<b>Average extension (months)</b>	<b>Extended duration to the initial duration</b>
FWA DPs	54	29%	11	72%
Non-FWA DPs	25	24%	8	58%
NDAs	9	25%	10	49%
<b>Total/Average</b>	<b>88</b>	<b>27%</b>	<b>10</b>	<b>66%</b>

59. This large number of no-cost extensions may be attributed to a number of issues. Many requests approved in the initial stage of the Readiness Programme had difficulty identifying and recruiting project consultants. In addition, the twin obstacles of poor quality of the requests upon approval and overly ambitious implementation plans has pushed many grant activities beyond the approved term.

60. In terms of the duration of requested extensions, grants have been extended by an average of 10 months (66 per cent of the average initial approved duration). FWA delivery partners have shown the largest number of the extended months with 11, followed by the grants that are managed by the NDAs (10 months), while non-FWA delivery partners recorded the lowest (eight months).

61. A significant share of the grants in the readiness portfolio have requested for no-cost extensions. This trend was increasing even before the impacts of the COVID-19 pandemic became apparent. Uneven performance in addressing implementation challenges through adaptive management is leading to the need for no-cost extensions.

(a) *Lack of standard operating procedures*

- (i) The Secretariat overhauled guidance provided in the Readiness Guidebook to provide further advice on readiness implementation. The Secretariat has also engaged the United Nations Office for Project Services (UNOPS) to support administration and monitoring of implementation and reporting on select readiness grants. Many NDAs and delivery partners have prior experience with UNOPS and so are already comfortable with the grant protocols.

(b) *Lack of centralized resource for guidance and templates*

- (i) The GCF corporate website was recently redesigned; that process included for the first time a single landing page for all readiness-related information and templates. The Secretariat is developing a procedural document with guidance on specific implementation cases and templates required (e.g., no-cost extension,

budget reallocation) to increase transparency and enhance advice for readiness grant recipients.

- (c) *Absence of a functioning coordination mechanism between NDAs, delivery partners and other stakeholders may impede effective implementation of readiness activities*
- (i) The Secretariat organized five NDA training workshops between December 2018 to March 2019 to further reinforce NDA's role in the readiness process. Regular communications by regional officers in the Division of Country Programming contributes to the flow of information. NDAs are advised to access readiness funding for human resource shortfalls as authorized by decision B.08/11 (Annex XVIII).

## V. Operational and administrative progress in 2019

62. The Board welcomed a number of key changes to both the operational and the administrative foundation of the Readiness Programme through decision B.22/11. The three-year strategy was built on inputs from the independent evaluation of conducted by the IEU, the Secretariat's own internal review, and consultations with NDAs, delivery partners, and other stakeholders. This section provides an update of the progress that has been made with respect to implementing and operationalizing the Board mandates with respect to decision B.22/11 (j).

63. Following the approval of the updated strategy for the Readiness Programme at B.22<sup>8</sup>, the Secretariat continued to improve efficiency of the entire grant cycle, including during submission, review and approval. The phase-in of the online process management tool (Fluxx) in 2019 has also allowed the Secretariat to increase transparency of the entire readiness grant cycle, including during implementation. The Fluxx tool is not meant to function as a portfolio or results management system<sup>9</sup>, but may be used temporarily to derive results analysis while the Secretariat continues to strengthen its information system to support implementation performance and results management and reporting system.

### 5.1 Implementation of IEU evaluation recommendations

64. By decision B.22/10, the Board noted the findings and recommendations presented in the report by the IEU. It further welcomed the fact that the Secretariat incorporated recommendations from the evaluation report by the IEU into its revised strategy and workplan, as found in document GCF/B.22/08. As at 31 March 2020, all the 23 recommendations by the IEU have been closely implemented, including those being incorporated into the strategy and work programme for 2019, and others operational measures being implemented in 2019, such as the development of SOP. The following table provides a comprehensive table with the specific measures the Secretariat has taken to ensure the revised Readiness Programme incorporates IEU recommendations, as requested in decision B.22/11(j)(ii)(3).

**Table 5: Measures taken to address recommendations from the evaluation of the Readiness Programme by the IEU**

Recommendations from the Independent Evaluation	Related sections and/or related objectives/outcomes
<b>1A. Capacity building, outreach and support to countries</b>	
<p>1. Outreach to countries should be improved, by translating the Readiness Guidebook and associate templates at least into French and Spanish, regularly updating it (in all languages) and enabling opportunities for timely and continuous learning about changes to the Programme</p>	<ul style="list-style-type: none"> <li>▪ Readiness Guidebook updated and translated into French, Spanish and Arabic</li> <li>▪ Regular conference calls with NDAs regarding readiness proposals</li> <li>▪ Series of webinars on the updated Readiness Programme (April 2020)</li> </ul>
<p>2. Opportunities for peer learning should be encouraged. Peer-to-peer learning among countries and DAEs should be privileged more, in Structured Dialogues and also via sub-regional meetings;</p>	<ul style="list-style-type: none"> <li>▪ CPDAE supported by readiness funding</li> <li>▪ Delivery partner workshop held in Bangkok (November 2019)</li> <li>▪ Series of webinars on the updated Readiness Programme (April 2020)</li> </ul>
<p>3. Post accreditation support and capacity strengthening: Provision should be made for strengthening the capacities of NDA/FPs and offering post-accreditation support for DAEs, in particular for the preparation of concept notes with clear climate rationales</p>	<ul style="list-style-type: none"> <li>▪ Outcomes: 1.1, 1.2, 4.1, 4.2</li> <li>▪ 31 targeted deployments of technical assistance for PPF and concept notes (FP and SAP)</li> </ul>
<p>4. Capacity building: Countries should be provided with financial support plus advisory services (i.e. capacity building and technical assistance) for meeting their needs and priorities</p>	<ul style="list-style-type: none"> <li>▪ Section 4.2.5 Sector-specific planning and project preparation technical clinics</li> <li>▪ Section 4.2.3 Direct support to NDAs</li> <li>▪ Section 4.2.4 Enhanced support to DAEs incl post-accreditation</li> <li>▪ 10 NDAs supported with technical assistance for adaptation planning proposal support</li> <li>▪ 25 NDAs supported with technical assistance for Country Programme development/enhancement</li> </ul>
<p>5. More long-term national consultants should be funded to provide support to weak NDA/FPs in LDCs, SIDS and in Africa</p>	<ul style="list-style-type: none"> <li>▪ Section 4.2.3 Direct support to NDAs</li> </ul>
<p>6. Greater capacity-building support should be provided on gender and ESS to ensure that countries are able to develop RPSP and Funded Project proposals in line with the gender, ESS and indigenous peoples policies of the GCF. With respect to gender, a concerted effort should be made in Africa</p>	<ul style="list-style-type: none"> <li>▪ Section 4.4.4: Compliance and policy tools</li> </ul>

Recommendations from the Independent Evaluation	Related sections and/or related objectives/outcomes
<b>1B. country programmes and in-country support</b>	
7. Country programmes: Clear guidelines for country programmes should be provided, with a focus on developing clear priorities and concrete concept notes, taking into account fully the policies of the GCF regarding gender, ESS and indigenous people, and strengthening climate rationales, while articulating the overall outcomes of country programmes and their value-added and managing expectations.	<ul style="list-style-type: none"> <li>▪ Outcome 2.1</li> <li>▪ Further guidance on country programmes building on the initial general guidelines for country programmes provided for by the Board in decision B.08/11, annex XVII; finalized</li> </ul>
8. Direct access entities and country ownership: Criteria should be developed to determine if some countries need several DAEs to pursue their objectives.	<ul style="list-style-type: none"> <li>▪ Section 4.1: Country readiness assessment</li> <li>▪ Outcome 1.2</li> </ul>
<b>1C. Secretariat level process changes</b>	
9. Post-approval flexibility: Greater flexibility should be allowed for project-level adjustments after approval, in response to changing conditions and circumstances on the ground	<ul style="list-style-type: none"> <li>▪ Section 4.4.1 Readiness request management procedures and policies</li> <li>▪ Increased flexibility in post-approval phase in response to COVID-19</li> </ul>
10. Roles and responsibilities: The roles and responsibilities of RAs, Associate Professionals, Country Dialogue Specialists and other related staff and consultants should be articulated, developing synergies between them and making best use of expanded regional resources;	<ul style="list-style-type: none"> <li>▪ Section 4.4.1 Readiness request management procedures and policies</li> <li>▪ Section 4.6 Roles and responsibilities for revised Readiness Programme implementation</li> <li>▪ Revised Readiness Guidebook contains detailed guidance on the entire grant cycle, including roles and responsibilities</li> </ul>
11. Standard Operating Procedures for the Readiness Programme need to be more clearly articulated (and in some cases developed), both with respect to the readiness value chain within the Secretariat (i.e. how different entities work together) and in terms of the relationship between the Secretariat, NDA/FPs, AEs, DAEs, DPs and others (e.g. on expected turnaround times)	<ul style="list-style-type: none"> <li>▪ SOPs developed and adopted for the readiness grant cycle, including expected turnaround times</li> </ul>
12. Results-oriented planning and reporting for RPSP activities should be introduced and implemented, including also periodic evaluations	<ul style="list-style-type: none"> <li>▪ Section 3.2 Theory of Change</li> <li>▪ Section # Readiness Results Management Framework</li> <li>▪ Revised reporting templates under development</li> </ul>
<b>2. Build a vision and specific targets for the RPSP and manage for results</b>	

Recommendations from the Independent Evaluation	Related sections and/or related objectives/outcomes
13. Define vision: What does it mean for a country to be 'ready' (i.e. to be ready to access GCF funding for a project, for accessing climate finance more broadly, for addressing climate change within countries)? This requires developing a clear vision and defining a niche for the RPSP	<ul style="list-style-type: none"> <li>▪ Section 3.2 Programme-wide Theory of Change</li> <li>▪ Readiness Guidebook updates with guidelines for country readiness needs assessments</li> </ul>
14. Define strategy and targets: When is a country 'ready'? This requires the development of readiness targets;	<ul style="list-style-type: none"> <li>▪ Section 3.2 Theory of Change</li> <li>▪ RRMF</li> </ul>
15. Build the capacity of countries to receive and manage climate finance globally rather than focus only on the GCF;	<ul style="list-style-type: none"> <li>▪ Objective 1</li> <li>▪ Outcomes 2.1, 2.2, 3.4</li> </ul>
16. Increase post-accreditation support for DAEs, in particular for the development of project proposals with clear climate rationales;	<ul style="list-style-type: none"> <li>▪ Outcomes: 1.2, 2.3, 4.1, 4.2</li> <li>▪ Parameters for DAE support</li> </ul>
17. Support the preparation of projects (including pilot and demonstration projects);	<ul style="list-style-type: none"> <li>▪ Outcomes: 3.4, 4.1, 4.2</li> <li>▪ 31 targeted deployments of technical assistance for PPF and concept notes (FP and SAP)</li> <li>▪ USD 7.45 million approved for Objective 4 (pipeline development) grants in 2019</li> </ul>
18. Use country programmes to assist countries to build their capacity to accurately and transparently measure their progress on INDCs;	<ul style="list-style-type: none"> <li>▪ Section 4.1: Country readiness assessment and country-specific work programme</li> <li>▪ 83 requests to develop or update Country Programmes or DAE Work Programmes as a means to implement NDCs</li> <li>▪ 131 requests to improve enabling environments for NDC objectives</li> <li>▪ Outcome 2.1</li> </ul>
19. Establish complementarity and coherence with unfunded elements of Investment Plans under the CIFs (and potential others), in particular through the PPF and NAP support windows, and report on this as well;	<ul style="list-style-type: none"> <li>▪ Outcomes: 2.1, 2.3, 4.1, 4.2</li> </ul>
20. Identify and remove barriers to crowding-in private sector investments, while defining and supporting the creation of conducive policies for private sector participation	<ul style="list-style-type: none"> <li>▪ Outcomes: 2.2, 2.4</li> <li>▪ 104 requests engage the domestic private sector including for crowding-in climate investment</li> <li>▪ 38 policy guidelines to remove barriers and incentivize adaptation investment</li> </ul>

Recommendations from the Independent Evaluation	Related sections and/or related objectives/outcomes
21. Develop comprehensive strategies to catalyze investments to deploy and scale-up prioritized climate technology solutions	<ul style="list-style-type: none"> <li>▪ Outcome 2.2</li> </ul>
22. Enable more flexible cooperation with the private sector, rooted in a strategy for engaging with the private sector that is based in greater alignment with its sectoral practices;	<ul style="list-style-type: none"> <li>▪ Outcomes: 1.3, 2.4</li> </ul>
23. Engage with additional parts of the government (e.g. ministries of agriculture, forestry, and meteorology departments).	<ul style="list-style-type: none"> <li>▪ Outcomes: 1.1, 1.3</li> </ul>

## 5.2 Updated Readiness Programme guidance, templates and processes

65. Decision B.22/11(j)(i) also requested the Secretariat to demonstrate operational and administrative improvements to the Readiness Programme, in line with the IEU recommendations as above and consistent with the revised programme strategy. The document GCF/B.22/08 provides a pathway to improve the efficiency and effectiveness of the programme through revised substantive objectives, guidance, templates and tools. This section provides an update of progress towards achieving these milestones.

### 5.2.1 Administrative and process-related improvements

66. The Secretariat has continued to improve processing times for readiness requests. The average processing time from first submission to approval has fallen from an average over 400 days for proposals submitted in 2015 to days for proposals first submitted and approved in 2019, demonstrating a 70 per cent improvement in efficiency since the inception of the Readiness Programme, as mentioned above.

67. The Secretariat has improved or updated policies and procedures for Readiness Programme implementation. The administrative improvements are geared to lower transaction costs, improve quality-at-entry and increase impact through implementation. However, the Secretariat's capacity to respond to adaptive management request for readiness grants under implementation remains stretched impacting turn-around times.

68. **Revised Readiness Guidebook:** The Readiness Guidebook is the programming manual for the Readiness Programme. It now provides cradle-to-grave guidance for NDAs, delivery partners and other stakeholders, including:

- (a) Readiness grant cycle stages, roles, responsibilities and indicative timelines;
- (b) Readiness needs assessment guiding questions and guidelines;
- (c) Proposal quality assurance and appraisal criteria and good practice guidance, and;
- (d) Adaptive management guidance for implementation challenges.

69. **Updated proposals templates:** Proposal templates have been updated to reflect common questions and review feedback to upstream, to the extent possible, common proposal development challenges and hurdles NDAs and delivery partners typically face. Additional proposal development advice is included to assist with composing a situation analysis and designing logical frameworks and theory of change diagrams. Additional information to assist with the proposal development is included in the Guidebook.

70. **Readiness request management procedure and policies:** The Guidebook also reflects the new policies and standard operating procedures governing internal Secretariat processes with respect to review, approval and management of proposals under implementation. An updated administrative instruction (AI) and section of the Fund-wide operations manual are in place to formalize the operational processes within the Secretariat. The AI and SOP include cross-divisional and inter-divisional policies to guide the review of proposals, expedite feedback to NDAs and delivery partners, and clarify the entire process of readiness request from development, submission, review, approval to implementation and completion.

71. **NDA-facing and internal proposal processing management system (Fluxx):** The Secretariat has adapted an out-of-the-box software service to create a grant process management system for the Readiness Programme. Fluxx allows the Secretariat and NDAs to track submitted proposals from submission all the way to grant closure. The system notifies NDAs and delivery partners when a proposal moves from review to approval, from approval to legal processing and into implementation, providing transparency and reliable communication for reporting and disbursement timelines.

72. The Fluxx tool is also an internal work flow control, allowing more efficient cross-divisional cooperation within the Secretariat. The Secretariat will continue to improve the system in order to: further streamline proposal review and resubmission; facilitate communications trilaterally between the NDA, delivery partner and Secretariat, and; to avoid miscommunication leading to delays in implementation.

73. In addition to the above highlighted improvements, the Secretariat has demonstrated agility and flexibility in responding to the COVID crisis, granting no-cost extensions and added budgetary flexibilities to DPs/NDAs and to facilitate adjustments to implementation plans to the ground realities. This has not only helped reassure grant recipients but will facilitate smoother implementation and reduced unnecessary bottlenecks to partner efforts in this regard.

## 5.2.2. Operational and programme delivery improvements

74. In order to achieve the objectives as laid out in the revised strategy, the Secretariat proposed a number of substantive changes to how countries identify, conceptualize, develop and implement readiness support. These operational changes have targeted shortcomings, bottlenecks and barriers to effective and efficient access to and implementation of readiness resources, address both external factors (e.g., poor quality at entry of readiness proposals, lack of strategic approach to readiness support) as well as internal issues within the Secretariat (e.g., delays in processing readiness support requests, lack of results feeding back into the Programme).

75. **Country readiness needs assessments:** The revised Readiness Programme Guidebook, which is now updated to address challenges countries may face at any stage of the grant cycle, provides a set of guiding questions and guidelines to assist NDAs to identify the key gaps in its capacity to access climate finance and to develop and implement related projects. This assessment is constructed to provide a strategic overview and direction for how the country wishes to access the Readiness Programme.

76. **Multiple-year strategic readiness implementation request:** The Board approved a new form of proposal through decision B.22/11(i). The Board also authorized the Secretariat to receive and consider proposals that tap into countries' future annual caps for readiness support. The Guidebook and other outreach materials contain detailed guidance to assist NDAs to develop, submit and implement such requests. The Secretariat is already working with NDAs to refine submitted proposals of this new variety.

77. To inform and advise NDAs and delivery partners of the changes and improvements made to the readiness program, the Secretariat is undertaken outreach efforts across multiple platforms. In addition to the revised guidebook, the Secretariat overhauled the pages on the GCF website dedicated to readiness to provide more streamlined information. DCP has also circulated written communications and instructions to NDAs and delivery partners as changes to the program have come into effect. Finally, a series of webinars were conducted in April 2020 that provided in-depth guidance and advice on the substantive, operational and administrative changes to the program. The webinars consisted of over four hours of discussion and extensive question and answer sessions. Ninety-three per cent of respondents indicated the webinars were very or extremely useful and helping them to better understand the updated programme.

### 5.3 Review of the annual readiness cap

78. In decision B.22/11(j)(i), the Board requested the Secretariat to reassess the per-year, per-country readiness commitments to individual developing member countries as set forth in decision B.08/11(f). That decision places a maximum value of USD 1 million on the total funding the Secretariat can commit to a single developing country for readiness support in a calendar year. The Secretariat may approve multiple proposals in one calendar year, provided the total commitment does not exceed USD 1 million. The cap does not apply to adaptation planning proposals.

#### 5.3.1. Assessment of average and median commitments and countries with multiple approvals under the annual cap

79. In 2015 and 2016, no country received approvals for multiple proposals in a single year. In 2016, out of 20 approved proposals, only one proposal was approved with a budget commitment of more than USD 300,000.

80. In 2017, the Secretariat approved 82 requests for an average commitment of USD 652,192 and a median commitment of USD 309,901. Twelve countries received approvals for multiple proposals, representing 24 approvals proposals in total. For countries with multiple countries, the average cumulative commitment was USD 807,784. Only two countries exceeded USD 900,000 in total commitments.

81. In 2018, the Secretariat approved 35 requests for an average commitment of USD 663,532 and a median commitment of USD 301,165. Six countries received approvals for multiple proposals, representing 12 approved proposals in total. For countries with multiple countries, the average cumulative commitment was USD 843,193. Once again, only two countries exceeded USD 900,000 in total commitments.

82. In 2019, the Secretariat approved 110 requests for an average commitment of USD 677,907 and a median commitment of USD 352,682. Twenty countries received approvals for multiple proposals, representing 40 approved proposals in total. For countries with multiple countries, the average cumulative commitment was USD 741,360. Seven countries exceeded USD 900,000 in total commitments.

#### 5.3.2. Annual cap and submitted request beneficiary

83. This analysis, when combined with anecdotal evidence from NDAs, indicates that few countries find the USD 1 million cap limiting. For those that do, the Board has accommodated these situations with the multiple-year strategic readiness implementation request (B.22/11(i)). As indicated in section 3 above, NDAs regularly submit proposals for capacity building. Those proposals generally tend to focus on the NDA and candidate entities for direct

access accreditation. Support for policy, planning and investment frameworks make up the next largest share of the portfolio.

84. A significant minority of readiness funding has been dedicated to the strengthening of DAEs after they have achieved accreditation. Of the 74 proposals with a primary focus of capacity building for direct access accreditation candidates and DAEs, only about 15 are targeted at already-accredited DAEs to improve their project development and implementation skills. Of those 15, only one is targeted at a regional DAE. Many DAEs, especially regional DAEs, report difficulty in securing NDA buy-in to submit proposals that primarily focus on building capacity of accredited DAEs.

## 5.4 Implications of the first formal replenishment of the GCF

85. The Board also requested (decision B.22/11(j)(ii)(1)) the Secretariat to assess the impacts on the Readiness Programme of Board decisions taken on first formal replenishment of the GCF and review of the accreditation framework, as well as the recommendations from the IEU evaluation of the Readiness Programme (covered above and in Annex V). Noting that updates to the accreditation framework are still to be considered by the Board, this section reflects on implications of decision B.24/02 under which the Board agreed to consider the recommendations in the “Replenishment Summary Report” (document GCF/B.24/11) in items on its workplan, as well as the development of the updated Strategic Plan for 2020-2023.

86. The “Replenishment Summary Report” included a number of recommendations relating to the Readiness Programme:

- (a) *Recommendation 2.5:* that the GCF extend support to DAEs to strengthen their capability to channel GCF resources;
- (b) *Recommendation 2.6:* That the GCF set predictable four-year funding allocations of up to USD 500 million for readiness and USD 100 million for PPF, to implement the reoriented second phase of the readiness programme and scaled-up PPF support;
- (c) *Recommendation 2.7:* That the GCF deploys readiness to support developing countries in the development of long-term low carbon, carbon neutral and resilient development strategies, and;
- (d) *Recommendation 2.8:* That the GCF aim at maximizing country ownership at both central and local government levels, also including civil society and private sector stakeholder buy-in.

87. The report also noted the significant role of readiness in supporting the development of country programmes that identify transformational country-driven pipelines of projects for the GCF, supporting NAPs and national adaptation planning processes and empowering effective engagement with the private sector.

88. At B.24 and B.25, the Board considered a draft updated Strategic Plan for the GCF for 2020-2023. The Readiness Programme is relevant to each of the four overall strategic priorities set out in the draft Strategic Plan, namely: (a) Strengthening country ownership of programming; (b) Fostering a paradigm shifting portfolio; (c) Catalyzing the private sector at scale; and (d) Improving access to fund resources.

89. **Implications for the Readiness Programme budget.** The budget for 2020-2021 proposed in Section 4 and Annex II is in line with the overall budget envelope described in replenishment recommendations, once funds carried over from the IRM are taken into account. The budget projection is based on projected demand from developing countries (including the USD 3 million allocation per country for adaptation planning and expected update of multi-year

approvals), recent trends in terms of submissions and approvals. This projected budget is intended to ensure sufficient and predictable resources are available for developing countries to meeting their readiness needs over the 2020-2021 work programme period and sufficient capacity and responsiveness from the Secretariat.

90. **Implications for the Readiness Programme Strategy.** The Secretariat assesses that, in the broad, the directions for the Readiness Programme emerging from both the replenishment and the draft updated Strategic Plan can be accommodated within the Readiness Programme objectives and outcomes adopted at B.22. Section 4 below sets out a further analysis of how emerging priorities for readiness could be advanced through the 2020-2021 work programme. The Secretariat will undertake a mid-term review of the Readiness Strategy in 2021, which would provide an opportunity to realign the Readiness Strategy, as needed, with the final Strategic Plan for 2020-2023 once concluded by the Board.

## VI. Emerging opportunities of Readiness Programme

91. This section sets out how the Readiness Programme could advance emerging opportunities and priorities from: (i) the replenishment process and draft updated Strategic Plan for the GCF 2020-2023; (ii) increasing efforts to address the COVID-19 pandemic impacts through green stimulus measures, and (iii) calls for action at the UN Climate Summit 2019.

### 6.1 Strengthening national strategic programming and planning

92. Country Programmes plays the central and strategic role in defining the collaboration priorities between the CGF and the primary partners – the developing countries. Readiness support plays a fundamental role in strengthening countries' institutional, technical and human capacity to undertake transformational planning at national and sectoral levels, including the through the development of ambitious NDCs, long-term LEDs, and NAPs and other national climate strategies and incorporating broad based and inclusive stakeholder engagement.

#### 6.1.1. Refocusing GCF country programming

93. The Secretariat will continue to advise and support countries to access readiness resources to develop investment-oriented Country Programmes. These Country Programmes will be informed by the further guidance on country programmes building on the initial general guidelines for country programmes provided for by the Board in decision B.08/11, annex XVII,, the sectoral programming guidelines, and the critical national climate priority documents. In addition, with the ongoing COVID-19 pandemic and the urgency to address its impacts through investment, readiness support can target the incorporation of green stimulus measures into Country Programmes and identify the most impactful and innovative climate investment opportunities that contribute multiple development and climate objectives.

94. As described above, readiness resources are already deployed to update Country Programmes to better reflect investment priorities defined in national climate strategies. Further work will assist countries to align their engagement under the GCF-1 replenishment outcome, and later, to update and reorient their GCF engagement with a view to enhanced programming for the GCF-2 period.

#### 6.1.2. Nationally determined contributions (NDCs)

95. Although the COVID-19 pandemic has impacted the UNFCCC process with the delay of COP26, the year 2020 remains a critical year for delivering on both the Paris Agreement and the

Sustainable Development Goals (SDGs). With the expected delivery of updated NDCs and the United Nation Secretary-General's global call for a decade of action to deliver on the SDGs by 2030, readiness support can be leveraged to enhance national climate investment priorities and strengthen the business case for ambitious NDCs.

96. Recognizing the needs of many countries for more robust analysis and an inclusive process for updating NDCs, readiness grants can target the development, update and enhancement of NDCs in consultation with partners such as the NDC Partnership and other key institutions. Beyond the update of the NDC itself, work under this area will provide resources to convene whole of country consultation processes, enhance high level political buy-in, strengthen the clarity, transparency and understanding of updated NDCs, and map out investment plans to facilitate NDC implementation.

#### 6.1.3. Long-term low-emission development strategies (LEDS)

97. Article 4, paragraph 19, of the Paris Agreement, all Parties should strive to formulate and communicate long-term low greenhouse gas emission development strategies, while taking into account countries' common but differentiated responsibilities and respective capabilities, and in light of different national circumstances. Decision 1/CP.21, paragraph 35, invited Parties to communicate their mid-century, long-term low greenhouse gas emission development strategies. As at 31 March 2020, only 17 countries and regions have submitted LEDS to the UNFCCC Secretariat, including five developing countries<sup>10</sup>.

98. The updated readiness guidebook encourages countries to consider ways to leverage readiness support to enhance their capacity and knowledge and improve data analysis skills and systems to prepare a long-term LEDS, as well to translate the LEDS into NDC, NAP, TNA and other short- to medium-term national climate strategies, and expedite the implementation of these strategies through the development of a powerful climate investment plan for the GCF and other climate financiers which shall coherently link the NDCs, NAPs, sectoral mitigation and/or adaptation plans, and GCF Country Programme.

#### 6.1.4. Adaptation planning

99. The GCF is fully committed to investing in developing countries' efforts to adapt to the effects of climate change. This commitment is grounded in its Governing Instruments and key Board Decisions, which respond to the decisions of the Conference of Parties (COP) to the United Nations Framework Convention on Climate Change including through the Paris Agreement.

100. The GCF aims to deliver a 50:50 balance between adaptation and mitigation in its portfolio and ensure that at least 50 percent of adaptation funding goes to particularly vulnerable countries, including Least Developed Countries (LDCs), Small Island Developing States (SIDS), and African States. Guided by related Board Decision, such as B.13/09, B.13/32 and B.22/11, a cap of USD 3 million per country is in place for the formulation of NAPs and/or other adaptation planning processes. As of March 2020, there were 88 adaptation planning proposals from 86 countries, of which 50 proposals have been approved.

101. The Readiness Programme will continue its technical and financial support to all developing countries to better understand the evolving nature of climate impacts and risks, produce the scientific and economic evidence base for effective on-going and future adaptation planning, strengthen their adaptation planning governance and processes, develop or update (sub-) national and sectoral adaptation plans, develop innovative and transformational climate

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<sup>10</sup> Singapore, Slovakia, European Union, Costa Rica, Portugal, Japan, Fiji, Republic of the Marshall Islands, Ukraine, United Kingdom, Czechia, France, Benin, United States, Mexico, Germany, Canada.

adaptation project pipeline, as well engage with the private sector and leverage its investment in climate adaptation.

## 6.2 Fostering a paradigm shifting portfolio

102. In approving the revised objectives and outcomes for the program in decision B.22/11, the Board emphasized using readiness to drive investment pipelines. Following the strategic vision and objectives in the draft Update Strategic Plan, this support will improve predictability and increased role in programming and project origination.

103. By strengthening country-driven innovative and participatory programming processes in key sectors identified as national priorities, NDAs and DAEs will be able to develop and submit strong funding proposals built on firm understanding of key technical matters (concessionality, economic analysis, investment criteria, financial instruments and innovative climate financing, climate rationale) that have confounded many concept notes and proposals submitted to date. Further support will enable countries and DAEs to deploy tools, methodologies, studies and analysis for their programming of innovative and paradigm shifting portfolio at country level;

104. Finally, in collaboration with SAP, EDA and PPF assistance, readiness support will provide a crucial form of bridge financing to move countries and DAEs from project idea to concept notes that are fully aligned with Country Programmes, NDCs, NAPs, and LEDS and the GCF integrated result management framework. This is a crucial stumbling block experienced by many countries who struggle to turn project ideas with high potential for impact into investment-grade concepts and funding proposals.

## 6.3 Improving capacity and access to fund resources

105. Guided by the GCF-1 replenishment outcome, draft Update Strategic Plan 2020-2023 and a updated accreditation framework, the Readiness Programme will continue its support to the DAEs for their accreditation, institutional capacity building for programming that will contribute to the overall goal of improving access to the fund resources. In addition to the measures to DAEs in programming and portfolio development above, the readiness support will further strengthen the pre- and post-accreditation support to countries.

106. Pre-accreditation support countries will align accreditation strategies to follow priorities identified in Country Programmes to nominate and collaborate with the best-fit DAE candidates for GCF accreditation. Post-accreditation support will provide resources and technical support for institutional capacity building and strengthening to close identified gaps against the GCF accreditation standards and satisfy conditions placed on DAE accreditation. Moreover, capacity building for DAEs will enable them to enhance implementation, monitoring and reporting capabilities to ensure GCF investments deliver verified impacts.

## 6.4 Catalyzing the private sector at scale

107. As outlined in the revised programme strategy, support for countries to catalyze private sector investment will play a crucial role going forward and allow NDAs to move beyond mere engagement of private sector entities. Readiness resources may target opportunities to increase local understanding of climate risks to the private sector and explore innovative investment opportunities for climate-oriented local financial systems and innovative blended finance. The identification of key barriers and gaps in legal frameworks, regulations, and technical standards will support countries to reform financial systems and strengthen climate investment capacities

of national financial institutions, including for green banking initiatives. Finally, readiness support can help mobilize the private sector in adaptation finance through the adaptation planning process and raise private sector awareness of climate impacts and vulnerability on business models and supply chains. More advanced support can help countries explore business opportunities and innovative adaptation investment mechanisms including through nature-based solutions.

## Annex V: Approved readiness grants (As of 31 May 2020)

Approved readiness grants under implementation (single country allocation)

Country	Delivery Partner	Duration (Months)	Approved Amount (USD)	Note
Afghanistan	FAO	12	300,000.00	
		24	999,987.00	
Albania	UNEP	12	300,000.00	
	UNDP	48	2,997,907.00	NAP
Algeria	National Agency on Climate Change	24	300,000.00	
Angola	African Development Bank (AfDB)	24	615,650.00	
Antigua and Barbuda	Department of Environment, Antigua and Barbuda	36	3,000,000.00	NAP
		18	931,000.00	
Argentina	Unidad Para el Cambio Rural (Unit for Rural Change, UCAR)	24	274,800.00	
	Fundacion Avina	18	431,226.00	
	UNDP	36	2,999,964.00	NAP
Armenia	Environmental Project Implementation Unit, State Agency of the Ministry of Nature Protection, Armenia (EPIU SI)	18	300,000.00	
	UNDP	48	2,999,593.00	NAP
	ARMSWISSBANK	24	661,864.00	
Azerbaijan	UNDP	18	300,000.00	
		36	3,000,000.00	NAP
	FAO	18	499,654.00	
Bahamas	CCCCC	12	300,000.00	
	UNIDO-CTCN	18	369,715.00	
	CCCCC	30	359,950.00	
		24	951,903.00	
Bangladesh	UNDP	12	150,000.00	
	GIZ	12	150,000.00	
	UNDP	36	2,805,990.00	NAP
	Bangladesh Bank	24	700,000.00	
	Palli Karma-Sahayak Foundation (PKSF)	8	299,886.00	
Barbados	Ministry of Finance, Economic Affairs and Investment, Barbados	12	299,439.00	
	Ministry of the Environment and National Beautification, Barbados	24	624,527.00	
Belize	CCCCC	12	300,000.00	
		24	355,365.00	
	PricewaterhouseCoopers (PWC)		34,409.00	
	Protected Areas Conservation Trust (PACT)	24	279,062.00	

Country	Delivery Partner	Duration (Months)	Approved Amount (USD)	Note
	Caribbean Development Bank (CDB)	12	297,537.00	
Benin	UNDP	18	1,542,913.00	NAP
Bhutan	Bhutan	18	400,000.00	
	UNDP	48	2,999,859.00	NAP
Bolivia	Bhutan	24	400,000.00	
	Bolivia	24	300,000.00	
	PricewaterhouseCoopers (PWC)		38,102.00	
Bosnia and Herzegovina	UNDP	36	2,506,812.00	NAP
Botswana	GIZ	16	426,688.00	
	UNEP-CTCN	18	360,519.00	
Brazil	UNEP	18	700,000.00	
	PricewaterhouseCoopers (PWC)		37,000.00	
	Brazilian Biodiversity Fund - FUNBIO	18	515,217.00	
Burkina Faso	International Union for Conservation of Nature (IUCN)	12	300,000.00	
	FAO	12	342,815.00	
	GGGI	18	442,728.00	
Burundi	UNDP	24	478,000.00	
Cambodia	DCC of the General Secretariat of the National Council for Sustainable Development	20	272,338.00	
	GGGI	15	204,673.00	
	Mekong Strategic Partners	12	468,246.00	
	UNIDO-CTCN	18	238,049.00	
Cameroon	International Union for Conservation of Nature (IUCN)	12	300,000.00	
	UNIDO-CTCN	12	212,999.00	
	FAO	18	250,000.00	
Central African Republic	UNDP	12	300,000.00	
	COMIFAC	18	328,020.00	
Chad	National Water Fund	24	1,006,010.00	NAP
	FAO	18	359,903.00	
Chile	Chilean Development Cooperation Agency	12	300,000.00	
	CAF	12	700,000.00	
		12	300,000.00	
		15	700,000.00	
FAO	24	499,695.00	NAP	
Colombia	Colombian Presidential Agency of International Cooperation (APC-Colombia)	12	393,000.00	
	Findeter	12	310,002.00	
	Fondo para la Acción Ambiental y Niñez (FONDO ACCIÓN)	30	2,683,964.00	NAP
	Asobancaria	12	309,800.00	
	Bancoldex	12	300,000.00	
	Fondo para la Acción Ambiental y Niñez (FONDO ACCIÓN)	18	299,881.00	

Country	Delivery Partner	Duration (Months)	Approved Amount (USD)	Note
	Fondo para la Acción Ambiental y Niñez (FONDO ACCIÓN)	12	299,981.00	
Comoros	UNEP	18	426,080.00	
Congo	FAO	12	617,000.00	
Cook Islands	Cook Islands, Ministry of Finance and Economic Management (MFEM_COK)	24	685,900.00	
		24	999,996.00	
Costa Rica	CAF	12	300,000.00	
	UNEP	36	2,861,917.00	NAP
Cote d'Ivoire (Ivory Coast)	Centre de Suivi Ecologique (CSE)	18	300,000.00	
	UNDP	36	2,388,865.00	NAP
	GGGI	18	414,232.00	
Cuba	UNDP	18	333,300.00	
Democratic People's Republic of Korea	FAO	24	752,090.00	
Democratic Republic of the Congo	Centre de Suivi Ecologique (CSE)	24	300,000.00	
	UNDP	18	1,397,000.00	NAP
	FAO	18	299,718.00	
	UNIDO-CTCN	15	326,689.00	
	Bureau Central de Coordination	18	265,211.00	
Djibouti	Centre de Suivi Ecologique (CSE)	12	300,000.00	
Dominica	UNDP	24	464,778.00	
	Department of Environment, Antigua and Barbuda	36	2,940,000.00	NAP
	Ministry of Planning and Economic Development, Dominica	24	749,060.00	
Dominican Republic	UNEP	36	2,998,325.00	NAP
	Centro para el Desarrollo Agropecuario y Forestal - CEDAF	24	565,032.00	
Ecuador	UNDP	12	300,000.00	
		36	3,000,000.00	NAP
	Fundacion Avina	18	559,516.00	
	GIZ	18	497,047.00	
Egypt	UNEP	18	300,000.00	
Equatorial Guinea	FAO	12	300,000.00	
		12	600,000.00	
	UNIDO-CTCN	18	290,441.00	
Eritrea	UNEP	18	299,965.00	
Eswatini	UNEP	24	299,032.00	
		36	2,796,400.00	NAP
	UNEP-CTCN	18	328,755.00	
Ethiopia	GGGI	18	827,203.00	
Fiji	GGGI	18	1,000,000.00	
Gabon	UNIDO-CTCN	18	297,152.00	
		12	300,000.00	
	Caisse des Dépôts et Consignations (CDC-Gabon)	18	923,463.00	NAP
		20	424,831.00	
Gambia	Gambia	12	300,000.00	

Country	Delivery Partner	Duration (Months)	Approved Amount (USD)	Note
Georgia	GIZ	18	300,000.00	
Ghana	UNEP-CTCN	13	300,150.00	
	UNEP	36	2,969,025.00	NAP
	UNDP	24	509,920.00	
Grenada	GIZ	18	380,311.00	
	New York University	18	600,854.00	
	CCCC	24	399,929.00	
	Department of Environment, Antigua and Barbuda	18	180,560.00	
Guatemala	International Union for Conservation of Nature (IUCN)	12	371,300.00	
	FAO	24	813,294.00	
	Rainforest Alliance	18	1,520,639.00	NAP
Guinea	UNDP	24	300,000.00	
		24	1,629,717.00	NAP
Guinea-Bissau	Sahara and Sahel Observatory (OSS)	12	300,000.00	
Guyana	GGGI	12	300,000.00	
	FAO	24	697,183.00	
Haiti	UNDP	24	430,000.00	
		18	350,000.00	
	CCCC	36	403,390.00	
	UNDP	48	2,856,957.00	NAP
Honduras	Honduras	12	300,000.00	
	UNEP	18	764,960.00	
		12	235,200.00	
		36	2,449,590.00	NAP
	PricewaterhouseCoopers (PWC)		36,210.00	
Honduras	12	282,420.00		
India	UNDP	12	300,000.00	
		24	300,000.00	
Indonesia	GGGI	18	852,322.00	
		18	998,258.00	
Iran	FAO	12	419,495.00	
Iraq	UNDP	24	668,295.00	
	UNIDO-CTCN	18	373,520.00	
	UNEP	36	2,632,053.00	NAP
Jamaica	Ministry of Economic Growth and Job Creation, Jamaica	18	300,000.00	
		18	582,000.00	
		28	613,000.00	
		15	272,797.00	
Jordan	UNEP	18	300,000.00	
	GGGI	18	660,000.00	
Kazakhstan	UNDP	12	300,000.00	
	PricewaterhouseCoopers (PWC)		36,626.00	
Kenya	FAO	36	3,000,000.00	NAP
	National Environment Management Authority of Kenya (NEMA)	24	431,060.00	
	National Treasury, Kenya	36	845,670.00	

Country	Delivery Partner	Duration (Months)	Approved Amount (USD)	Note
Kiribati	Kiribati, Ministry of Finance and Economic Development	24	585,927.00	
Kyrgyzstan	FAO	12	300,000.00	
	UNDP	36	2,610,949.00	NAP
Laos	UNDP	18	300,000.00	
	GGGI	18	476,485.00	
	FAO	18	348,975.00	
	GIZ	18	484,158.75	
	UNEP	18	344,556.00	
	UN-Habitat	18	349,992.00	
	GGGI	18	239,368.00	
Lebanon	South Centre	24	828,159.00	
Lesotho	Development Bank of Southern Africa (DBSA)	24	300,000.00	
	UNEP-CTCN	18	299,045.00	
Liberia	UNDP	24	300,000.00	
		24	2,263,466.70	NAP
	Environmental Protection Agency, Liberia	24	727,553.00	
Libya	Sahara and Sahel Observatory (OSS)	12	300,000.00	
Madagascar	UNEP	12	300,000.00	
	UNDP	18	1,463,624.00	NAP
Malawi	UNEP	36	2,849,018.00	NAP
	UNEP-CTCN	18	347,838.00	
Malaysia	Carbon Trust	12	300,000.00	
	UNEP	24	798,327.00	
Maldives	UNEP	12	300,000.00	
Mali	The Environment and Sustainable Development Agency, Mali	12	183,000.00	
		24	594,749.00	
		18	209,912.00	
Marshall Islands	Secretariat of the Pacific Regional Environment Programme (SPREP)	24	563,813.00	
Mauritania	Mauritania	18	300,000.00	
	UNEP	36	2,670,374.00	NAP
Mauritius	UNEP-CTCN	15	324,764.00	
	Mauritius, Ministry of Finance and Economic Development	12	300,000.00	
Mexico	GGGI	18	798,975.00	
Micronesia	Secretariat of the Pacific Community (SPC)	24	992,452.00	
Moldova	Ministry of Environment, Moldova	24	300,000.00	
	FAO	36	685,000.00	NAP
	UNDP	48	2,289,784.81	NAP
Mongolia	GGGI	12	350,000.00	
		12	368,000.00	
	UNEP	36	2,895,461.00	NAP
	International Finance Corporation (IFC)	24	291,783.00	

Country	Delivery Partner	Duration (Months)	Approved Amount (USD)	Note
	XacBank LLC (XacBank)	12	300,000.00	
		12	296,300.00	
Montenegro	UNEP	12	300,000.00	
Morocco	Beya Capital	12	300,000.00	
	Agency for Agricultural Development of Morocco (ADA_Morocco)	24	300,000.00	
	GIZ	18	497,008.05	
	GGGI	18	400,242.00	
Mozambique	Fundo Nacional de Desenvolvimento Sustentavel (FNDS)	12	300,000.00	
	GGGI	18	600,545.00	
Myanmar	UNEP-CTCN	12	338,680.00	
	UNEP	18	300,000.00	
	GGGI	24	850,220.00	
	FAO	24	399,226.00	
	UNEP	48	2,954,429.00	NAP
Namibia	Environmental Investment Fund of Namibia (EIF)	12	391,009.00	
		24	300,000.00	
	UNEP-CTCN	18	328,755.00	
Nauru	PIFS	24	339,250.00	
Nepal	UNEP	36	2,935,350.00	NAP
	UNDP	24	898,509.00	
Nicaragua	PricewaterhouseCoopers (PWC)		36,626.00	
	Inter-American Development Bank (IDB)	12	746,217.00	
	FAO	24	800,000.00	
Niger	UNDP	48	2,997,282.00	NAP
	UNEP	18	300,000.00	
Nigeria	UNIDO-CTCN	18	397,143.00	
	UNEP	36	2,981,567.00	NAP
Niue	Secretariat of the Pacific Regional Environment Programme (SPREP)	24	558,858.00	
North Macedonia	FAO	12	300,000.00	
		18	663,245.00	
Oman	Sultan Qaboos University	12	300,000.00	
Pakistan	UNEP	36	2,969,674.00	NAP
	GIZ	18	336,035.00	
	International Union for Conservation of Nature (IUCN)	18	526,971.00	
Palestine	UNEP-CTCN	12	254,100.00	
	UNDP	24	318,996.00	
Panama	CAF	24	895,667.00	
Papua New Guinea	GGGI	24	677,427.00	
	UNDP	18	1,890,928.00	NAP
Paraguay	CAF	12	300,000.00	
	Fundacion Avina	18	592,813.00	
Peru	GIZ	18	426,665.00	

Country	Delivery Partner	Duration (Months)	Approved Amount (USD)	Note
	Profonanpe	12	330,625.00	
	Profonanpe	12	301,165.00	
	Fundacion Avina	24	1,445,082.00	NAP
	Profonanpe	12	832,058.00	
Philippines	International Finance Corporation (IFC)	18	692,000.00	
	GGGI	18	300,000.00	
	GGGI	24	700,000.00	
Rwanda	GGGI	12	600,000.00	
	GGGI	18	699,940.00	
	GGGI	24	1,823,993.00	NAP
Saint Kitts and Nevis	FAO	18	432,942.00	
	Caribbean Development Bank (CDB)	14	589,530.00	
Saint Lucia	CCCCC	24	375,100.00	
	PricewaterhouseCoopers (PWC)		95,000.00	
Saint Vincent and the Grenadines	CCCCC	24	627,346.00	
	Ministry of Economic Planning, Sustainable Development, Industry, Labour and Information, Saint Vincent and the Grenadines	18	300,000.00	
Sao Tome and Principe	AFAP	12	300,000.00	
Senegal	Centre de Suivi Ecologique (CSE)	12	300,000.00	
	International Finance Corporation (IFC)	12	600,000.00	
	Centre de Suivi Ecologique (CSE)	24	205,000.00	
	FAO	18	325,985.00	
	CNCAS	24	552,547.00	
Serbia	UNEP	12	300,000.00	
	UNDP	36	2,100,000.00	NAP
Seychelles	Development Bank of Seychelles	12	300,000.00	
	Indian Ocean Commission	24	568,784.00	
Sierra Leone	PricewaterhouseCoopers (PWC)		32,602.00	
Solomon Islands	Secretariat of the Pacific Regional Environment Programme (SPREP)	24	991,262.00	
Somalia	UNDP	36	2,957,213.00	
South Africa	South African National Biodiversity Institute (SANBI)	24	380,000.00	
South Sudan	UNEP	18	300,000.00	
Sri Lanka	World Agroforestry Centre (ICRAF)	12	919,649.00	
Sudan	UNDP	24	396,220.00	
Suriname	Caribbean Development Bank (CDB)	18	317,923.00	
Syrian Arab Republic	FAO	24	482,610.00	
	UNIDO-CTCN	18	398,274.00	
Tanzania	UNEP-CTCN	18	347,838.00	
Tajikistan	UNDP	36	2,979,428.00	NAP

Country	Delivery Partner	Duration (Months)	Approved Amount (USD)	Note
Thailand	GIZ	18	292,184.00	
	GIZ	24	627,400.00	
	GGGI	12	340,000.00	
	UNEP-CTCN	12	244,120.00	
	GIZ	18	409,142.00	
Timor-Leste (East Timor)	UNDP	24	300,000.00	
	National Directorate for Climate Change	24	695,038.00	
Togo	Centre de Suivi Ecologique (CSE)	18	299,729.00	
Tonga	Ministry of Finance and National Planning, Tonga	12	300,000.00	
	UNEP-CTCN	6	200,000.00	
	PricewaterhouseCoopers (PWC)		39,307.00	
	Ministry of Finance and National Planning, Tonga	24	500,000.00	
		24	460,692.00	
24		1,681,315.00		
Trinidad and Tobago	PricewaterhouseCoopers (PWC)		36,626.00	
	FAO	18	260,000.00	
	CCCCC	24	662,306.00	
Tunisia	Sahara and Sahel Observatory (OSS)	12	300,000.00	
		18	330,000.00	
Tuvalu	Tuvalu	24	618,534.00	
Uganda	GGGI	24	700,593.00	
Uruguay	UNDP	12	370,000.00	
	UNDP	36	2,735,615.00	NAP
	UNDP	18	509,696.00	
	Corporación Nacional para el Desarrollo	18	91,810.00	
	Corporación Nacional para el Desarrollo	12	150,000.00	
Uzbekistan	UNDP	30	1,748,959.00	NAP
	Uzhydromet	24	476,360.00	
Vanuatu	GIZ	24	300,000.00	
		7	370,000.00	
	GGGI	12	350,000.00	
		18	650,000.00	
Vietnam	Vietnam	21	299,624.00	
	UNDP	24	1,939,035.00	NAP
Zambia	Zambia	24	300,000.00	
	UNEP-CTCN	18	347,838.00	
	Global Water Partnership Organisation (GWPO)	36	2,184,555.00	NAP
Zimbabwe	UNEP	24	300,000.00	
		36	2,886,725.00	NAP
	UNEP-CTCN	18	393,445.00	
<b>Total Amount Approved</b>			<b>243,659,758.31</b>	

## Readiness grants under implementation (multi-country allocation)

Countries	Delivery Partner	Duration (Months)	Approved Amount (USD)
Belize, Dominica, Haiti, Jamaica, Saint Lucia, Saint Vincent and Grenadines	Caribbean Community Climate Change Centre	36	1,802,657.00
Belize, Saint Lucia	CARICOM Development Fund	12	124,986.00
Dominica, Jamaica	Ministry of Economic, Growth and Job Creation, Jamaica	24	582,749.00
Antigua and Barbuda, Belize, Grenada, Jamaica, Saint Lucia, Saint Vincente and the Grenadines, Suriname	CANARI	24	1,296,958.00
Argentina, Costa Rica, Cuba, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Paraguay, Uruguay	UNEP	24	2,000,000.00
Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Haiti, Saint Lucia, Saint Vincent and the Grenadines, Saint Kitts and Nevis, Suriname	CDEMA	24	1,747,223.00
Antigua and Barbuda, Grenada, Dominica, Saint Lucia, Saint Kitts and Nevis	OECS	18	493,880.00
<b>Total Amount Approved</b>			<b>8,048,453.00</b>

## Completed readiness grants

Country	Delivery Partner	Type of Funding	Total Expenditure (USD)
Antigua and Barbuda	Department of Environment	Grant	228,117.00
		Grant	597,303.00
	PwC	Technical Assistance	28,065.04
Bangladesh	PwC	Technical Assistance	35,077.76
Benin	PwC	Technical Assistance	36,070.00
Brazil	PwC	Technical Assistance	33,851.00
Cambodia	PwC	Technical Assistance	35,343.00
	Mott McDonald	Technical Assistance	24,498.45
Cameroon	PwC	Technical Assistance	38,738.97
Chad	Centre de Suivi Ecologique (CSE)	Grant	259,959.00
Colombia	PwC	Technical Assistance	34,309.00
	PwC	Technical Assistance	34,330.00

Country	Delivery Partner	Type of Funding	Total Expenditure (USD)
Cook Islands	Ministry of Finance and Economic Management	Grant	142,750.22
	PwC	Technical Assistance	35,519.46
Cote d'Ivoire	PwC	Technical Assistance	34,977.83
Dominican Republic	FRP	Technical Assistance	300,000
Gabon	PwC	Technical Assistance	39,004.69
	Caisse des Dépôts et Consignations (CDC-Gabon)	Grant	278,721.00
Georgia	PwC	Technical Assistance	29,457.58
Guyana	CCCCC	Grant	175,999.00
Honduras	PwC	Technical Assistance	37,789.00
	PwC	Technical Assistance	34,557.00
Jamaica	PwC	Technical Assistance	32,263.69
Kenya	PwC	Technical Assistance	34,102.00
Mali	Sahel Eco	Grant	162,244.70
		Grant	41,165.00
Mexico	PwC	Technical Assistance	35,445.00
Micronesia	PwC	Technical Assistance	37,989.00
	PwC	Technical Assistance	38,048.00
	Secretariat of the Pacific Community (SPC)	Grant	381,042.00
Mongolia	XacBank LLC	Grant	287,778.00
Mozambique	PwC	Technical Assistance	34,993.25
Nicaragua	FAO	Grant	145,044.00
Niue	PwC	Technical Assistance	42,122.00
Pakistan	PwC	Technical Assistance	35,367.00
	NRSP	Grant	250,737.00
Palau	PwC	Technical Assistance	35,367.00
Peru	PwC	Technical Assistance	37,215.00
Rwanda	Environment and Climate Change Fund	Grant	210,506.35
Senegal	PwC	Technical Assistance	32,998.87
Seychelles	PwC	Technical Assistance	34,222.00
Tajikistan	Committee on Environmental Protection	Grant	294,387.00
Togo	Centre de Suivi Ecologique (CSE)	Grant	239,578.00
Tunisia	PwC	Technical Assistance	28,677.29
		Technical Assistance	94,084.46
Uruguay	PwC	Technical Assistance	34,573.31
Vanuatu	SPREP	Grant	132,947.00
Zimbabwe	PwC	Technical Assistance	32,324.59
<b>Total Expenditure</b>			<b>5,219,909.51</b>

Readiness grants approved but cancelled

Country	Delivery Partner	Total Expenditure (USD)
Congo	UNDP	37,542.00
El Salvador	Ministry of Foreign Affairs	
Eswatini	UNDP	968.26
Ethiopia	Ministry of Finance and Economic Planning	72,722.00
Kenya	Kenya National Treasury	-
Mauritius	Ministry of Finance and Economic Development	-
Philippines	Climate Change Commission	-
Yemen	Sultan Qaboos University	-
<b>Total Expenditure</b>		<b>111,232.26</b>