Funding Proposal

FP303: Climate Resilient Water Sanitation and Hygiene (WASH) and Disaster Management services for vulnerable children in the Central African Republic (CRDM-CAR)

Central African Republic (the) | the United Nations Children's Fund (UNICEF) | Decision B.45/08

23 July 2026

GREEN CLIMATE FUND

Contents

Note to Accredited Entities on the use of the funding proposal template

- Accredited Entities should provide summary information in the proposal with cross-reference to annexes such as feasibility studies, gender action plan, term sheet, etc.
- Accredited Entities should ensure that annexes provided are consistent with the details provided in the funding proposal. Updates to the funding proposal and/or annexes must be reflected in all relevant documents.
- The total number of pages for the funding proposal (excluding annexes) **should not exceed 60**. Proposals exceeding the prescribed length will not be assessed within the usual service standard time.
- The recommended font is Arial, size 11.
- Under the GCF Information Disclosure Policy, project and programme funding proposals will be disclosed on the GCF website, simultaneous with the submission to the Board, subject to the redaction of any information that may not be disclosed pursuant to the IDP. Accredited Entities are asked to fill out information on disclosure in section G.4.

Please submit the completed proposal to:

fundingproposal@gcfund.org

Please use the following name convention for the file name:

"FP-[Accredited Entity Short Name]-[Country/Region]-[YYYY/MM/DD]"

A. PROJECT/PROGRAMME SUMMARY

A.1. Project or programme	Project	**A.2. Public or private sector**	Public
A.3. Request for Proposals (RFP)	*If the funding proposal is being submitted in response to a specific GCF Request for Proposals, indicate which RFP it is targeted for. Please note that there is a separate template for the Simplified Approval Process and REDD+.* Not applicable		

A.4. Result area(s)

*Check the applicable GCF result area(s) that the overall proposed project/programme targets below. For each checked result area(s), indicate the estimated percentage of **GCF and Co-financers' contribution** devoted to it. The total of the percentages when summed should be 100% for GCF and Co-financers' contribution respectively.*

	GCF contribution	Co-financers' contribution[1]
Mitigation total	Enter number %	Enter number %
☐ Energy generation and access	Enter number %	Enter number %
☐ Low-emission transport	Enter number %	Enter number %
☐ Buildings, cities, industries and appliances	Enter number %	Enter number %
☐ Forestry and land use	Enter number %	Enter number %
Adaptation total	Enter number %	Enter number %
☒ Most vulnerable people and communities	20 %	20 %
☒ Health and well-being, and food and water security	40 %	40 %
☒ Infrastructure and built environment	40 %	40 %
☐ Ecosystems and ecosystem services	Enter number %	Enter number %

A.5. Expected mitigation outcome *(Core indicator 1: GHG emissions reduced, avoided or removed / sequestered)*	0 tCO2eq over total lifespan of the project/programme[2]	**A.6. Expected adaptation outcome** *(Core indicator 2: direct and indirect beneficiaries reached)*	3,068,674 (56.4% of population)	
			504,600 direct beneficiaries	2,564,074 indirect beneficiaries
			9.3%	47.1%
A.7. Total financing (GCF + co-finance[3])	73,778,982 USD	**A.9. Project size**	Medium (Upto USD 250 million)	
A.8. Total GCF funding requested	69,093,470 USD *For multi-country proposals, please fill out annex 17.*			

[1] Co-financer's contribution means the financial resources required, whether Public Finance or Private Finance, in addition to the GCF contribution (i.e. GCF financial resources requested by the Accredited Entity) to implement the project or programme described in the funding proposal.
[2] The total lifespan of the project/programme is defined as the maximum number of years over which the outcomes of the investment are expected to be effective. This is different from the project/programme implementation period.
[3] Refer to the Policy of Co-financing of the GCF.

A.10. Financial instrument(s) requested for the GCF funding	*Mark all that apply and provide total amounts. The sum of all total amounts should be consistent with A.8.* ☒ Grant $69,093,470 ☐ Loan Enter number ☐ Guarantee Enter number ☐ Equity Enter number ☐ Results-based payment Enter number		
A.11. Implementation period	6 years	**A.12. Total lifespan**	20 years[4]
A.13. Expected date of AE internal approval	*This is the date that the Accredited Entity obtained/will obtain its own approval to implement the project/ programme, if available.* *2/28/2026*	**A.14. ESS category**	*Refer to the AE's safeguard policy and GCF ESS Standards to assess your FP category.* B
A.15. Has this FP been submitted as a CN before?	Yes ☒ No ☐	**A.16. Has Readiness or PPF support been used to prepare this FP?**	Yes ☐ No ☒
A.17. Is this FP included in the entity work programme?	Yes ☐ No ☒	**A.18. Is this FP included in the country programme?**	Yes ☐ No ☒
A.19. Complementarity and coherence	*Does the project/programme complement other climate finance funding (e.g. GEF, AF, CIF, etc.)? If yes, please elaborate in section B.1.* Yes ☒ No ☐		

[4] *Based on lifespan of drainage equipment*

A.20. Executing Entity information	The United Nations Children's Fund (UNICEF) will serve as both the Accredited Entity (AE) and the Executing Entity (EE) for the "Climate Resilient WASH and Disaster Management services for vulnerable children in the Central African Republic (CRDM-CAR)" project. UNICEF has a long-standing presence in the Central African Republic, having been active since 1986, and currently operates five field offices. It is the lead technical and financial partner for Water, Sanitation, and Hygiene (WASH) in the country, with a 2024 country programme budget of $104 million. The project's implementation will specifically target the prefectures of Bangui, Ouham, Bamingui-Bangoran, and Vakaga. This selection was determined jointly with the government through a two-stage process, incorporating a Climate Change Risk Assessment (CCRA) with considerations for operational feasibility, including UNICEF's existing presence, logistical efficiency, and security. UNICEF maintains office presence in Ouham, Bangui, and Vakaga, and the proximity of Bamingui-Bangoran to Vakaga further enhances logistical efficiency for project operations. These areas were chosen as they represent some of the most climate-exposed and underserved prefectures in the country. In its capacity as EE, UNICEF will lead and provide overall management of the Technical Assistance (TA) at both national and subnational levels. This encompasses hosting and managing the Project Management Unit (PMU), leading technical implementation and supervision, managing all financial resources in line with the UNICEF Accreditation Master Agreement (AMA), ensuring compliance with project plans such as the Environmental and Social Management Plan (ESMP) and Gender Action Plan (GAP), and liaising with government institutions for coordination. UNICEF manages all financial transactions through its integrated SAP-based enterprise resource planning system, VISION, which supports budgeting, planning, cash transfers, procurement, contracts, accounting, and reporting. Financial control for grants is ensured through a multi-layered system of assurance activities and audits, guided primarily by the Harmonized Approach to Cash Transfers (HACT) framework. The Ministry of Energy Development and Hydraulic Resources (MEDHR) will serve as a government Executing Entity for specific activities. Its role reflects its technical mandate and co-financing contribution. MEDHR will provide co-financing; deploy staff and technical inputs; identify sector priorities; and validate outputs within its mandate.

A.21. Executive summary (max. 750 words, approximately 1.5 pages)

Climate rationale, purpose, activities and delivery roles

1. **Observed and projected change.** Since 2005, the Central African Republic (CAR) has warmed by ~+0.8–1.2°C (vs. 1985–2004), with **~+40%** more very-wet days in several prefectures. Floods and episodic droughts already disrupt services and livelihoods. CMIP6 SSP5-8.5 shows mid-century warming of ~1.7–2.15°C (2041–2070 vs. 1981–2010) and more very-wet days, increasing flood risk in Bangui, Bamingui-Bangoran, Ouham and Vakaga while dry-season water stress persists. Climate drivers (El Niño–Southern Oscillation; anthropogenic warming) combine with non-climatic stressors (conflict, poverty, rapid urbanization, very low baseline coverage of WASH services which are poorly constructed) to increase the climate risks of vulnerable communities.

2. Data, maps and sources are given in the Feasibility Study (FS); 2020–2024 flood-loss estimates are summarized in the Economic and Financial Analysis files (Annex 3a/b).

3. **Impacts on WASH and health.** Floods damage latrines, wells and distribution lines, driving faecal contamination and disease (cholera, diarrhoea, malaria). Heat and long dry periods reduce recharge and deepen water insecurity, increasing the risk of conflict and raising protection risks for women and girls who travel farther to collect water. Sparse hydrometric/ groundwater monitoring and regulation constrains sustainable abstraction and drought management. Impacts concentrate in poor settlements, schools and health facilities sited in flood-prone areas or reliant on shallow, water sources which are prone to contamination.

4. **Project goal.** Increase the climate resilience of WASH services and vulnerable populations by reducing flood- and drought-related service disruptions, disease risks and asset and livelihood losses in Bangui, Bamingui-Bangoran, Ouham and Vakaga. Results track IRMF adaptation indicators Core 2 (direct and indirect beneficiaries reached), ARA 1 Supplementary 2.4 , ARA 2 Supplementary 2.3 , ARA 3 Supplementary 2.6, Core 3 (physical assets), ARA

3 Supplementary 3.1, Core 5 (institutional and regulatory frameworks), Core 6 (technology), and Core 8 (knowledge generation and learning processes), with baselines, targets and methods in the annexes.

Theory of change and design

5. The project couples **systems reform** with **risk-informed service delivery**.

- **Outcome 1 – Systems & policy.** Build capacity, policies and operational planning for climate-resilient WASH, Water Resources Management (WRM), Disaster Risk Reduction (DRR) and Early Warning Systems (EWS); embed risk-informed standards (72-hour lead time for severe weather alerts); establish Operation and Maintenance (O&M)/asset-management routines; integrate hydro-met data with community alerts. **MEDHR/DGRH** (Ministry of Energy Development and Hydraulic Resources/Direction Générale Ressources Hydrauliques) **and ANEA** (Agence Nationale de l'eau et l'Assainissement) will be consulted for the development of and will validate the policies/standards, and asset registers, **facilitated by the UNICEF PMU**; drafted by consultants; additional validation by the Project Steering Committee **(PSC)**. **Directorate of Meteorology + MEDHR/DGRH** will be consulted for the design of and operate hydrometric/groundwater networks and QA/QC and analyse data; **UNICEF** procures/installs equipment; non-governmental organisations (**NGO)/Civil Society Organisations (CSO) partners** support remote maintenance. **Directorate of Meteorology & Civil Protection** is responsible forecasting/alerts; **UNICEF PMU** standardizes data/protocols; **municipalities/community radio/ Implementing partners** manage last-mile dissemination. For Monitoring/Evaluation and Learning (MEL)/data integration, the **UNICEF PMU M&E unit** harmonizes and validates data and trains analysts; dashboards are hosted by **MEDHR.**

- **Outcome 2 – Services & community resilience.** Deploy risk-screened, climate-resilient WASH: **~200** solarized, flood-resilient water systems; Community Led Total Sanitation (**CLTS)-supported** resilient sanitation in **~500** communities; **urban drainage upgrades in Bangui** to reduce inundation near critical WASH assets; climate resilient WASH packages for **100 schools** and **100 healthcare facilities**. Designs apply risk-informed siting/elevation, scour protection, sustainable abstraction with monitoring, and permeable/nature-based drainage where feasible. **Rural/peri-urban water systems:** works by **private contractors** procured by **UNICEF**; supervision by **UNICEF PMU + DGRH**; O&M by **water-user associations/delegated operators**; **NGO** train caretakers/artisans and set up spares chains. **Community sanitation: NGO** lead triggering/behaviour change/latrine upgrades with **communes**; **Health** and **Education** ministries co-lead for facilities; **Parent Teacher Associations /facility committees** run O&M. **Urban drainage (Bangui):** contractors under **UNICEF**; co-implemented with **Municipality/City Hall** and **Public Works**; post-handover O&M by **Municipal drainage department** with Outcome-1 budget lines. **Community WRM/DRR & youth engagement: NGO** facilitate; **youth/women's associations** co-design; **UNICEF PMU** coordinates training/materials.

Beneficiaries and gender

6. The project reaches **~504,600 unique direct beneficiaries** across the four prefectures (de-duplicated; service-specific tallies intentionally overlap) and **~2.5 million indirect beneficiaries** via systems strengthening and preparedness. **≥52%** of direct beneficiaries will be female. About **18,000** people (government, operators, artisans, community leaders, youth) gain skills in climate-risk assessment, conflict-sensitive resilience planning, WRM/DRR, hydrometric monitoring and O&M. Methods and de-duplication logic are in **Annex 23a/23b**.

Justification for GCF grant financing

7. The EFA (Annexes 2 & 3b) shows **no financed development baseline**; proposed measures are **public-good adaptation** with little cost-recovery. Passing climate premiums to users would **breach affordability**. Although socio-economic returns are positive (**EIRR ~14%, ENPV ~USD 34.27m**), benefits are largely **externalities**, so debt/blended options are unsuitable. A **grant** is the minimum-concessional instrument to de-risk first-mover climate-resilient WASH in a fragile, low-income, insecure context; finance systems functions; and ensure equitable, protection-sensitive outcomes. Grants also allow sequencing of reforms, engagement and **time-bound O&M** alongside works.

Safeguards and integrity

8. Risk category **Category B** with proportionate **ESMF, IPP, SEP/GAAP** and project **GRM**. Climate-smart siting/design and monitoring avoids maladaptation. Contracts embed AML/CFT, SEA/SH controls, beneficial-ownership/PEP screening and Codes of Conduct; survivor-centred referral pathways operate through the GBV and SEAH/SH structures as well as project GRM structures. See Annex 6/8 and Legal/Operations annexes.

Scalability

9. By embedding risk-informed standards, O&M, monitoring and data use into government systems—and demonstrating cost-effective resilient WASH packages and creating the demand for climate resilient WASH services —the project enables replication across additional prefectures (and potentially other countries and regions) via national budgets and external finance. Evidence and unit specs are in **Annex 2**; beneficiary methods in **Annex 23a/23b**.

B. PROJECT/PROGRAMME INFORMATION

B.1. Climate context (max. 1000 words, approximately 2 pages)

10. **Main resilience challenge.** The Central African Republic (CAR) faces compounding climate and fragility risks that disrupt essential services and deepen poverty. Floods, heat and episodic droughts already damage water and sanitation assets, contaminate drinking water, and interrupt services in the high-risk prefectures of **Bangui, Ouham, Bamingui-Bangoran and Vakaga**. Extremely low coverage of WASH services (which are poorly constructed) and weak early-warning capacity magnify impacts. The project therefore shifts from reactive fixes to a **preventive, risk-informed service model**, linking national systems (policy, data, EWS) with **climate-resilient water, sanitation and drainage** delivery. (Sources and figures: **Annex 2 Feasibility Study —sections "Projected climate change trends," "Exposure mapping," and §4.1–4.4**.)

11. Observed climate trends—signals versus drivers

- **Anthropogenic signal (warming & hydrologic intensification).** Since ~2005, average temperatures have risen **+0.8–1.2 °C** (1985–2004 baseline), with marked increases in the north and east. "Very-wet days" have intensified (≈**+40%** in selected areas), consistent with a warming-driven intensification of the hydrologic cycle. (FS §5.2.1).
- **Natural variability.** Year-to-year anomalies are influenced by **ENSO** and regional modes that shift seasonal rainfall timing and extremes; these interact with the warming signal to produce multi-year wet/dry swings.
- **Non-climatic stressors.** Conflict, rapid urbanization (Bangui), deforestation and **very low WASH service baselines** increase exposure and sensitivity of communities and assets to climate hazards. (FS §4.1–4.3).

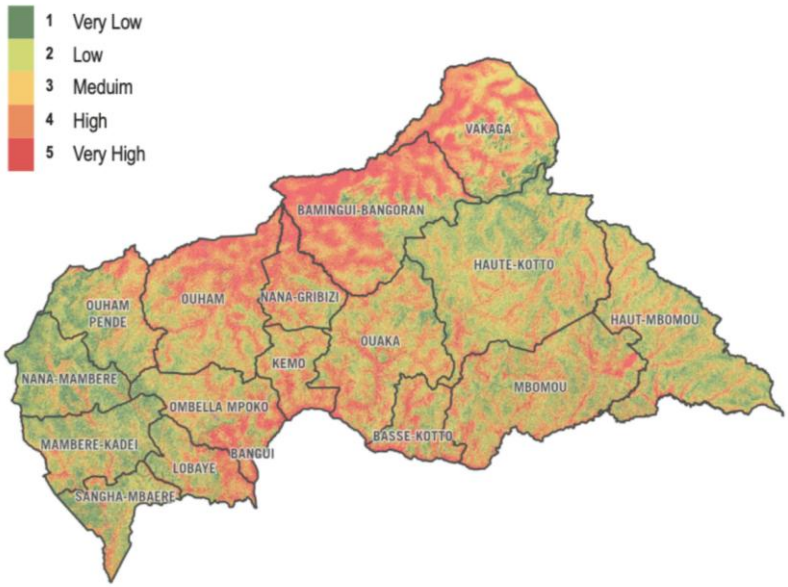
12. **Current hazards and spatial patterns**

- **Extreme rainfall & floods.** Since 2005, the **frequency and intensity of heavy-rain days** have increased, with repeated **urban and riverine floods** affecting Bangui, Ouham and Bamingui-Bangoran. Flooding damages water services, latrines and distribution lines and spreads faecal contamination, magnified by high rates of open defecation and poor construction standards of WASH services.
- **Dry spells & drought.** Northern and central belts experience dry-season deficits; **shallow wells and hand-dug sources frequently fail** late in the dry season due to lowering water levels, forcing unsafe surface-water use and long travel times to alternative sources, potentially escalating conflict and tensions, and reducing the volume and quality of water available.
- **Heat/heatwaves.** More frequent/intense heatwaves raise domestic and agricultural water demand, stress shallow aquifers and exacerbate vector-borne disease risks.

Evidence, maps and methods are detailed in **FS §5.2.1** (temperature, precipitation, dry spells, heatwaves).

Figure 1: Flood susceptibility in the CAR. Source: REACH (2020).[5]

[5] REACH. (2020). *Central African Republic flood susceptibility & risk*. https://reliefweb.int/report/central-african-republic/central-african-republic-flood-susceptibility-risk



13. **Projections—what will change and where.** Multi-model **CMIP6** ensembles (**SSP5-8.5**) indicate **+1.7–2.15 °C** warming by mid-century (**2041–2070 vs. 1981–2010**) and **higher heavy-rain intensity/frequency**, particularly in **Bamingui-Bangoran, Ouham, Vakaga** and the **Bangui corridor**. While annual rainfall may increase, much of the gain is expected in **intense events** that **do not fully recharge aquifers**; **dry-season stress persists**. Without adaptation, these shifts imply **higher flood peaks, longer water-supply disruptions**, and greater contamination risk. (FS §5.2.1; Climate Information Portal extracts cited therein.)

14. **Exposure and vulnerability—who and what is at risk**

- **People and assets. As 63.5%** of the population do not have access to a **basic drinking water** service and **69.4%** do not have access to even a **limited sanitation** service nationally, most households rely on sources **highly exposed** to climate shocks. Reliance on **shallow groundwater** and **pit latrines** makes contamination and service outages common during floods; shallow sources fail during droughts. Critical facilities (**schools/healthcare facilities**) are frequently in flood-prone zones. (FS §4.1–4.3).
- **Systems gap.** Only a fraction of **hydromet and groundwater monitoring stations** are operational; roles and **data flows for multi-hazard EWS** are incomplete, limiting anticipatory action. (FS §4.4; §5.3).
- **Economic losses.** Documented flood-related losses in 2020–2024 in target areas total **~USD 115.34 million** (annual average **~USD 28.83 million**), spanning damage to WASH assets, households, and livelihoods. (See **"Estimated value of economic assets lost due to floods (2020–2024")**)

15. **Causality and adaptation logic—why these measures.** The design directly treats **hazard → impact pathways** (cross-references to **Section C.2** and **Section E Logical Framework**):

- **Flood damage & contamination → risk-informed standards and siting** (elevated platforms/ wellheads; sealed aprons), **urban drainage upgrades in Bangui** (right-sizing, silt traps, **nature-based/permeable measures**), **flood-adapted sanitation** (lined and elevated pits, backflow prevention, safe sludge handling) and **Water Safety Plans**. (Outputs 1.1, 2.1–2.3; FS §6; Annex 6 ESMF screening tools).
- **Dry-season failures → deeper screened boreholes (informed by water resource assessments)**, **solarized pumping** (reliable lift/volume without diesel), **storage/demand management**, water conservation messaging, and **groundwater monitoring** to keep abstraction within safe yield. (Outputs 1.2, 2.1; technical parameters in **Annex 2**.)
- **Information gap → hydrometric and groundwater networks**, **interoperable risk information/MEL**, and **multi-hazard EWS** with last-mile communication (radio/SMS/ protocols) for anticipatory action. (Outputs 1.2, 1.3; FS §5.3; Annex 11 M&E.)
- **Institutional weakness → mainstreaming climate resilience** in policies, standards, budgeting and **asset registers**, strengthening capacity on with O&M routines and capacity at national/municipal levels. (Outputs 1.1, 1.3; FS—Institutional analysis).

16. These actions map to **IRMF adaptation indicators** Core 2 (direct and indirect beneficiaries reached), ARA 1 Supplementary 2.4 , ARA 2 Supplementary 2.3 , ARA 3 Supplementary 2.6, Core 3 (physical assets), ARA 3 Supplementary 3.1, Core 5 (institutional and regulatory frameworks), Core 6 (technology), and Core 8 (knowledge generation and learning processes), with baselines/targets in **Section E** and methods in **Annex 11 (M&E Plan)**.

17. **Maladaptation risks and how they are avoided.** The design includes explicit **"no-regrets / avoid-maladaptation"** checks:

- **Groundwater stress.** Site selection uses comprehensive water resource assessments and **groundwater monitoring and low proposed abstraction rates** to avoid over-abstraction; **abstraction is monitored** with triggers to control and if necessary, limit daily quantity of water pumped
- **Downstream flood risk.** Drainage works apply hydrological assessment and Nature based solutions **measures** where feasible to avoid raising downstream peaks; culvert sizing and lining use **climate-adjusted return periods**.
- **Sanitation-borne contamination. Elevated, flood-adapted facilities** with backflow prevention and safe sludge handling per updated standards. Mobilisation activities to create demand for climate resilient sanitation services
- **Asset lock-in.** Risk informed siting mandatory; **diesel lock-in is avoided** via solar pumping and efficiency measures.
- **Inclusive safeguards. ESMF, SEP/GAAP, IPP and GRM** ensure inclusive consultation and **FPIC** where Indigenous Peoples may be affected; activity-level **ESMPs** govern construction; **post-construction O&M** plans and budget lines reduce performance drift.

18. **Evidence, references and gaps.** All statements are supported by **FS Annex 2** (historic trends, projections, hazard and risk maps, §4.4 and §5.2.1); **Annex 2** (unit designs/assumptions for solarized systems, MRV roles); **Annex 11** (M&E methods); and **flood-loss workbook (2020–2024)** for monetized impacts. Where local observational series are sparse (e.g., groundwater time series, station gaps), the project **rebuilds monitoring networks** (Outcome 1) and applies **conservative design margins** until site-specific data mature. Any outstanding uncertainties are disclosed in the **FS** and will be updated during inception once enhanced monitoring is in place.

B.2 (a). Theory of change narrative and diagram (max. 1500 words, approximately 3 pages plus diagram)

19. **Climate problem/issue.** The Central African Republic faces escalating climate hazards—more very-wet days and recurrent floods, heat and episodic droughts—interacting with non-climatic stressors (conflict, poverty, rapid urbanization, low baseline WASH coverage and poor construction standards). These hazards damage or destroy WASH assets, contaminate drinking water, and interrupt services for households, schools, and healthcare facilities, especially in Bangui, Ouham, Bamingui-Bangoran, and Vakaga.
20. CMIP6 projections; exposure maps identify high-risk localities; and a 2020–2024 flood-loss workbook quantifies recent economic losses. The central challenge to resilience is not only the hazard level but system fragility: limited hydromet/groundwater monitoring, weak risk-informed standards, planning and capacity, under-resourced O&M, and insufficient community adoption of resilient practices.

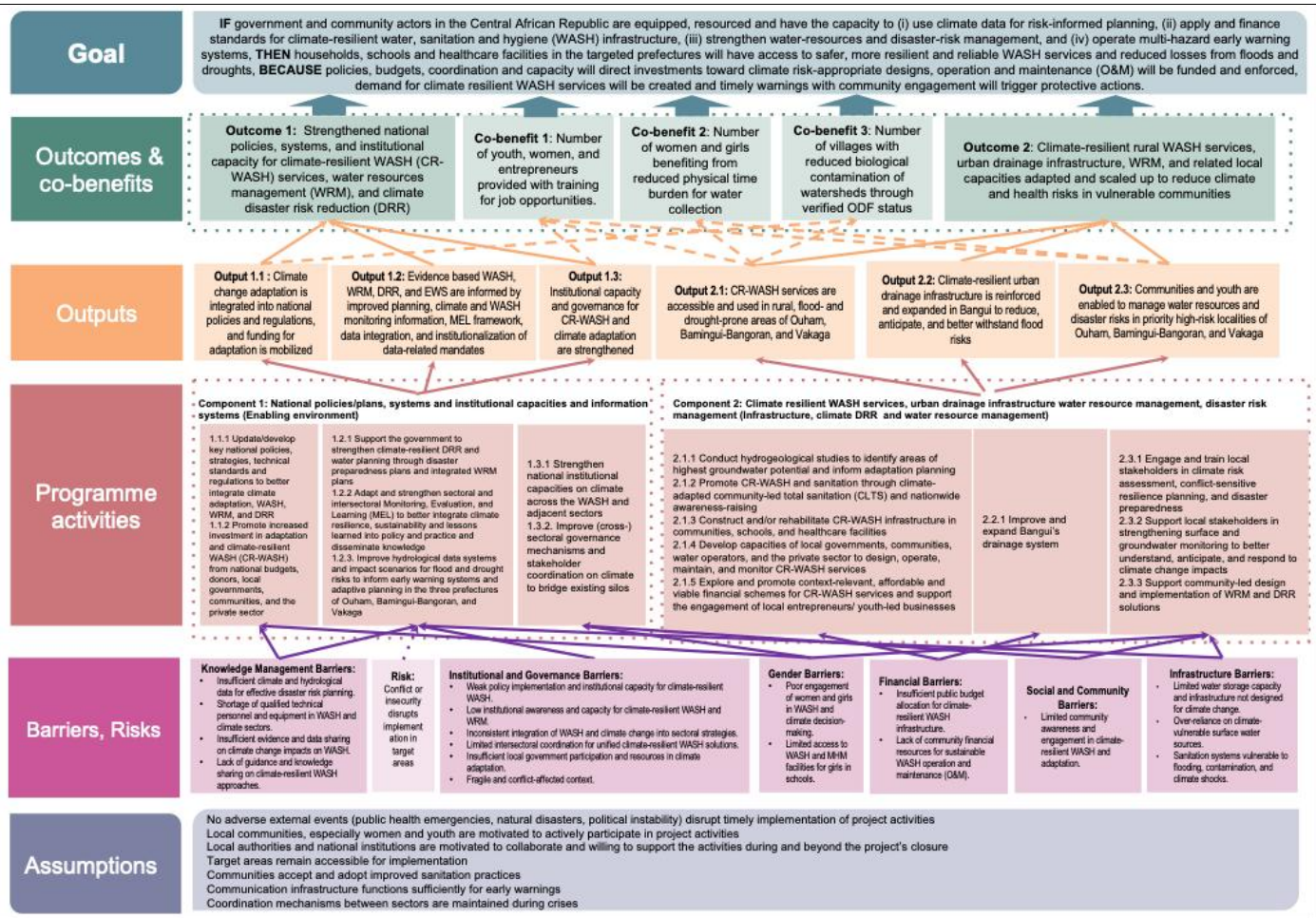


Figure 2: Theory of Change

21. **TOC Statement: IF** government and community actors in the Central African Republic are equipped, resourced and have the capacity to (i) use climate data for risk-informed planning, (ii) apply and finance standards for climate-resilient water, sanitation and hygiene (WASH) infrastructure, (iii) strengthen water-resources and disaster-risk management, and (iv) operate multi-hazard early warning systems, **THEN** households, schools and healthcare facilities in the targeted prefectures will have access to safer, more resilient and reliable WASH services and reduced losses from floods and droughts, **BECAUSE** policies, budgets, coordination and capacity will direct investments toward climate risk-appropriate designs, operation and maintenance (O&M) will be funded and enforced, demand for climate resilient WASH services will be created and timely warnings with community engagement will trigger protective actions.

22. **Project goal:** Increase the climate resilience of WASH services and vulnerable populations by reducing flood- and drought-related service disruptions, disease risks and asset and livelihood losses in Bangui, Bamingui-Bangoran, Ouham and Vakaga. Results track IRMF adaptation indicators Core 2 (direct and indirect beneficiaries reached), ARA 1 Supplementary 2.4 , ARA 2 Supplementary 2.3 , ARA 3 Supplementary 2.6, Core 3 (physical assets), ARA 3 Supplementary 3.1, Core 5 (institutional and regulatory frameworks), Core 6 (technology), and Core 8 (knowledge generation and learning processes), with baselines, targets and methods in the annexes.

23. **Alignment with FS ToC and logic.** The ToC here mirrors the **FS ToC (Annex 2)** and maps to the **logframe (Section E)** and **IRMF** indicators (codes, baselines, targets, methods, owners). The design is explicitly **hazard → exposure/vulnerability → outputs → outcomes → IRMF results**.

Causal pathways and logical links

24. **Outcome 1—Systems and policy (enablers).** Institutions have increased capacity on climate risks, adopt and enforce **risk-informed standards**; plans/budgets become climate-screened; **WRM/DRR/EWS** functions are operational; and O&M and asset-management systems are institutionalized.

25. **Outputs (illustrative; see Section B.3 and Section E):**

- **Policies/standards and financing instruments updated** to require resilient siting/elevation, scour protection, sustainable abstraction, and climate-sized drainage; incorporation into budgeting and procurement. *(Ref: FS—Institutional analysis; Annex 6 ESMF.)*
- **Evidence systems:** hydromet and groundwater monitoring networks, interoperable data pipelines, and actionable **EWS** with last-mile communication and a target 72-hour lead time for severe weather alerts. *(Ref: FS Annex 2; Annex 11 M&E.)*
- **Clear post-alert responses with time-bound and verifiable actions:** Alert thresholds and decision authority, time-bound response actions following alerts, rollout of means of verification and performance indicators *(Ref: FS Annex 2; Annex 11 M&E.)*
- **Governance and capacity:** multi-agency SOPs for data sharing/joint planning; competency-based training and mentoring; sub-national resourcing tied to O&M checklists . *(Ref: SEP/GAAP; Annex 11.)*

26. **Outcome 2—Services and community resilience (delivery).** Communities demand and use climate-resilient WASH services which continue to function during shocks; contamination is reduced; communities adopt and maintain risk-appropriate practices.

27. **Outputs (illustrative; see Section B.3 and Section E):**

- **~200 solarized, flood-resilient water systems** with storage and safe yields; **risk-informed sanitation** (CLTS-based climate-resilient latrines in ~500 communities); and **urban drainage upgrades in Bangui** near critical WASH assets. *(Ref: FS technical options; Annex 2 for solar parameters; Annex 6 ESMF for screening.)*
- **Resilient WASH packages in 100 schools and 100 healthcare facilities**, including water safety planning and menstrual hygiene management (MHM).
- **Tariff systems for supported flood-resilient water systems** that ensure sustainable O&M and provide a clear exit strategy.
- **Community engagement and capacity** (women, youth, implementing partners , entrepreneurs) for WRM/DRR, water safety, O&M, and accountability through GRM. *(Ref: SEP v1; GAAP v1.)*

28. **Cause–effect clarity.** Each intervention addresses a documented **hazard→ impact** pathway:

- **Flood damage/contamination** → elevated/lined designs, backflow prevention, sealed aprons, climate-sized drainage with **permeable/nature-based** elements, and Water Safety Plans.
- **Dry-season failures** → deeper screened boreholes, **solar pumping** (reliable lift/volume, avoids diesel lock-in), storage/demand management, water conservation mobilisation and **groundwater monitoring** to keep abstraction within sustainable yield.
- **Information gap** → hydromet/piezometer networks, interoperable MEL, and EWS protocols.
- **Institutional weakness** → standards, capacity, SOPs, funding lines, asset registers, and O&M routines.

(Details: **FS Annex 2**; **Annex 6 ESMF**; **Annex 11**; **Annex 23a/23b** for beneficiary methods.)

29. **Barriers addressed and durability beyond project**

CAR's resilience gap stems from mutually reinforcing constraints:

- **Institutions/governance:** Limited enforcement of climate-resilient WASH standards; fragmented mandates; weak inter-ministerial coordination; conflict-affected context; uneven decentralization and scarce sub-national capacity on climate.
- **Finance/O&M:** Insufficient public and IFI resources for the incremental costs of climate-resilient WASH; weak, affordable O&M/asset-management models; thin local markets for spares/services and limited community ability to pay.
- **Data/knowledge/capacity:** Sparse hydromet and groundwater monitoring; no fully operational multi-hazard EWS; gaps in MEL and knowledge sharing and analytical capacity; acute shortages of qualified staff, equipment and connectivity at prefecture/municipal levels.
- **Community and non-state engagement:** Low awareness and participation of women, youth, Indigenous Peoples, IDPs and private actors; behaviour-change and accountability mechanisms underused.
- **Gender and protection:** Inadequate MHM in schools; disproportionate time/risks for women and girls collecting water; SEA/SH risk if safeguards are weak.

- **Infrastructure/technical:** Shallow, flood-prone and contaminated sources; sanitation vulnerable to inundation and leakage; inadequate storage; undersized/impermeable drainage; pockets of reliance on climate-sensitive surface water.

30. These barriers are addressed through policy/standards, evidence systems, financing and O&M models, behaviour change, and resilient service delivery, **mapped to Outputs 1.1–1.3 and 2.1–2.3 (Section E)**.

Co-benefits

31. The project will generate three co-benefits, which will be monitored: i) number of youth, women, and entrepreneurs provided with training for job opportunities ii) number of women and girls benefiting from reduced physical time burden for water collection iii) number of villages with reduced biological contamination of watersheds through verified ODF status. See section D.3 (sustainable development potential) for further details on the identified co-benefits, and section E.5. Co-benefit indicators and methods align with IRMF SD metrics where applicable; disaggregation by sex/age/disability/IP status is applied

Assumptions and risks

32. Key assumptions: continuous government and community engagement; access to target areas; functioning communications for alerts; lasting and efficient coordination. Risks and mitigations (Section F; Chapter G.1; **Annex 6 ESMF**; **SEP/GAAP**; Operations and Maintenance - **O&M (Annex 2 – Section 8.7**):

- **Political/institutional shifts** → formal inter-ministerial MOUs, embedding standards/outputs in approved instruments,
- **Insecurity/access constraints** → conflict-sensitive activities embedded, flexible phasing, partner diversification, UNDSS protocols, sub-area security assessment prior to implementation for all investments.
- **O&M financing shortfalls** → lifecycle operation expenditures analysis, tariff/user-committee models, **O&M contracts**.
- **Low adoption** → co-design with women/youth/ implementing partners , behaviour-change strategy (CLTS + risk messaging) including demand creation, phased pilots with feedback loops and affordability measures.
- **Integrity risks (procurement, AML/CFT) and SEA/SH** → KYC/PEP screening, red-flag/SAR workflow, prior-review thresholds, whistleblowing, partner audits; survivor-centred mechanisms, codes of conduct, safe GRM channels and referral pathways.

33. Assumptions/risks are **testable** via IRMF indicators, O&M scorecards, and EWS performance (72-hour lead time for severe weather alerts) (**Annex 11**).

Behavioural change

34. The ToC hinges on **behavioural shifts**:

- **Institutions** adopt risk-informed planning/budgeting, enforce standards, and maintain data flows and O&M routines.
- **Communities** transition to **climate-resilient water and sanitation** services, water safety practices, and transparent O&M contributions; youth/women/ implementing partners participate in monitoring and governance.
- **Service providers/local enterprises** adopt climate resilient solutions as a service option and preventive maintenance and stock spares.

35. These shifts are supported by **competency-based training**, mentoring, **clear incentives** (KPIs/scorecards), and accountability via **GRM**. (Refs: **Annex 11**, **SEP v1**, **GAAP v1**.)

Vulnerability and risk analysis; prioritization of measures

36. The **FS (Annex 2)** provides **observed trends** and **projections**, **flood susceptibility**, and **exposure** of people and assets in the four prefectures, plus quantified **flood losses (2020–2024)**. Prioritized measures directly target the assessed vulnerabilities:

- Where **flood susceptibility** is high (Bangui corridor, Ouham, Bamingui-Bangoran and Vakaga), designs use **elevated/lined** facilities and **climate-sized drainage**, favouring **permeable/NbS** where feasible.
- Where **dry-season stress** is recurrent (north/central belts), water systems shift to **deeper boreholes with sustainable yields** with **solar pumping (and promoting water conservation)**, storage, and **groundwater monitoring**.

- Where **service baselines** are lowest (rural dispersed communities), CR-WASH and CLTS are sequenced with **user training**, affordability measures, and **local enterprise** involvement.
- For **schools/healthcare facilities**, resilient WASH packages and **MHM** address gendered impacts and service continuity.

37. This ensures **measures address the assessed risks** and target the most exposed populations and critical assets (**Annex 2; Section E; Annex 6**).

Cross-cutting link (adaptation–mitigation)

38. The proposal is **100% adaptation** in results-area allocation. A modest **mitigation co-benefit** arises by replacing diesel pumps with solar (assumptions and MRV in **Annex 2**). Avoiding **diesel lock-in** is also a **no-regrets** adaptation decision that improves service reliability during shocks.

Measurability, learning, and paradigm shift

39. **IRMF tracking.** Outcomes are measured under Core 2 (direct and indirect beneficiaries reached), ARA 1 Supplementary 2.4 , ARA 2 Supplementary 2.3 , ARA 3 Supplementary 2.6, Core 3 (physical assets), ARA 3 Supplementary 3.1, Core 5 (institutional and regulatory frameworks), Core 6 (technology), and Core 8 (knowledge generation and learning processes). **Annex 11 (M&E Plan)** specifies indicators, baselines, targets, data sources (including hydromet/groundwater, asset registers, EWS performance), frequency, and responsibilities. **Annex 23a/23b** documents beneficiary methodology and de-duplication.

40. **Verification of paradigm shift.** Beyond outputs, the project defines **system-level milestones** that report on transformation and durability:
- **Policy/standard adoption and application** in new/rehabilitated works
- **Hydromet/groundwater monitoring coverage** and **EWS**
- **Service continuity metrics** (e.g. water system functionality rate)
- **Institutional KPIs** (CR-WASH coverage, asset registers maintained) and **behavioural indicators** (CLTS outcomes and ODF sustainability; women/youth/IP participation).
- **Replication signals**: government and partner financing aligned to resilient WASH packages.

41. These are monitored through **Annex 11**, the **logframe** mid-term and final evaluations.

B.2 (b). Outcome mapping to GCF results areas and co-benefit categorization

Fill in the GCF results area table below to map each project/programme outcome identified in section B.2(a) to the contributing GCF results area(s) by referring to the description of eight results areas provided in the guidance note.

Outcome number	GCF Mitigation Results Area (MRA 1-4)				GCF Adaptation Results Area (ARA 1-4)			
	MRA 1 Energy generation and access	**MRA 2** Low-emission transport	**MRA 3** Building, cities, industries, appliances	**MRA 4** Forestry and land use	**ARA 1** Most vulnerable people and communities	**ARA 2** Health, well-being, food and water security	**ARA 3** Infrastructure and built environment	**ARA 4** Ecosystems and ecosystem services
Outcome 1	☐	☐	☐	☐	☒	☒	☒	☐
Outcome 2	☐	☐	☐	☐	☒	☒	☒	☐

If any co-benefits have been identified in section B.2(a), fill in the Co-benefit table below to map each co-benefit to the corresponding category as defined in the FP guidance note.

Co-benefit number	Co-benefit					
	Environmental	**Social**	**Economic**	**Gender**	**Adaptation**	**Mitigation**
Co-benefit 1	☐	☒	☒	☐	☐	☐

Co-benefit 2	☐	☒	☒	☒	☐	☐
Co-benefit 3	☒	☐	☐	☐	☐	☐

B.3. Project/programme description (max. 2500 words, approximately 5 pages)

Climate paradigm-shifting objective

42. **Defined problem.** The Central African Republic (CAR) faces compounding climate and fragility risks. More very-wet days, recurrent floods, heat and episodic droughts—together with conflict, poverty, rapid urbanization and very low baseline WASH coverage most of which are not climate resilient —destroy and damage assets and interrupt services, especially in Bangui, Ouham, Bamingui-Bangoran and Vakaga (Feasibility Study, **Annex 2**). Systemic gaps—sparse hydromet/groundwater monitoring, limited risk-informed standards, under-resourced O&M, and low community adoption—sustain vulnerability.

43. **Paradigm shift.** The project moves CAR from reactive fixes to **preventive, risk-informed service delivery** by: (i) embedding climate-resilient standards, early-warning and evidence systems into policies, budgeting, procurement, capacity and oversight; (ii) demonstrating resilient service models (solarized water systems, climate-resilient sanitation, urban drainage) in high-risk localities; and (iii) institutionalizing O&M, asset registers, data flows and accountability so results persist beyond the project (see **Annexes 2a, 6, 21**).

44. Component 1. National policies/plans, systems, institutional capacities and information systems (enabling environment)

45. **Outcome 1.** National policies, systems and institutional capacity for **CR-WASH**, **WRM** and **DRR** are strengthened.

46. **Output 1.1.** Climate change adaptation is integrated into national policies and regulations, and funding for adaptation is mobilized.
Barrier removed: fragmented mandates, weak standards, limited financing (Section **B.2a.2**).

What will be done

- **Update/develop policies, norms and technical standards** to require risk-informed siting/elevation, scour protection, sustainable abstraction, climate-sized drainage, flood-adapted sanitation, guidelines (FS **Annex 2**; screening/guardrails in **Annex 6 ESMF**).
Promoting increased investment in adaptation by funding needs assessment and resource mobilization.

47. **Output 1.2.** Evidence based WASH, WRM, DRR, and EWS are informed by improved planning, climate and WASH monitoring information, MEL framework, data integration, and institutionalization of data-related mandates.
Barrier removed: limited data and MEL; weak financing signals and tracking.

What will be done

- **Support the government to strengthen climate-resilient DRR and water planning** through disaster preparedness plans and integrated WRM plans
- **Adapt and strengthen sectoral and intersectoral MEL** to better integrate climate resilience, sustainability and lessons learned into policy and practice and disseminate knowledge
- **Improve hydrological data systems and impact scenarios** for flood and drought risks to inform early warning systems and adaptive planning

48. Link to ToC. Output 1.2 closes information gaps so planning, design, O&M and preparedness become climate-sensitive and risk-informed.

49. **Output 1.3.** Institutional capacity and governance for CR-WASH and climate adaptation are strengthened.
Barrier removed: low national and sub-national capacity; weak inter-ministerial coordination.

What will be done

- **Capacity-building plan and phased roll-out** for national/prefecture staff across WASH, WRM, DRR, health and education (competency-based training, mentoring, and critical equipment for priority prefectures), aligned to roles in **Annex** 2 – Section 8.7.

- **Governance mechanisms.** Revitalize national climate coordination and donor platform; establish thematic working groups; institutionalize **annual WASH/IWRM sector reviews** for complementary efforts and collective learning.

50. **Link to ToC.** Output 1.3 institutionalizes behaviours—risk screening, O&M discipline, and routine data use—that keep services resilient after closure.

51. **Outcome-level result (IRMF).** Core 5 (institutional and regulatory frameworks), Core 6 (technology), and Core 8 (knowledge generation and learning processes) (standards adopted/applied; data systems operational; EWS performance; governance routines functioning).

52. **Component 2. Climate-resilient WASH services, urban drainage, WRM and local capacities (infrastructure, climate DRR and WRM)**

53. **Outcome 2.** Climate-resilient rural WASH, urban drainage and local WRM/DRR capacities **reduce climate and health risks** in vulnerable communities.

54. **Output 2.1.** CR-WASH services are accessible and used in rural, flood- and drought-prone areas of Ouham, Bamingui-Bangoran, and Vakaga.
Barrier removed: fragile infrastructure; dry-season failures; sanitation contamination; weak O&M/financing.

What will be done

- **Hydrogeological studies and siting** to identify priority drilling/rehabilitation sites; participatory ranking with DGRH and communities; **borehole assessment** and **pumping tests** to establish safe yields and designs.
- **Construct/rehabilitate ~200 climate-resilient water systems** (deep boreholes. **solar pumping** per **Annex 2**, elevated storage, distribution kiosks; connections for schools/health facilities; conflict-sensitive features where relevant).
- **Climate-resilient sanitation** via adapted CLTS (flood-safe latrines, lined pits, sealed aprons, backflow prevention; **post-ODF** sustainability monitoring and follow-up support) with training/materials per revised guidance (Output 1.1).
- **Institutional WASH:** resilient packages in ~100 schools and ~100 healthcare facilities (safe sanitation access, Menstrual Hygiene Management - **MHM**, accessibility, Infection Prevention and Control **-IPC**).
- **O&M and supply chains:** capacity building for operators/committees; spares/service contracts; runtime logs and water-table measurements (**Annex 2 – Section 8.7**).
- **Financing:** explore and promote viable business models, affordable O&M and sanitation financing schemes suited to local contexts (tariff models, contractual arrangements, community finance; see **Output 2.1.5** in **Annex 2**).

55. **Link to ToC.** Output 2.1 delivers **risk-appropriate infrastructure and practices** that continue to function through shocks, directly reducing **outages and contamination**.

56. **Output 2.2.** Climate-resilient urban drainage infrastructure is reinforced and expanded in Bangui to reduce, anticipate, and better withstand flood risks.
Barrier removed: undersized/impermeable drainage; recurrent flooding near critical WASH assets.

What will be done

- **Pluvial flood risk assessments and detailed designs** for priority neighbourhoods.
- **Rehabilitate/construct stormwater networks, small scale retention basins and related works;** integrate **nature-based/permeable solutions** where feasible to avoid downstream peak amplification.
- **Planning/coordination mechanisms** with relevant ministries, municipality and partners to synchronize designs, works and O&M.
- **O&M strengthening** (equipment, training, monitoring and cost-recovery arrangements).

57. **Link to ToC.** Output 2.2 reduces **urban flood exposure**, protecting WASH assets and shortening **recovery time** after extreme rainfall.

58. **Output 2.3.** Communities and youth are enabled to manage water resources and disaster risks in priority high-risk localities of Ouham, Bamingui-Bangoran, and Vakaga.
Barrier removed: low awareness/participation; weak local WRM/DRR capacity; thin local data.

What will be done

- **Participatory climate and conflict risk assessments** and **community resilience plans in high climate risk communities**; inclusive training (women, youth, implementing partners , teachers, health workers, entrepreneurs).
- **Local monitoring and data use:** equipment and training for surface/groundwater and water-quality tracking; data integration with national systems (Output 1.2).
- **Community-led WRM/DRR micro-solutions** (e.g., catchment protection, minor drainage, small retention features) selected via participatory design; O&M and local governance integrated.

59. **Link to ToC.** Output 2.3 consolidates behaviour change and last-mile implementation, so information and standards **translate into engagement, community ownership, safer practices** and locally managed assets.

60. **Outcome-level result (IRMF).** Core 2 (direct and indirect beneficiaries reached), ARA 1 Supplementary 2.4 , ARA 2 Supplementary 2.3, ARA 3 Supplementary 2.6, Core 3 (physical assets), ARA 3 Supplementary 3.1.

Integration of Components 1 and 2

61. **Operating logic**
    - **Standards → sites.** Output 1.1 standards/guidelines are embedded in Output 2.1 and 2.2 designs and tender documents (procurement uses standard text/illustrations per **Annex 10**).
    - **Evidence → action.** Output 1.2 hydromet/groundwater data, MEL and EWS inform siting, pump duty cycles, sanitation choices and drainage return-period sizing in Outputs 2.1/2.2; local monitoring (Output 2.3) feeds back to **MEL** (**Annex 11**).
    - **Capacity → O&M.** Output 1.3 competencies and governance routines (annual sector reviews, SOPs) sustain O&M, asset registers and cross-sector coordination for Outputs 2.1–2.3.
    - **Finance ↔ behaviour.** Output 1.1/1.2 financing and tracking enable affordable service models piloted under Output 2.1.5; Output 2.3 participation (per **Annex 7/8**) raises adoption and accountability.

Implementation approach and delivery chain (summary; see Annex 2 – Section 8.7)

62. **Roles**
    - **Accredited/Executing Entity: UNICEF**—fiduciary management; procurement of works/goods/consultancies; works and safeguards oversight; M&E consolidation and reporting. UNICEF will be the EE for all project activities
    - **National EE: MEDHR** - MEDHR will be an EE (co-executing with UNICEF) for the activities 2.1.3 and 2.3.2
    - **Government stakeholders: MESD (NDA), DGMN, DGPC, MUPH, MoH, MoE**, Municipality of Bangui and target municipalities/prefectures.
    - **Delivery agents:** Professional/ Contractual Service, specialist design/hydrogeology firms, civil works contractors, SMEs for O&M/supply chains, NGOs/CSOs as implementing partner for CLTS and community engagement, and Higher Education Institutions (HEIs) for training.
    - **Governance:** biannual Project Steering Committee meetings co-chaired by **MEDHR /MESD**; annual project reviews and sector-wide reviews convened by **MEDHR** with **UNICEF**.

63. **Activity allocation matrix**

EE	Activity
UNICEF	All activities
MEDHR	2.1.3 and 2.3.2

64. **Roles, phasing, safeguards**
    - **Accountabilities.** MEDHR/DGRH leads CR-WASH/WRM standards and rural systems; **MUPH oversees** drainage; **DGPC/DRR** leads emergency protocols; **MoH/MoE** are responsible for institutional WASH; **DGMN** provides hydromet inputs (see **Annex 2 – Section 8.7** for decision rights).
    - **Phasing.** Early: finalize standards, set MEL framework, rehabilitate hydromet/groundwater, develop Bangui drainage designs, complete assessments. Middle: scale construction/rehabilitation and training; O&M frameworks operational. Final: consolidate, formalize sustainability agreements, and plan replication via the annual sector review.

- **Stakeholder engagement & safeguards.** Inclusive processes, GRM and SEA/SH controls per **SEP (Annex 7)** and **GAAP (Annex 8)**; risk screening and ESMP templates in **ESMF (Annex 6)**; **IPP (Annex 6a)** applied where relevant.

How activities remove barriers

65. **Barrier–solution traceability**
    - **Institutional/governance.** Outputs **1.1** (standards/financing) and **1.3** (coordination, annual review) address weak enforcement/silos; application is visible in **2.1/2.2** designs and contracts.
    - **Finance/O&M.** Outputs **1.1/1.2** set financing signals and tracking; **2.1.5** pilots viable O&M and sanitation financing models and stimulates local markets for spares/services (youth/entrepreneurs).
    - **Data/knowledge.** Output **1.2** rebuilds hydromet/groundwater/EWS and sector MEL; **2.3** supplies local monitoring and data use.
    - **Community/gender. 2.3** strengthens awareness, participation and leadership (women/youth/implementing partners); **2.1** improves school/health WASH (incl. **MHM**), anchored in **SEP/GAAP** with a safe GRM.
    - **Infrastructure/technical. 2.1** and **2.2** deliver climate-resilient water/sanitation and drainage, screened by **ESMF** to avoid maladaptation.

Sustainability, scale and safeguards

66. **Sustainability & scale**
    - **Policy and standards lock-in:** Output 1.1 updates guide future public investments based on climate-resilient norms.
    - **Budgeting and O&M:** Outputs 1.1–1.3 create budget lines, asset registers and framework contracts that make O&M predictable.
    - **Data-driven governance:** Output 1.2 ensures decisions remain informed by monitoring data, evidence, /EWS; the **annual sector reviews** sustain accountability and learning.
    - **Market development:** Output 2.1.5 develops local enterprises and supply chains, reducing dependence on external actors. Output 2.3 increases the demand for climate resilient WASH services and supports skills development
    - **Replicability:** The interface (standards, evidence, service models) is a template for expansion to other prefectures, countries and regions using domestic and partner finance (methods consolidated in **Annexes 2/2a/11**).

67. **Avoiding maladaptation (Annex 6; Annex 2 – Section 8.7)**
    - **Groundwater stress:** water resource assessments, sustainable yield assessments, groundwater monitoring data; monitored triggers to limit extraction when necessary.
    - **Downstream flood risk:** hydrological assessment and permeable/nature-based measures where feasible; climate-adjusted return periods for culvert sizing/lining.
    - **Sanitation-borne contamination:** elevated/protected, flood-adapted facilities with backflow prevention and safe sludge handling per updated standards.
    - **Asset lock-in:** siting outside floodways; avoid diesel lock-in via solar pumping/efficiency.

Assumptions, risks and verification

68. **Assumptions & risks**
    - **Assumptions:** continued government/community engagement; access to target areas; functioning communications; lasting and efficient coordination.
    - **Risks & mitigations:** political/institutional shifts (embed standards in approved instruments; PSC-led reviews); insecurity (conflict-sensitive activities); O&M financing gaps (lifecycle OPEX, tariffs/revolving funds, O&M contracts); low adoption (co-design, behaviour-change, affordability, demand creation); integrity (procurement, AML/CFT controls); SEA/SH, Codes of Conduct, safe GRM). See Section F; **Annex 6**; **Annex 7/8**; **Annex 2 – Section 8.7**.

69. **Results and verification**
    - **Outcome 1 (system capacity):** standards adopted/applied; monitoring networks and EWS operating (72-hour lead time for severe weather alert)s; governance routines institutionalized, capacity strengthened (**IRMF Core 5, Core 6, Core 8**).

- **Outcome 2 (service resilience):** continuity and safety indicators improve; outage-days avoided; contamination risks reduced near critical assets (**IRMF Core 2, Core 3, Core 6**).
- **MEL (Annex 11):** indicators, baselines, targets, data sources/frequency and responsibilities; **biennial resilience and sustainability checks** to learn and adapt.
- **Financial consistency:** activities/outputs costed in **Annex 4** and reflected in Section C; **Annex 14 (Term Sheet)** mirrors totals and milestones.
- **Technical consistency:** solarized water system assumptions/MRV in **Annex 2**; safeguards/procedures in **Annex 6/21**; stakeholder processes in **Annex 7**.

B.4. Implementation arrangements (max. 1500 words, approximately 3 pages plus diagrams)

Implementation structure and lines of accountability

70. The project will be implemented with **the United Nations Children's Fund (UNICEF) acting as the Accredited Entity (AE)**

Executing Entities ("EEs**"):**

71. The **Executing Entities** for the Funded Activity are:
    - UNICEF, acting through its Central African Republic Country Office; and
    - The Government of Central African Republic through its Ministry of Energy Development and Hydraulics Resources Development ("MEDHR"),

    together, the "Executing Entities". The Executing Entities will be responsible for the implementation of the Funded Activity as further described in the following table:

Activity	Executing Entity	Executing Entity Responsibilities for Results
1.1.1	UNICEF	Adopted or updated national policy, norms and guidelines for climate-resilient WASH
1.1.2	UNICEF	CR-WASH funding needs assessment and strategy
1.2.1	UNICEF	DRR and WRM plans developed
1.2.2	UNICEF	Monitoring frameworks, WASH resilience and sustainability checks, CR-WASH website and community of practice
1.2.3	UNICEF	Hydrometeorological equipment and stations, process and capacities for data flow, EWS communication system, O&M
1.3.1	UNICEF	Capacity building needs assessment and action plan, training workshops
1.3.2	UNICEF	Coordination platform, WASH and IWRM joint sector reviews
2.1.1	UNICEF	Hydrogeological assessments, boreholes tested and inspected, drilling/rehabilitation sites identified/confirmed
2.1.2	UNICEF	Awareness-raising strategy, multi-channel campaign, CLTS training and implementation
2.1.3	UNICEF and MEDHR	Climate-resilient water supply systems, sanitation services and rainwater collectors in schools and healthcare facilities. UNICEF procures and supervises all works contracts and retains full accountability for delivery of infrastructure outputs. Design and implementation are carried out in coordination with relevant government authorities (DGRH/MEDHR, MoH, MoE) for technical validation and alignment with national standards. MEDHR acts as a co-executing entity for a defined portion of this activity, contributing co-financing through (i) construction of one water network, and (ii) deployment of government staff and equipment. This co-execution is formalized through a Subsidiary Agreement with UNICEF, under which MEDHR is accountable for the delivery of its co-financed inputs and outputs.
2.1.4	UNICEF	CR-WASH training and support
2.1.5	UNICEF	CR-WASH financial schemes study, training and support
2.2.1	UNICEF	Technical design studies, improved drainage infrastructure
2.3.1	UNICEF	Communities trained and engaged in DRR, WRM and resilience plan development
2.3.2	UNICEF and MEDHR	Monitoring equipment purchased and distributed, stakeholders trained, equipped and supported to monitor water resources and transmit data. UNICEF procures suppliers and contracts local partners such as NGOs to design training to communities. MEDHR will identify priority gaps in current surface and groundwater

		monitoring and validate training materials/ equipment and conduct the trainings. MEDHR's role in identifying monitoring gaps and validating technical approaches constitutes a defined co-execution function, formalized through a Subsidiary Agreement with UNICEF.
2.3.3	UNICEF	Communities benefiting from WRM and DRR solutions

72. **UNICEF through its Central African Republic Country Office** will be the EE for all activities. UNICEF will also maintain reporting channels to the Ministry of Environment and Sustainable Development (the NDA) to maintain and increase the country's project ownership.

73. The **MEDHR will serve as a government Executing Entity** for specific activities. Its role reflects its technical mandate and co-financing contribution. MEDHR will provide co-financing (e.g., Activity 2.1.3 water network); deploy staff and technical inputs; identify sector priorities (e.g., groundwater monitoring gaps under Activity 2.3.2); and validate outputs within its mandate.

Flow of funds:

74. The Accredited Entity may request disbursements from GCF in accordance with the terms of the FAA and will then transfer funds to MEDHR for the implementation of Activities 2.1.3 and 2.3.2 of the Funded Activity in accordance with the FAA and the Subsidiary Agreement respectively.
    - In the case of Activities 1.1.1, 1.1.2, 1.2.1, 1.2.2, 1.2.3, 1.3.1, 1.3.2, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.2.1, 2.3.1, 2.3.2, 2.3.3, UNICEF will procure contractors and suppliers with payments made based on verification of deliverables.
    - In the case of Activities 2.1.2, 2.1.4, 2.2.1, 2.3.1, 2.3.2 and 2.3.3, completed by NGOs, UNICEF will make payments to NGOs based on contracts in accordance with its HACT framework.
    - In the case of Activities 1.1.1, 1.1.2, 1.2.1, 1.2.2, 1.2.3, 1.3.1, 1.3.2, 2.1.1, 2.1.2, 2.1.4, 2.1.5, 2.2.1, 2.3.1 and 2.3.3, UNICEF will use cash advances or reimbursements for specific small-scale activities (e.g., travel, workshops), including to government counterparts where necessary, subject to strict controls and reconciliation.
    - No GCF Proceeds will be transferred to the Final Beneficiaries.
    - UNICEF, acting as EE, will manage all funds through its corporate financial systems and disburse directly to the contractors and suppliers as described above.

Legal & Contractual Structure

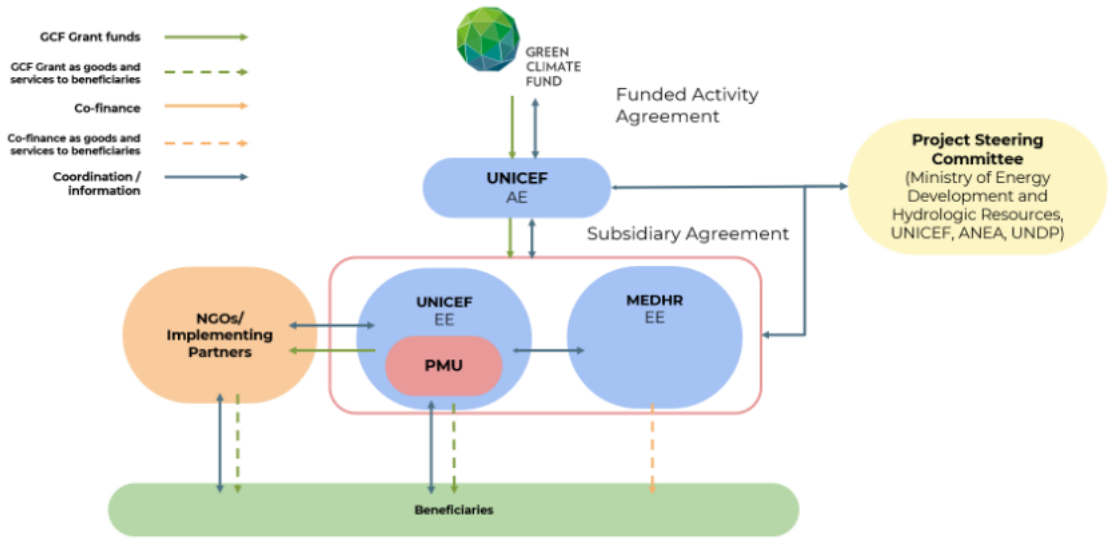


Figure 3. Implementation arrangements and flow of funds

Subsidiary Agreement

75. UNICEF, in its role as Accredited Entity, shall enter into a project agreement with the Government of the Host Country, represented by MEDHR (the "Subsidiary Agreement"). The Subsidiary Agreement shall be legally binding

and shall set out the roles and responsibilities of MEDHR as the Executing Entity for the implementation of the Funded Activity, as well as the terms and conditions governing the transfer of funds from UNICEF to MEDHR. It shall reflect all applicable requirements of the FAA and AMA relevant for MEDHR as the Executing Entity for the implementation of the Funded Activity.

76. In addition, the Subsidiary Agreement shall formalize the co-financing to be provided by MEDHR, including its scope, timing, and reporting, in accordance with the Funded Activity Budget.
77. The MEDHR will serve as Executing Entity for Activities 2.1.3 and 2.3.2, as set out in the Executing Entities table referenced above, including the roles, responsibilities, and expected results described therein.
78. CAR government ministries, contractors and suppliers, and NGOs/CSOs will participate in project implementation and will be engaged as set out below:
    - Implementation arrangements for other CAR Ministries: Other CAR ministries, as applicable, will be engaged by UNICEF in accordance with its applicable policies and procedures and in accordance with UNICEF's obligations under the FAA and AMA. These entities may support workshops, coordination, policy validation, and technical advisory functions, but will not have managerial or decision-making authority over project implementation.
    - Implementation arrangements for contractors and suppliers: All contractors and suppliers, including Technical Service Providers, Hydrogeological Assessment Firms, Civil Works Contractors, and Small and Medium-sized Enterprises (SMEs), will be engaged by UNICEF in accordance with its procurement framework and in accordance with its obligations under the FAA and AMA. These entities will deliver goods, works, and services under contracts managed by UNICEF and will not have managerial or decision-making authority over project implementation.
    - Implementation arrangements for NGOs and CSOs: All NGOs and CSOs will be engaged by UNICEF in accordance with its applicable partnership and cash transfer procedures, including the HACT framework where applicable, and in accordance with its obligations under the FAA and AMA. These entities will implement specific activities under agreements managed by UNICEF and will not have managerial or decision-making authority over project implementation. Implementation agreements with NGOs and CSOs (each an "Implementation Agreement") shall be legally binding, shall set out the roles and responsibilities of each NGO and CSO (as applicable), and shall reflect all relevant requirements of the FAA and AMA for the implementation of the Funded Activity as if the NGO/CSO were an Executing Entity. For the avoidance of any doubt, Implementation Agreements will not be considered as Subsidiary Agreements for the purpose of the AMA and/or FAA.

79. **Governance (strategic oversight).** A **Project Steering Committee**, co-chaired by the **Ministry of Energy Development and Hydraulic Resources and UNICEF**, provides high-level oversight and alignment with national policy. Members include **MESD (NDA)**, **DGMN (meteorology)**, **DGPC (civil protection/DRR)**, **MUPH (urban planning & housing)**, **MoH**, **MoE**, **ANEA**, the **Municipality of Bangui**, and selected partners. The PSC approves annual work plans and budgets, reviews performance and safeguards, and brokers inter-ministerial coordination.

80. **Execution (day-to-day management).** A **Project Management Unit** hosted by **UNICEF** manages planning, procurement, financial management, safeguards, monitoring and reporting; it serves as PSC secretariat. The PMU will be responsible for:

- **Planning, procurement, budget execution** NGO and supplier contract management, accounting and reporting
- **Safeguards management:** ESMF/ESMP implementation, IPP/FPIC/VLD, SEA/SH survivor-centred mechanism quarterly safeguards reporting to PSC (Annex 6; Annex 6a; Annex 7; Annex 8).
- **MEL leadership:** IRMF-aligned monitoring with indicator owners in government; biennial resilience and sustainability checks and data QA/QC (logframe).

81. **Reporting lines.** Implementing partners, MEDHR(EE) → **PMU** (technical/financial) → **PSC** (oversight) → **UNICEF AE** (consolidation) → **GCF** (APR/PPMS). Site-level "readiness packets" (ESMF/IPP/SEP evidence) are cleared by PMU safeguards prior to any works disbursement (Annex 6; Annex 6a; Annex 7/8)

Monitoring, supervision and learning

82. **Indicator framework.** The logframe (Section E) sets IRMF-aligned outputs/outcomes (Core 2, 3, 5, 6, 8).

83. **Data systems.** EWS/hydromet feeds (DGMN), WRM/groundwater readings (MEDHR/DGRH), and Implementing partners and contractor reports (FACE/PD) flow to the PMU MEL system. **Biennial resilience and sustainability checks** verify functionality, climate-proofing and O&M (Annex 2 – Section 8.7).

Supervision

84. **UNICEF Project Management Unit (PMU).** The PMU provides day-to-day supervision: plans site missions, reviews contractor workplans, and verifies delivery. It authorizes site mobilization only after the "readiness packet" is complete—permits, FPIC/VLD where relevant, GRM posting, ESMP measures and signed O&M commitment contracts. Before any payment, it runs disbursement checks against FAA/Operations Manual covenants and procurement milestones (Annex 10). The PMU maintains the IRMF matrix, consolidates partner data, conducts biennial resilience and sustainability checks, submits APR inputs, updates the risk register, and applies AML/CFT screening with a 72-hour SAR escalation when red flags arise (Annex 8).

85. **Project Steering Committee (PSC).** The PSC provides strategic oversight and policy alignment It approves annual workplans/budgets and material scope or schedule changes; reviews IRMF/budget performance and safeguard/GRM dashboards (including non-PII SEA/SH summaries); issues time-bound directions; and commissions special reviews when risks arise. Meeting at least twice yearly, it records decisions and action trackers, enforces conflict-of-interest rules for members linked to bidders/procured parties, and escalates issues beyond its delegation to AE management.

86. **Technical Review Panel (TRP).** Convened by the PMU, the TRP ensures competitive selection of NGO/CSO partners and key consultancy/engineering assignments (Annex 10). Using pre-published criteria, it scores capacity, methodology, cross-cutting issues and value for money. Members sign COI/confidentiality declarations. The TRP issues a ranked report; the PMU checks procedure; the PSC reviews and endorses; UNICEF procurement awards per rules/thresholds. The TRP also recommends improvements to TORs.

87. **Assurance and quality control.** Financial control for cash transfers is ensured through a multi-layered system of assurance:
    - HACT micro-assessments for partners receiving over $100,000 annually to assess internal controls.
    - FACE Forms submitted quarterly for fund requests and expenditure reporting.
    - Financial assurance: Periodic spot checks and scheduled audits.
    - Programmatic assurance: Programmatic visits (field monitoring) take place to correlate information provided in reporting, including financial reporting.
    - Findings trigger corrective actions for the PMU, tracked by the PSC, ensuring all expenditures remain under UNICEF fiduciary control.

88. **How roles connect.** The PMU supervises and certifies readiness; the TRP secures capable partners and service providers; the PSC sets direction and commissions deep dives; and assurance adds independent fiduciary/compliance checks—ensuring direct and accountable management by UNICEF.

Institutional capacity and AE track record

89. **Country presence and staffing.** UNICEF has operated in CAR since **1986**, with **five field offices** and a **Bangui** country office. The PMU will be based in Bangui with field presence in **Ouham** and **Vakaga.**

90. **Scale and relevance.** The 2024 Country Programme budget is **USD 104 million**; UNICEF manages multi-year WASH/DRR portfolios in fragile settings, with recent CAR WASH programming **exceeding USD 6.5 million/year**. UNICEF's systems (VISION ERP; HACT; PCAs/PDs; procurement systems), safeguards (ESMF/ESMP; IPP/FPIC; SEA/SH SOPs) and GAAP/SEP provide the controls required by GCF under AMA terms (Annex 6; Annex 7; Annex 8; Annex 10). UNICEF is a global lead in climate resilient WASH as evidenced in its programming guidance (the Climate Shift); advocacy for climate resilient WASH services (here) and overview of results (here).

91. **Institutional assessments.** Implementing partners undergo **HACT macro/micro-assessment** and risk tiering; assurance plans (spot checks, audits, programmatic visits) follow risk level. Government capacity and role

mapping are set in **ESMF** and **Annex 2 – Section 8.7**, with targeted capacity-building (Output 1.3) sized to gaps identified in the Feasibility Study (Annex 2).

Procurement and integrity

92. All procurement follows **UNICEF rules** (methods/thresholds) per **Annex 10**. Contracts incorporate **ESHS**, **SEA/SH**, data-protection, anti-fraud/AML clauses (Annex 6; Annex 8; Annex 10; Annex 20;). A **Technical Review Panel** (PMU-convened) scores proposals against pre-disclosed criteria; PSC reviews and endorses ranked selections; award decisions are taken under UNICEF procurement authority levels (Annex 10).

AE–EE role differentiation

93. Although UNICEF serves as both **AE** and **EE**, **roles are clearly separated** operationally:
    - **AE**: portfolio-level oversight, compliance and reporting to GCF;
    - **EE/PMU**: implementation, procurement, financial execution, site supervision;
    - **Segregation** is enforced via decision thresholds, distinct documentation trails and PSC oversight. This meets GCF expectations on avoiding conflicts of interest while leveraging efficiency.

Post-implementation arrangements and O&M

94. **Annex 2 – Section 8.7** details post-implementation arrangements: asset registers; handover protocols; named custodians; **signed O&M commitment contracts with budget lines**; service-level standards; spare-parts/service contracts and bundled service contracts; capacity building and follow-up support; monitoring cadence for functionality. For urban drainage, O&M responsibilities sit with **MUPH/Bangui Municipality**, supported initially with equipment, training and cost-recovery arrangements (Annex 2 – Section 8.7). For institutional WASH, **MoH/MoE** assume custodianship per handover packages and school/healthcare facility O&M guidance (Annex 2 – Section 8.7). Community assets use committee/operator models with supply-chain support (Annex 2 – Section 8.7).

B.5. Justification for GCF funding request (max. 1000 words, approximately 2 pages)

95. **Why grant financing, and why GCF.** The Central African Republic is a low-income, conflict-affected LDC with **high risk of debt distress** and severely constrained fiscal space. Revenues are volatile, humanitarian demands are recurrent, and borrowing capacity for non-revenue public goods is effectively closed. The **private sector is absent** from climate-resilient WASH because perceived risk is high, payback periods are long, and there are **no cash reflows** from the core adaptation functions proposed. In this setting, **grant financing is the only appropriate instrument** to avoid worsening debt and to protect vulnerable households. GCF is uniquely suited: its mandate prioritizes **adaptation in LDCs/fragile contexts**, it can fund **public-good** climate functions that lack cost-recovery, and its IRMF enables accountability for adaptation outcomes (Section E, Annex 11).

96. **What GCF will finance—and why this is climate, not general development.** All activities are selected, designed and located **because of climate hazards and exposure** evidenced in the Feasibility Study (FS; Annex 2) and tracked against adaptation indicators (IRMF Core 2, 3, 5, 6, 8;). GCF resources cover the **full cost** of climate-resilient measures for which there is **no viable domestic or donor baseline**:
    - **Risk information and early warning:** rehabilitation/expansion of hydromet and groundwater monitoring, multi-hazard EWS linkages, and last-mile communication in the four target prefectures (Annex 2; including Section 8.7).
    - **Standards, governance and MEL:** updating norms (risk-informed siting/elevation, flood-safe sanitation, sustainable abstraction, climate-sized drainage), sector MEL for resilience, and biennial reviews to institutionalize climate screening (Annex 2 – Section 8.7).
    - **Resilient service delivery:** climate-resilient rural water services (water resource-informed deep boreholes, **solar pumping** (replacing diesel where it exists), elevated storage, flood-safe wellheads/aprons), **flood-adapted sanitation** in communities, schools and healthcare facilities (raised/lined, MHM/IPC), and **urban drainage** sized to extreme rainfall with permeable/nature-based elements to avoid downstream peaks (Annex 2 for technical parameters).

- **O&M systems for resilience:** asset registers, framework service contracts, spares and monitoring (e.g., piezometers) to keep resilience features functional (Annex 2 – Section 8.7).

97. These are **climate-directed** measures (return-period sizing, sustainable groundwater yields, flood pathway management) safeguarded by the ESMF/ESMP to prevent maladaptation (Annex 6). Budgets tag each contract to climate purposes and require design features and functionality to be verified before payment (Annex 4; Annex 2 – Section 8.7).

98. **Economic case and affordability.** The Economic/Financial Analysis (EFA; **Annex 3b**) finds **positive economic returns to society** (avoided flood damage, reduced disease, time savings, avoided diesel costs) but **no project-level revenues** and **no reflows** to service debt. In poor rural and peri-urban settings, passing resilience premiums to users would **price out the most vulnerable**. The project therefore applies **tariffs for O&M only**, complemented by targeted, temporary O&M support and sanitation market mechanisms that lower household cash burdens (Annex 2 – Section 8.7; activities 2.1.5). Grant terms ensure benefits accrue to **women, children, IDPs and pastoralists**, not lenders.

99. **Why other finance is not filling the gap.** The FS (Annex 2) documents that: (i) bilateral ODA in CAR largely funds **baseline** WASH or humanitarian response, not climate-resilient services; (ii) prior climate support has skewed to **studies**, with limited construction or O&M systems; (iii) domestic budgets cannot cover adaptation public goods; and (iv) high security and execution risks deter private capital. Government intends to operationalize **FONACAR**, but near-term revenues are insufficient to finance risk information systems, resilient standards or urban drainage to extreme events at scale. Hence, without GCF, these climate functions remain unfunded.

100. **Pass-through of concessionality.** Concessionality is fully passed to beneficiaries: there is **no on-lending**, **no repayment**. In all cases GCF concessional financing for infrastructure will be passed on to end beneficiaries. Tariffs and user fees will be strictly limited to covering O&M costs and not used for CAPEX recovery of assets financed through GCF grants. Where used, performance-based O&M subsidies and sanitation micro-finance linkages (2.1.5) **reduce end-user costs** without creating household debt. Procurement packages incorporate resilient standards and unit specifications (Annex 2), ensuring concessionality buys **quality and durability** rather than lower-spec volume.

101. **Counterfactual: what happens without GCF finance**
    - **Designs revert to baselines.** Rural systems default to diesel pumps and shallow water sources which dry up; urban drainage is rebuilt to historical profiles, not to today's extremes. Sanitation remains unlined/low-lying and easily damaged, increasing contamination during floods and increasing rates of open defecation.
    - **Higher failure and lifecycle costs.** Under intensifying extremes, assets fail more often; outages and repair cycles grow, **raising O&M** and depressing service reliability. Repeated rehabilitation diverts scarce budgets from preventive adaptation.
    - **Public-health and protection impacts.** Flood-driven contamination and dry-season outages increase **diarrhoeal disease and malaria** risks; women and girls travel further for water, heightening protection risks and school absenteeism.
    - **Data and warning gaps persist.** Hydromet/groundwater networks remain inoperative; **EWS** is not extended to at-risk localities; last-mile communication remains fragmented—reducing lead time for protective action.
    - **Institutional lock-in to maladaptation.** Without updated standards, procurement and budgeting continue to fund vulnerable assets. Absence of MEL and annual reviews limits learning and accountability.
    - **Financing deteriorates.** Execution risk and repeated failures **increase donor fatigue**, while households face rising costs or service collapse. With **debt distress**, loan financing is either unavailable or would worsen macro-vulnerabilities.

102. **Safeguards, verification and use of proceeds.** Disbursement **gates** require a "site-readiness packet" (permits, FPIC where applicable, GRM posting, site specific ESMP compliance, signed O&M commitment contract and verification of climate resilient features and functionality before payment. The PMU maintains the IRMF indicator matrix; APR/PPMS reporting links expenditures to outcomes with QA/QC steps (Annex 11). The project feasibility study details O&M handover (asset register, custodians, budget lines) to sustain resilience after project closure

(Annex 2 – Section 8.7). AML/CFT controls (Annexes 20) and SEA/SH safeguards apply through the delivery chain (Annex 8; Annex 7/GAAP; Annex 6).

103. **Conclusion.** CAR's macro-fiscal reality, absence of project reflows, and affordability constraints make **grants the only viable instrument**. The EFA shows **strong societal returns** but no capacity to service debt; existing finance does not fund climate-resilient standards, EWS or extreme-event drainage. The proposed GCF grant therefore finances **climate adaptation only**—risk-informed services, governance and information systems that protect vulnerable people, avoid maladaptation, and institutionalize preventive practice—consistent with the FS evidence and technical parameters (Annex 2), budgets (Annex 4), operations (Annex 2 – Section 8.7), and the project's IRMF results (Section E; Annex 11).

B.6. Exit strategy (max. 500 words, approximately 1 page)

102. Sustaining Results Beyond Implementation. The project is designed to ensure that its benefits last well beyond the implementation period by progressively shifting ownership and management responsibilities to national institutions, local governments, and communities. The exit strategy is rooted in strengthening institutional frameworks and capacities, embedding resilience standards into national policies, and building community-level systems for the operation and maintenance (O&M) of climate-resilient WASH infrastructure. Asset owners and O&M payers are clearly identified for each type of system, with preventive maintenance, service-level standards, and spare parts/vendor logistics embedded in national and decentralized frameworks.

103. Institutional and policy integration: By the end of the project, climate-resilient standards and guidelines for WASH infrastructure and service delivery will be fully adopted by the CAR Government. The revised National Water Policy, WASH Norms, CLTS and schools' guidelines will include climate risk management, gender-sensitive standards, and resilience provisions. These updated regulatory instruments will ensure that future investments by government and partners incorporate climate-resilient approaches, thereby extending the project's impact beyond its lifetime. A time-bound policy roadmap (with milestones, lead agencies, and budget lines) will be agreed by Year 1 and tracked in PSC minutes.

104. The Ministry of Energy and Hydraulic Resources, supported by the Ministry of Environment and other line ministries, will institutionalize monitoring systems and budgetary lines for climate-resilient WASH. This provides the policy and financial framework for sustained implementation after the project's exit. A time-bound policy roadmap (with milestones, lead agencies, and budget lines) will be agreed by Year 1 and tracked in PSC minutes.

105. Operations and maintenance of infrastructure: Water user associations/private operators, masons and other local climate-resilient WASH providers will be established and trained to manage daily operations and maintenance of boreholes, solar piped systems, and sanitation facilities. The project will provide toolkits, training, and governance frameworks that ensure equitable participation of women, youth and pastoralist communities in management structures. For larger localities, contractual arrangements with delegated operators and municipal authorities will be piloted to create financially viable service models that can attract future investment. The introduction of cost-recovery mechanisms, including affordable household tariffs and institutional contributions (from schools, health centres, and local authorities), will support sustainable O&M financing. Minimum requirements for the fiduciary, governance, and safeguard arrangements for any mobilized funds are presented in Annex 2 – Activity 2.1.5 For sanitation, the climate-sensitive community-led total sanitation (CLTS) approach will tackle underlying social norms and build full ownership, complemented by on-going, nationwide, multi-channel awareness-raising campaigns to sustain behaviour change.

106. The introduction of cost-recovery mechanisms, including affordable household tariffs and institutional contributions (from schools, healthcare facilities, and local authorities), will support sustainable O&M financing. Where tariffs cannot fully cover costs, local and national budget allocations will provide targeted subsidies, ensuring continuity of services while protecting affordability for vulnerable households. Tariff schemes will follow an affordability screen with lifeline blocks and enable varied forms of cross-subsidies financed through approved budget lines.

107. Longer-term ownership and scaling: Government ownership is ensured through its role as co-chair of the PSC and main **IP**, and by embedding the project within the National Development Plan, NDC, and NAP priorities. By project completion, the national climate and WASH sectors will have the technical standards, institutional capacity, and planning, monitoring and learning systems to expand resilient WASH interventions nationwide. Documentation of lessons learned will support replication across prefectures and inform regional initiatives.

108. **Role of civil society and private sector:** Civil society organizations, community-based groups, and NGOs will continue to play a central role in creating the demand for climate resilient WASH services, promotion of water conservation, hygiene promotion, climate-risk communication, and social accountability. Their continued engagement after project closure will reinforce behavioural change and community ownership. Opportunities for private sector participation, particularly in solar-powered systems supply chains, spare parts distribution, and faecal sludge management, will be promoted during implementation to support market-driven sustainability. Supplier framework agreements for critical spares (pumps, controllers, panels) will be established wherever appropriate.

109. **Contribution to paradigm shift:** The project's exit strategy ensures that climate resilience in WASH is no longer treated as a stand-alone intervention, but is embedded within CAR's policies, institutions, and community practices. This integration creates a self-sustaining system where future investments - domestic and external - automatically apply resilience standards. By consolidating institutional capacity, financial mechanisms, and community ownership, the project ensures that its contribution to a paradigm shift in CAR's WASH sector is maintained well beyond the GCF's involvement.

110. **For hydrometeorological and early warning investments**, the project will establish a dedicated O&M plan (preventive maintenance, connectivity, software licensing, and replacement schedule). A signed inter-ministry MOU assigns roles for data QA/QC, dissemination, and cost-sharing.

111. **Three independent sustainability and resilience checks will verify sustainability indicators in Year 3, 5, and after the end of the project implementation** period; results will inform corrective action, national WASH planning and collective learning, and be shared with the PSC, NDA, and annual sector reviews.

C. FINANCING INFORMATION

C.1. Total financing

(a) Requested GCF funding (i + ii + iii + iv + v + vi + vii)	Total amount	Currency
	69.09	million USD ($)

GCF financial instrument	Amount	Tenor	Grace period	Pricing
(i) Senior loans	0			
(ii) Subordinated loans	0			
(iii) Equity	0			
(iv) Guarantees	0			
(v) Reimbursable grants	0			
(vi) Grants	69.09			
(vii) Results-based payments	0			

(b) Co-financing information	Total amount	Currency
	4.68	million USD ($)

Name of institution	Financial instrument	Amount	Currency	Tenor & grace	Pricing	Seniority
UNICEF	In kind	4.09	million USD ($)	Enter years Enter years	Enter%	Options
GoCAR	In kind	0.59	million USD ($)	Enter years Enter years	Enter%	Options

(c) Total financing (c) = (a)+(b)	Amount	Currency
	73.77	million USD ($)

(d) Other financing arrangements and contributions (max. 250 words, approximately 0.5 page)	N/A

C.2. Financing by component

Please provide an estimate of the total cost per component and output as outlined in section B.3. above and disaggregate by source of financing. More than one co-financing institution can fund a single component or output. Provide the summarised cost estimates in the table below and the detailed budget plan as annex 4.

Component	Output	Indicative cost Options	GCF financing		Co-financing		
			Amount Options	Financial Instrument	Amount Options	Financial Instrument	Name of Institutions
Component 1	Output 1.1	$2,023,695 USD ($)	$1,787,794 USD ($)	Grants	235,901USD ($)	In kind	UNICEF

	Output 1.2	$3,842,943 USD ($)	$3,842,943 USD ($)	Grants	0		
	Output 1.3	$663,983 USD ($)	$663,983 USD ($)	Grants	0		
Component 2	Output 2.1	$44,246.151 USD ($)	$41,975,830 USD ($)	Grants	$2,270,321 USD ($)	In kind	GoCAR + , UNICEF
	Output 2.2	$11,369,042 USD ($)	$11,369,042 USD ($)	Grants	0		
	Output 2.3	$4,154,933USD ($)	$2,920,308 USD ($)	Grants	1,234,625 USD ($)	In Kind	UNICEF
Monitoring and Evaluation		$1,642,452 USD ($)	1,642,452 USD ($)	Grants			
Project Management costs		$3,686,879 USD ($)	$2,742,215USD ($)	Grants	944,664 USD ($)	In Kind	UNICEF
Contingency		$ 2,148,902 USD ($)	$$2,148,902 USD ($)	Grants			
Indicative total cost (USD)		$73,778,982 USD ($)	$69,093,470 USD $)		$4,685,512 USD ($)		

C.3 Capacity building and technology development/transfer (max. 250 words, approximately 0.5 page)

C.3.1 Does GCF funding finance capacity building activities?	Yes ☒ No ☐
C.3.2. Does GCF funding finance technology development/transfer?	Yes ☒ No ☐

112. The project pairs targeted capacity strengthening with fit-for-purpose technology transfer to lock in sustainability beyond the grant. At national and subnational levels, it builds the capabilities of the MEDHR, the National Water and Sanitation Agency, the Directorate of Meteorology, and other departments, as well as municipalities and other stakeholders to plan, design, operate, maintain and monitor climate-resilient WASH and early-warning services. A train-the-trainer programme delivers practical curricula on: climate risk assessment and siting; climate-resilient WASH design (solarized systems, elevated wellheads, flood-resilient latrines); water resource management; DRR; urban drainage operation; asset management; O&M costing; inclusive stakeholder engagement; and grievance redress SEA/SH procedures. Certification and standard operating procedures are institutionalized through approved Terms of Reference and budget lines.

113. Technology transfer focuses on low-maintenance, open or non-proprietary solutions. For hydromet/EWS, the project provides station operation and calibration protocols, QA/QC routines, data integration and impact-based warning workflows, plus last-mile communication toolkits. For WASH and drainage, it transfers design templates, as-built drawings, software, and spare-parts catalogues and decentralised depots for spare parts. Contracts require full documentation in French and permissive licenses for use and adaptation. Local private providers are developed through on-the-job mentoring and opportunities for framework agreements for spares and servicing will be explored.

114. Water user associations/operators, women and youth groups and CSOs are capacitated to manage facilities, monitor water resources, support risk communication, and co-implement preventive maintenance. Capacity outcomes are tracked through IRMF-aligned indicators (e.g., policies adopted, people covered by climate information, service functionality), with learning captured via a national M&E system and Community of Practice and periodic peer exchanges. This combined approach embeds

skills, tools and accountability within CAR institutions, markets and communities, ensuring durable, scalable resilience.

D. EXPECTED PERFORMANCE AGAINST INVESTMENT CRITERIA

This section refers to the performance of the project/programme against the investment criteria as set out in the GCF's Initial Investment Framework.

D.1. Impact potential (max. 500 words, approximately 1 page)

Climate resilient sustainable development

115. This project aligns with the GCF's investment priorities by advancing climate-resilient sustainable development in the Central African Republic, a least developed country highly vulnerable to climate change. It contributes to the GCF's strategic objectives of reducing vulnerability and enhancing adaptive capacity. The project targets three GCF adaptation result areas: most vulnerable people and communities (ARA 1); health and well-being, and food and water security (ARA 2); and infrastructure and built environment (ARA 3).

116. **Direct and indirect number of beneficiaries (disaggregated by gender)**: The project will deliver direct adaptation benefits to a total of **504,600** people (9.3% of the population). This includes **262,883** women and girls (52% female and 48% male). There are **2,564,074** indirect beneficiaries) (47.1% of the population).

117. **ARA 1: Most Vulnerable People and Communities**

- The project catalyses systemic change by embedding climate resilience into the governance and service delivery frameworks aiming at reaching the most vulnerable. The project strengthens institutional capacity at national and local levels, enabling sustained support for high-risk communities in the three northern provinces. Through inclusive planning processes, climate risk assessments, and community-led disaster preparedness, the project institutionalizes the implementation of local adaptation solutions to climate change, contributing also to long-term stability and social cohesion— (transforming how communities engage with climate and disaster risks)

Outputs that directly contribute to this impact are: (1) Output 3.1: Through new and strengthened people-centred, multi-hazard, gender-responsive and disability-inclusive Early Warning Systems and climate information services, **266,305** people (**138,764** women and girls, **127,541**men and boys) will directly benefit; **Output 3.2**: By strengthening community resilience and response capacities through enhanced preparedness, response, and early action, **18,000** people (**9,379** women and girls, **8,621** men and boys) will directly benefit.

118. **ARA 2: Health, Well-being, Food and Water Security**

- The project's systemic impact on health and water security from its multisector approach to CR WASH. By aligning national policies, technical standards, and funding strategies with climate adaptation goals, the project ensures that WASH services are sustainably financed, regulated, and monitored. The promotion of financial schemes and support for youth-led enterprises creates enabling environments for local innovation and economic resilience. These interventions collectively shift the WASH sector from reactive service provision to proactive, climate-informed planning and delivery.

Outputs directly contributing to this impact are: Output 1.1 & 1.2: An estimated **2,564,074** people (**1,333,318**women and girls, **1,230,755**men and boys) will indirectly benefit from the integration of climate change adaptation into national policies and improved evidence-based planning for WASH, Water Resource Management (WRM), and Disaster Risk Reduction (DRR); **Output 2.1**: Access to climate-resilient, safe and reliable basic water services will be increased for 404,600 people (210,825 women and girls and 193,775 men and boys) in high-risk localities; and **Output 2.3**: Communities and youth will be enabled to manage water resources and disaster risks, directly benefiting **18,000** people (**9,379** women and girls, **8,621** men and boys).

119. **ARA 3: Infrastructure and Built Environment**

- The project drives systemic transformation in infrastructure planning and management by integrating climate risk data, early warning systems, and nature-based solutions for both rural and urban services contexts, embedding infrastructure development within a broader framework of community engagement, environmental safeguards, and institutional (local and national) coordination. By institutionalizing monitoring, evaluation, and learning systems and fostering cross-sectoral coordination platforms, the project ensures that infrastructure investments are informed, inclusive and resilient and lay the groundwork for replication and scale in CAR and, with the support of UNICEF, in the subregion.

- **Outputs directly contributing to this impact are: Output 2.2:** 100,000 people (52,107 women and girls and 47,893 men and boys) will gain access to climate-resilient drainage services and Output 2.3 18,000 people benefiting from improved climate DRR and WRM.

D.2. Paradigm shift potential (max. 500 words, approximately 1 page)

120. **Paradigm shift overview:** This project is designed to catalyse a fundamental paradigm shift in the Central African Republic (CAR), moving the country's approach to Water, Sanitation, and Hygiene (WASH) from a reactive, humanitarian-led model to a proactive, government-owned, climate-resilient development model. It will create a self-sustaining system where climate risks are integrated into national planning, financing, and community management. The project moves beyond building assets to embedding climate resilience into national policy and practice, ensuring long-term sustainability. **From Isolated Projects to Scalable Solutions**: The project will move beyond the existing "pilot" approach by developing proof-of-concept models in the northern prefectures and Bangui that are designed for scale and replication. This includes constructing 200 solar-powered water systems and upgrading climate-resilient WASH infrastructure in 200 schools and healthcare facilities. These models will demonstrate the viability and effectiveness of new solutions. The initiative will implement wide-ranging advancements in the national ecosystem for adaptive climate resilient WASH, prioritizing highly effective and durable solutions. These will be reinforced by policy directives, legal frameworks, resource mobilization, digital tools, competency building, demand creation and information dissemination to support extensive rollout post-GCF involvement.

121. **From Weak Capacity to Institutionalized Knowledge:** The project will build systemic readiness, supporting scale, replication and sustainability, by documenting and disseminating lessons learned through a climate-integrated Monitoring, Evaluation, and Learning (MEL) framework and a Community of Practice (CoP). This will institutionalize knowledge and empower government institutions, local authorities, water operators, and communities to manage, maintain, and replicate these services.

122. **From Fragmented Policies to a Coordinated National Strategy:** The project will strengthen the national enabling environment. It will integrate climate adaptation and early warning systems (EWS) into key national policies like the Water Policy and WASH norms. A climate-resilient WASH funding strategy will also be developed to attract resources from various sources, ensuring financial sustainability beyond the project's life. It will support the government in revising existing policies to integrate climate resilience. This will embed the project's successful models into official guidelines and standards, ensuring they are adopted for future programmes nationwide. By linking the project's evidence and lessons learned to national information systems, it will inform the update of programming guidelines for the post-SDG era

123. **From Low-Tech to Innovative and Context-Relevant Solutions:** The project will introduce and scale up innovative solutions like multi-use solar-powered water systems, remote sensing, and a climate-adapted Community-Led Total Sanitation (CLTS) approach. It will also train local entrepreneurs and artisans to create a sustainable market for climate-resilient solutions.

124. **Overall Contribution to Climate-Resilient Development**: This project's integrated approach will make a significant contribution to climate-resilient development pathways that are consistent with CAR's National Adaptation Plan and other climate strategies. By enhancing water security, reducing flood risk, and improving sanitation, it directly addresses key vulnerabilities identified in these plans. The project's focus on sustainable, low-carbon development through solar power and community-led solutions aligns with a forward-thinking, resilient development trajectory. It will create a model that protects livelihoods, improves public health, and reduces conflict over resources, paving the way for a more resilient CAR and a more stable future for its population, including the most vulnerable.

125. **Alignment of Paradigm shift to project design:** This approach is explicitly aligned with the project Theory of Change (B.2a.1) and the GCF Integrated Results Management Framework (IRMF): project Outputs 1.1–1.3 and 2.1–2.3 are designed to move IRMF adaptation core/outcome indicators (e.g., Core 2 direct and indirect beneficiaries reached; Core 3 physical assets made more resilient; Core 5 institutional and regulatory frameworks), with baselines, targets, methods and owners specified in Section E.

D.3. Sustainable development (max. 500 words, approximately 1 page)

126. **This project will deliver substantial and wide-ranging sustainable development benefits, contributing directly to at least eight UN Sustainable Development Goals (SDGs).** Its primary contributions will be to SDG 6 (Clean Water and Sanitation), SDG 13 (Climate Action), SDG 3 (Good Health and Well-Being), and SDG 5 (Gender Equality). Additionally, the project will advance SDG 1 (No Poverty), SDG 4 (Quality Education), SDG 7 (Affordable and Clean Energy), SDG 8 (Decent Work and Economic Growth), SDG 11 (Sustainable Cities and Communities) and SDG 15 (Life on Land).

127. Social and Health benefits: A central benefit of this project is the significant improvement in public health (SDG 3). By providing climate-resilient, safe water and sanitation, the project will directly combat the spread of waterborne diseases like cholera and diarrhoea, which are leading causes of child mortality in CAR and improve the development and health outcomes of children. Stagnant floodwaters, a key climate impact, will be reduced through improved drainage, mitigating the breeding grounds for mosquitoes and lowering the risk of vector-borne diseases like malaria. This will reduce the burden on the national health system and decrease household healthcare costs. Furthermore, the project supports quality education (SDG 4) by ensuring schools have reliable WASH facilities, which is proven to increase attendance, particularly for adolescent girls, and spend less time collecting water.

128. Economic benefits: The project will generate significant economic benefits by fostering decent work and local economic growth (SDG 8). A key objective is the development of skills for increased employment opportunities. The project will provide training for over 18,000 individuals, empowering local entrepreneurs, masons, and technicians to construct, operate, and maintain climate-resilient WASH systems. This not only stimulates local economies but also builds a sustainable service delivery market. By reducing the time lost to illness, and the associated costs, and water collection, the project enhances household productivity and supports livelihoods, directly contributing to poverty reduction (SDG 1).

129. Gender benefits: The project is designed to deliver targeted benefits that advance gender equality (SDG 5). Women and girls, who bear the primary responsibility for water collection, will see their daily burden significantly reduced, saving time and lowering their exposure to the risks of gender-based violence on long journeys to water points, and increasing education outcomes. The project will ensure women have a powerful voice in decision-making by promoting their leadership in at least 35% of positions within community water and sanitation committees. Furthermore, the provision of safe, gender-segregated sanitation facilities in schools, with dedicated spaces for menstrual hygiene management, will reduce school dropout rates for adolescent girls.

130. Environmental and Mitigation benefits: Beyond adaptation, the project delivers clear environmental and climate action benefits (SDG 13). By replacing diesel-powered water pumps with solar photovoltaic (PV) systems, the project promotes a low-carbon development pathway for essential services. The project also enhances life on land (SDG 15) by protecting ecosystems. Improved sanitation and the reduction of open defecation will prevent the contamination of surface and groundwater sources, preserving local biodiversity and improving the health of river basins. By upgrading urban drainage infrastructure in Bangui to reduce flood risks the project will bring environmental benefits (among others) (SDG 11).

D.4. Needs of recipient (max. 500 words, approximately 1 page)

131. Extreme Climate Vulnerability: All four prefectures, where the project will focus, face recurrent and intense floods, which compromise water quality and damage WASH infrastructure.[6] Projected increases in temperatures, altered precipitation patterns, and a higher frequency of floods across all four prefectures will intensify these challenges. This is compounded by the intrinsic characteristics of the prefectures, including: i) critically low access to basic/limited drinking WASH services; ii) weak and insufficient WASH infrastructure that are highly susceptible to climate shocks; and iii) pervasive poverty across the country, limiting communities' capacity to adapt and invest in climate-resilient WASH solutions. To address multifaceted vulnerabilities, the project will promote actions to increase (i) access to and management of climate-resilient WASH infrastructure and services, (ii) the capacity of institutions and communities to plan for and adapt to climate shocks such as floods and droughts, (iii) sustainable water resource management through improved data and governance, and (iv) the overall resilience of the local population to the impacts of climate change on water, sanitation, and hygiene services.

132. Economic development in the CAR is undermined by climate-related WASH vulnerabilities. As an extremely poor and fragile country with a population primarily engaged in subsistence farming, its economy is heavily reliant on the agricultural and livestock sectors, which contribute over 40% of the GDP[7] and employ approximately 70% of the population.[8] The agricultural sector is highly susceptible to the impacts of climate variability and extreme weather events. Water insecurity from rising temperatures and droughts reduces agricultural yields and livestock productivity, which in turn exacerbate food insecurity and decrease household incomes. The direct relationship between agriculture

[6] UNICEF. (2025). *Analyse du paysage climatique pour les enfants (CLAC) en République Centrafricaine, Rapport provisoire*.
[7] UMDF. (2024). *Élaboration de Plans d'Action des Villes dans le Cadre du Programme Villes Africaines. Profil Urbain, Lot 4 : Bangui.*
[8] Red Cross Climate Centre. (2024). *Climate fact sheet: Central African Republic.*

and water security means that climate change-driven water insecurity is a primary factor undermining livelihoods, especially among the poorest rural populations, increasing tension and conflict amongst and within communities. In addition, among women, the increased time spent collecting water during times of water insecurity limits their ability to pursue other economic activities. To reduce climate-related livelihood losses, the project prioritizes reliable, climate-resilient water for domestic and small productive uses (including multi-use networks and livestock watering where context-appropriate), coupled with O&M training and local service models so assets remain functional during heat and drought periods. The project will address these challenges by developing climate-resilient water systems for domestic use, which will increase productivity and incomes, as well as economic opportunities for women and education outcomes for girls through decreased time spent collecting water.

133. **Social needs in the CAR are impacted by inadequate basic services in the WASH sector, which are acutely sensitive to climate change**. Access to basic/limited water and sanitation services is very low, and significantly lower when compared to the SDG targets for safely managed, with 94% of the population lacking access to safely managed drinking water service as of 2024, and safely managed sanitation coverage below 14%.[9] Existing WASH infrastructure is dilapidated, failing to meet demand and highly vulnerable to climate shocks. Climate-induced displacement, coupled with ongoing conflict, further strains already overstretched resources. These multifaceted challenges disproportionately affect vulnerable groups, including women, youth, and displaced persons, underscoring the need for strengthened WASH resilience and communities.

134. **Financing for climate-resilient WASH in CAR is blocked by severe public and private sector constraints**. The government's fiscal capacity is crippled by economic stagnation and conflict, while the private sector is deterred by high political risk and low returns. Climate-resilient WASH projects require an 'adaptation premium' for extra costs, such as flood-proofing and resilient siting, which are not covered by household tariffs or typical aid. As vulnerable communities cannot cover these capital costs, there is no alternative funding source for these climate-specific needs at scale. GCF grant finance is therefore required to fund this premium and de-risk co-financing. The project will use GCF resources to: (i) finance the adaptation premium in key assets; (ii) build market capacity for vendors, technicians, and maintenance contracts; and (iii) explore public-finance tools like budget codes and subsidies. This approach will also promote increased investment from national budgets and donors and develop affordable financial schemes like revolving funds and vouchers to that if successful would support local entrepreneurs and strengthen the capacity of local governments to manage climate-resilient WASH services.

135. **A baseline capacity assessment identified critical institutional gaps limiting the delivery of climate-resilient WASH.** These gaps include: (a) policies and regulations that lack climate-resilient standards; (b) unclear mandates and poor coordination between the WASH, water resource management, and disaster risk reduction sectors; (c) limited weather and water resource monitoring data and early warning capacity; and (d) staffing and equipment shortages at the subnational level. The project will respond with a targeted capacity-building package.

D.5. Country ownership (max. 500 words, approximately 1 page)

136. **The Central African Republic demonstrates strong ownership of this climate-resilient WASH project through active government leadership, alignment with national priorities, and collaborative implementation**. As a least developed country (LDC) ranked 191st on the Human Development Index (2022), CAR integrates the project into its recovery efforts from conflict, emphasizing adaptation to build resilience. The Ministry of Environment and Sustainable Development, as the National Designated Authority, endorsed the proposal via a no-objection letter, ensuring national oversight. The Ministry of Energy Development and Hydraulic Resources (MEDHR) will chair a Project Steering Committee, with its General Directorate of Hydraulics providing technical expertise on water resource management, while the National Water and Sanitation Agency will contribute service delivery oversight, ensuring integrated governance across both internal and external implementing bodies.

137. **Existing national climate strategy:** CAR integrates climate action across its National Development Plan (2024-2028), prioritizing water security and health system resilience in response to fragility challenges. The 2024 Country Climate and Development Report operationalises this through flood risk management, climate-smart agriculture, and renewable energy expansion (solar/hydro), while the Short-Lived Climate Pollutants Plan delivers near-term benefits by reducing black carbon and methane emissions from waste and energy sectors. Together, these frameworks create a comprehensive approach linking climate resilience with development objectives in a fragile state context. This FP directly supports: NDP 2024–2028 Pillars, NDC (2022) Adaptation—Water & Health priorities, and NAP (2022) measures (e.g., resilient WASH, IWRM, flood-resilient drainage, climate-informed EWS).

[9] WHO/UNICEF. (2022). *Joint Monitoring Programme for Water Supply, Sanitation and Hygiene (JMP).* https://washdata.org

138. **Existing GCF country programme:** CAR's GCF Country Programme, developed in 2018 with UNDP and Central African Forest Commission support, identifies priorities in water, agriculture, and forestry. It has accessed multiple Readiness grants (e.g., 2016, 2017, 2021) totalling over USD 1 million to build NDA capacity and project pipelines, including water sector concepts. This project advances the programme by addressing adaptation gaps in WASH. The FP leverages past Readiness outcomes (NDA systems, pipeline diagnostics) and proposes targeted new Readiness requests (a) national EE/DAE capacity strengthening and (b) sector MRV for IRMF reporting.

139. **Relevance to and alignment with NDCs, NAMAs, and NAPs:** The project aligns with CAR's updated NDC (2022), which emphasizes adaptation in water and sanitation and aims to achieve conditional 24.28% emissions reduction by 2030 (unconditional 11.82%), covering sectors like water and health with a USD 443.87 million adaptation budget. CAR has no formal NAMAs, as an LDC focused on adaptation. The NAP (2022) prioritizes resilient WASH infrastructure, IWRM, and health integration, with actions like borehole rehabilitation and flood-resistant designs to address climate risks. The project supports NAP goals by enhancing water access and EWS in high-risk prefectures. The FP cites specific NAP actions supported (e.g., climate-resilient WASH; hydromet/EWS roll-out) and commits to report to national MRV platforms via the PMU M&E plan (OM §MEL).

140. **Capacity of Accredited Entities or Executing Entities to deliver:** UNICEF, serving as both Accredited Entity (AE) and Executing Entity (EE), has operated in CAR since 1986, demonstrating strong implementation capacity through its WASH programmes, including the 2023 cholera emergency response that reached 500,000 people and amongst others a large 14M Euro funding from EU for durable WASH.

141. **Role of National Designated Authority:** The NDA (MEDD) coordinates GCF access, reviewed the proposal, and facilitated stakeholder engagement. It led Country Programme development and monitors implementation.

142. **Engagement with civil society organizations and other relevant stakeholders:** Comprehensive stakeholder consultations engaged over 400 participants between April-July 2025. Twelve public discussion groups targeted specific demographics - women, youth, and IDPs and community leaders- engaging **302** participants, while three participatory workshops brought together 112 institutional stakeholders including mayors, prefects, state representatives, and NGO representatives. Additional consultations reached pastoralist communities across Bangui and target prefectures. Gender networks and community co-design mechanisms (Output 2.3) will ensure sustained inclusive participation throughout implementation. A Stakeholder Engagement Plan (SEP, Annex 7) lists all actors (national/subnational government, NDA, CSOs/NGOs, private sector, academia, and disability groups), consultation methods, disclosure venues/languages (French/Sango), and a feedback log showing how inputs altered site selection, design standards, and O&M models. The PSC will host a quarterly partner roundtable (incl. other donor/UN projects and any GCF regional initiatives) to coordinate workplans, share IRMF indicators, and avoid overlaps (minutes attached to semi-annual progress reports).

143. **Coordination with ongoing/planned projects (incl. GCF):** The FP formalizes linkages with relevant World Bank, AfDB, GEF/AF and any GCF regional initiatives affecting hydromet/EWS or urban resilience. A coordination MoU with these agencies and a shared indicator subset (e.g., drainage performance, WASH uptime, EWS reach) are embedded in the PMU M&E plan; the PSC admits observer seats for key programmes to synchronize schedules and procurement lots (see Annex 2 §6.1).

144. Use of non-national actors: Where international partners are engaged (e.g., specialized hydromet, urban drainage design, solar capacity), their roles are time-limited and include mandatory local skills transfer, co-delivery with national staff, and handover plans (OM §Human Resources & Handover).

D.6. Efficiency and effectiveness (max`. 500 words, approximately 1 page)

145. **Adequacy and justification of GCF funding:** GCF resources are indispensable to overcome systemic barriers in CAR's WASH sector, where government fiscal space is extremely limited and private sector engagement is almost absent due to insecurity and high investment risks. The requested GCF grant of USD **$69 093 470** co-financing of USD **$4,685,512** from UNICEF and the CAR government, represents the minimum concessionality required to de-risk investments and enable the introduction of climate-resilient WASH systems at scale. Without GCF support, investments would remain fragmented, donor-driven, and primarily humanitarian in nature, unable to catalyse systemic resilience. By addressing institutional, technical, and financing barriers, GCF support ensures additionality and avoids crowding out other sources of finance. To make the climate incremental logic explicit, the FP distinguishes between a development baseline (rehabilitation/replacement to current standards) from the climate-resilient alternative (flood-proofing, solarization, raised plinths, resilient drainage, climate-informed siting, EWS integration, etc). Concessionality is passed through by (i) avoiding debt on public utilities/municipalities, (ii) financing resilience premiums otherwise unaffordable for poor users, and (iii) ring-fencing tariff affordability via targeted subsidies where needed (see Annex 2 – Section 8.7).

146. **Efficiency and effectiveness (see Annex 3b – EFA):** The project achieves high value with a total of USD **$ 73.77M**benefiting **504,600** direct beneficiaries. Adaptation cost-effectiveness is USD **~146** per direct beneficiary

(0.007 beneficiaries per USD), in line with benchmarks for WASH in African LDCs. Compared to other Adaptation Fund projects in CAR (~USD 500 per direct beneficiary), this yields higher beneficiary reach per dollar through integrated approaches (less than 1/3 of the cost per beneficiary). Unit costs underline prudent use of concessional resources. Construction/rehabilitation of **80 network water systems** at USD **190,000** each and **120 small systems** at USD **50,000** each (total USD **21.2 million**) serves **320,000** people - about USD **56** per person. Rainwater harvesters in **100 health facilities and 100 schools** (**USD 35,000 each) total USD 9.0**. These 200 facilities benefit 300 schoolchildren and 1,500 healthcare facility users, totalling **1**,**800 people**. The total cost for these facilities is USD 7M. Community ODF certification averages USD **3,300** per community. With **500 communities** benefiting **141,000 people**, this is roughly **USD 13.75 per capita** (USD 1,650,000 total / 120,000 people). The Bangui drainage package of USD **8 million** protects **100,000** residents - around USD **80** per protected person. In addition, co-financing embedded in OPEX assumptions is estimated at USD **30.7 million** for the lifetime of the investments against a USD **74.2 million** programme envelope (**41.4%**; about **1:2.4**), as reflected in the consolidated economic analysis. The cost-per-beneficiary calculation (total climate-attributable costs / direct adaptation beneficiaries) and the disaggregated cost per service (safe water, sanitation, drainage, EWS reach) are provided in Annex 3b (table 16–17) with underlying unit cost assumptions.

147. **Cost-effectiveness and economic viability:** The economic analysis confirms that the project is justified, with an Economic Internal Rate of Return of **14%**, an Economic Net Present Value of ~USD **34.27 M**. Results are robust under Annex 3b sensitivity tests: drainage (M1) and health centre interventions (M2), WASH (M4 L, M4 S), ODF (M5) and remain viable for all scenarios, while school WASH (M3) reverses KPIs only in the most extreme scenario Methodology and assumptions are documented in Annex 3b: (i) social discount rate 5% (ii) valuation of avoided diarrheal disease via avoided healthcare cost; (iii) avoided asset losses from flooding; and (v) avoided time loss for water acquisition, (vi) conservative uptake performance assumptions. Under ±20% sensitivity tests, the EIRR remains above the 5% threshold in every case except the combined worst-case of +20% costs and −20% benefits.

148. **Key avoided losses and externalities include (see also co-benefits in section D.3):**

- Reduced flood damage through storm-water drainage systems in Bangui;
- Safer water access and improved public health outcomes via resilient WASH infrastructure;
- Productivity and health gains from the elimination of open defecation in targeted communities;
- Enhanced water availability and climate preparedness through rainwater harvesting and/or via a water point when feasible in healthcare facilities and schools. These co-benefits underscore the importance of GCF investment in generating broad societal returns that extend beyond direct project beneficiaries.

149. Where feasible, monetization is included in Annex 3b: (a) avoided household health expenditures and lost workdays; (b) reduced emergency WASH trucking; (c) avoided repair of repeatedly damaged assets; and (d) time savings from closer, reliable water points—especially for women and girls—converted using conservative value-of-time assumptions. A results tracker in Section E/IRMF cross-reference provides annual KPIs to monitor realized externalities.

150. **Best available technologies and practices:** The project employs solar-powered boreholes with flood-resistant designs, rainwater harvesting, gender-sensitive models, eco-sanitation, and monitoring for groundwater, gender-sensitive models drawn from UNICEF's low-carbon climate-resilient WASH experience. Technology choices avoid long-lived carbon lock-in (no diesel baseload) and incorporate resilience design standards (elevated plinths, protected wellheads, scour protection, back-up storage, climate-informed siting per hazard maps). Multiple technical options were screened for life-cycle costs and service uptime; selected designs maximize resilience per dollar and comply with national norms to ease replication.

151. **Financial instruments and market failure:** A grant instrument is used because the outputs are public goods (safe and resilient water and sanitation services, flood risk reduction) in a fragile LDC with near-zero ability to service debt. The project corrects market failures (information gaps, externalities, high perceived risk) by financing resilience premiums, building credit-worthy service models, and de-risking O&M through assured spare-parts supply chains and performance-based payments.

152. **Catalysing and not crowding out private sector:** The FP introduces pro-poor, private-compatible measures—standardized service contracts for solar O&M and performance-based subsidies for rural pump mechanics—aligned with tariff affordability rules. By financing upstream resilience and initial demand creation, the grant de-risks entry and does not displace bankable private investments; instead, it creates pipelines for potential future PPPs once service reliability is established (see Annex 2 – Section 8.1)

153. **Co-financing and leverage**: Total co-financing of USD 4,685,512 million (Government of CAR: USD 597,699; UNICEF: USD 4,087,813). Letters of intent and budget codes are referenced in co-finance letters. The FP also details prospective follow-on finance via a funding strategy under Output 1.1.

154. **Adaptation losses and ToC linkage (adaptation only**): Baseline economic losses from climate-related WASH disruptions (health costs, emergency response, asset damage, lost schooling/productivity) are summarized in Annex 3b and tied to the ToC causal chain (hazard → exposure/vulnerability → resilient assets/services → avoided losses). This underpins the EIRR/ENPV and explains how activities reduce quantified risks.

155. **Cost per beneficiary and benchmarks (adaptation only):** The FP reports: (i) total adaptation cost per direct beneficiary; (ii) cost per service type; (iii) comparison with African LDC WASH adaptation benchmarks; and (iv) explanation of variances due to security logistics and redundancy requirements for resilience.

156. **Incentives for sustained investment post-GCF:** Sustainability measures include: (a) time-bounded O&M grants that taper as tariffs/budget lines materialize; (b) municipal budget earmarking for drainage maintenance; (c) performance-based O&M contracts with renewal contingent on uptime; and (d) micro-finance linkages for household sanitation upgrades, ensuring continued private and public investment after GCF exit (see Exit Strategy).

E. LOGICAL FRAMEWORK

*This section refers to the project/programme's logical framework in accordance with the **GCF's Integrated Results Management Framework** to which the project/programme contributes as a whole, including in respect of any co-financing.*

E.1. Project/Programme Focus

Please indicate whether this proposal is for a mitigation or adaptation project/programme. For cross-cutting proposals, select both.

☐ Reduced emissions (mitigation)

☒ Increased resilience (adaptation)

E.2. GCF Impact level: Paradigm shift potential (max 600 words, approximately 1-2 pages)

This section of the logical framework is meant to help a project/programme monitor and assess how it contributes to the paradigm shift described in section D.2 above by applying three assessment dimensions - scale, replicability, and sustainability.

Accordingly, for each assessment dimension (see the definition per assessment in the accompanying guidance note), describe the current state (baseline) and the potential scenario (target) and rate the current state (baseline) by using the three-point-scale rating (low, medium, and high) provided in the guidance note. Also describe how the project/programme will contribute to that shift/ transformation under respective assessment dimensions (scale, replicability and sustainability). In doing so, please refer to section B.2(a) (theory of change).

Assessment Dimension	Current state (baseline)		Potential target scenario (Description)	How the project/programme will contribute (Description)
	Description	Rating		
Scale	In the CAR, WASH services are not designed to be climate resilient. Existing CR-WASH initiatives remain limited to isolated pilot projects, active in only 8 out of 71 sub-prefectures. For instance, only one solar-powered water system exists across the three northern prefectures. Coverage of water and sanitation services are extremely limited. As per UNICEF and WHO JMP report (2024): 63.5% of the national population do not have access to at least a basic drinking	Low	The country's most climate-vulnerable communities targeted by the project in the rural, peri-urban, and urban areas are less exposed and more resilient to climate-related hazards. In the three northern prefectures: (1) the majority of the population benefits from climate-resilient, solar-powered water systems, while 40% use improved latrines that safely contain	The project will contribute to scaling-up climate resilient WASH programming through two interconnected and mutually reinforcing results: development of locally adapted, climate resilient WASH solutions in the northern prefectures of Ouham, Bamingui-Bangoran and Vakaga, while simultaneously strengthening the national enabling environment to support future scale-up across the CAR. 1. The locally adapted solutions (Outcome 2) will serve as proof-of-concept models for replication. They will combine (i) construction of solar-powered water systems (80 large-scale piped networks and 120

	water service, which is defined as water from an improved source collected within a 30-minute round trip. In rural areas, this increases further to 72.6%. This includes people who collect water from surface water sources, sources which are unimproved and where it takes more than 30 minutes to collect water. All of these factors are vulnerable to climate change. The situation for sanitation is even worse. Nationally, 69.4% of the population openly defecate or use unimproved latrines, which can be destroyed, and pose risks for water resources. Again, the rates are even worse for rural areas, where 87.5% of the population do not have access to a limited sanitation facility. The lowest level of service which UNICEF WASH programmes aim for is at least basic, with progressive programming to achieve safely managed services. Currently, globally, the calculations for basic or safely managed do not consider climate risks, but this is being addressed in the next year or so. In Bangui, early warning systems and drainage infrastructure are still in their infancy, leaving communities, infrastructure, and livelihoods highly vulnerable to recurrent floods and droughts		excreta and are climate-resilient (contributing to a significant reduction in open defecation practices); (2) A functional EWS has been launched, serving approximately 500,000 people. Bangui's drainage infrastructure has been expanded, offering improved flood protection to around 100,000 at-risk women, men, and children. These advances represent substantial progress across households, schools, health facilities, businesses and public spaces, and are fully aligned with the country's NDC, NAP, Water Policy and SDGs objectives.	smaller systems) benefiting approximately 320,000 people, (ii) sensitization on, and demand creation for, climate resilient sanitation through climate informed CLTS interventions in 500 villages reaching 141,000 beneficiaries, (iii) construction or upgrading of climate resilient WASH infrastructure in 200 schools and healthcare facilities, (iv) building capacity of local governments, water operators and communities to manage and maintain climate resilient WASH services, (v) promoting context-relevant financial schemes and (vi) supporting local entrepreneurs and youth-led businesses to make CR-WASH solutions more accessible and affordable. Specifically In Bangui, the urban drainage system will be rehabilitated and expanded to protect flood-prone neighbourhoods, demonstrating scalable urban resilience approaches. Finally, in 45 high-risk localities, experience will be gained on community-led WRM and EWS, enhancing sensitivity and understanding to risk-based community level planning, action and learning. 2. In parallel, the project strengthens the national enabling environment (Outcome 1). Climate adaptation and hydrological EWS (72-hour lead time for severe weather alerts) will be integrated into key national policies and technical standards, including the Water Policy, WASH norms, and CLTS guidelines. A CR-WASH funding strategy will be developed to mobilize resources from national budgets, donors, and the private sector and a climate-integrated MEL framework and CoP will be established to document and disseminate lessons learned Institutional capacity, governance and coordination will be reviewed. These efforts will ensure that the experience gained from pilot areas is

	System-wide, there is a lack a coordinated national strategy to scale-up climate resilient technologies. Climate-sensitive policies, programming, financing and sectoral capacities for adaptation are virtually absent.			captured, institutionalized, and used to inform future programming. By implementing all activities concurrently, the project builds both practical experience and systemic readiness, positioning CAR to replicate and scale CR-WASH solutions nationwide but also informing broader regional efforts across Central and West Africa with the support of UNICEF.
Replicability	Prefectures and communities that fall outside the current project scope face similar challenges to those observed in the targeted areas. These issues are also prevalent across many countries in Central and West Africa. This underscores both the urgent need and strong potential for replication of climate resilient WASH solutions. The weak enabling environment prevailing in the WASH sector hinders replication efforts: fragmented policy frameworks, limited funding, poor coordination, inadequate sectoral capacity, lack of technical knowledge, limited demonstrated examples of climate resilient solutions and practical experience resulting in the absence of operational guidance on climate resilient WASH approaches.	Low	By the end of the project, the core elements are in place to support the scaling of CR-WASH solutions across the country: (1) the country has established robust enabling environment and gained substantial experience in climate adaptation and CR-WASH; (2) National strategies, standards, and technical guidance are adopted; (3) sufficient funding is mobilized; (4) there is adequate institutional capacities and evidence; (5) Innovative and context-specific technologies and approaches are adopted and operational in communities, schools, and healthcare facilities; (6) the EWS is fully functional in the northern prefectures ; (7) Government institutions and national stakeholders are well-coordinated and aligned around a shared agenda and are fully equipped to replicate and scale these interventions; (8) a learning platform and cross-sectoral knowledge-	The project is designed to ensure replicability of CR-WASH solutions across the CAR by combining field-level innovation with system-level transformation. As the first holistically designed CR-WASH initiative funded by the GCF in CAR and the region, the project will establish a CR-WASH intervention model and introduce or scale up innovative solutions and tools (e.g., solar, multi-use water systems, remote sensing, rainwater harvesting, climate-adapted CLTS approach, climate-proof latrine models, biennial sustainability and resilience checks) that are context-relevant, feasible, cost-effective, and therefore replicable to other prefectures and countries. Replicability is incorporated into the project design through an intentional approach. To initiate a real paradigm shift, Outcome 1 will mainstream these models and innovative approaches in relevant policies, technical standards, programming guidelines, and stakeholder training, so they can be owned and used by the government and development partners, integrated into future programs, and scaled up nationwide. Activities 1.1.2 and 2.1.5 will promote the project and catalyse finance at the national and local levels,

			sharing mechanisms ensure that lessons learned and best practices inform future policies and programming. The experience of the country is solid enough to contribute to resilience across the broader Central and West African region with the support of UNICEF.	respectively, particularly from the government, development partners, communities, and the private sector for climate adaptation and CR-WASH, to support upscaling efforts. The project will join forces and coordinate efforts with other development partners, complementing other planned urban drainage (WB, AfDB) and EWS (AF-funded WMO-GWP-LCBC project) initiatives, leveraging existing funding and expertise for increased effectiveness and reach. Activities 1.2.2 and 1.3.2 will gather, document, and disseminate experience and knowledge gained from implementation, promote harmonization of approaches and collective learning through a climate-lensed national WASH MEL framework, a website, a community of practice, cross-sectoral information sharing and stakeholder coordination mechanisms, and joint annual reviews. UNICEF is well positioned to play this role. It is a long-standing, trusted partner of the CAR government, the lead agency for WASH among development partners, and implements multi-sectoral programming. Its normative and convening mandate as a UN agency, recognized role as a knowledge broker, regional presence, and support from its 'Centre of excellence' enable it to engage in larger scale advocacy, build multi-stakeholder alliances, and replicate similar approaches and lessons regionally and globally.
Sustainability	The sustainability of rural WASH services and urban drainage systems in CAR remains critically weak due to a combination of systemic, technical,	Low	By the end of the project, CR-WASH and drainage services are demonstrably more sustainable than elsewhere in the country. Systemic,	The project will strengthen climate adaptation, CR-WASH, WRM, and DRR capacities and their integration at both national and local levels (under Outcomes 1 and 2, respectively), engaging all

	financial and social barriers. At the national and sectoral levels, capacity for climate-sensitive policy and planning, adequate budgeting, and the development and enforcement of adapted technical norms and designs is limited, as is the ability to effectively implement them. Coordination across WASH, WRM, DRR, and climate adaptation sectors is weak, leading to fragmented approaches that fail to integrate climate risks or incorporate appropriate conflict-sensitive WRM and DRR measures to protect WASH services from external shocks. Among communities, NGOs/CSOs, and the private sector, skills for quality construction, durable infrastructure, and sustainable O&M are limited. Many rural water supply systems are inadequately sited or built, powered by fragile handpumps or fuel, and designed with little consideration for water resource availability, quality, and seasonality, or for future accessibility risks linked to drought and climate change. This results in frequent breakdowns and intermittent service. O&M capacity at the local level is weak: water tariffs are often not applied, enforced, or sufficient to cover recurrent costs; community water management committees are informal, voluntary, and rarely trained or supported; financial management is poor; and technical assistance is		technical, financial, and social barriers have been lifted, with stronger institutions, viable financing strategies, and professionalized service management in place. Communities, authorities, and the private sector jointly uphold reliable water and sanitation services, reinforced by climate-sensitive policies, inclusive governance, and sustained behaviour change. Rural, climate-vulnerable communities, schools, health facilities, and urban neighbourhoods benefit from infrastructure that is better maintained, more resilient, and owned locally. Evidence from the project is captured in national systems, shaping policies and programming, and paving the way for more sustainable livelihoods and development.	relevant stakeholders, including vulnerable groups and the private sector. Policies, plans, and programming guidelines will be revised to integrate climate resilience for long-term sustainability (Activity 1.1.1), while advocacy will promote adequate national and local government funding strategies and budget allocations for climate-sensitive investments and O&M (Activity 1.1.2). Complementary funding sources and mechanisms will also be explored and promoted to support local and household investments in CR-WASH and ensure affordability (Activity 2.1.5). Sustainability is also embedded in field-level WASH interventions. Under Output 2.1, water infrastructure—all solar-powered and multi-use— will be handed over to local authorities and communities, and managed by formal, trained, and professionalized water user associations. These associations will apply collectively agreed tariffs designed to cover recurrent O&M costs, with additional contributions from local and national budgets, where necessary, through the Ministry of Energy Development and Hydraulic Resources and ANEA. Maintenance will be reinforced through a pool of locally trained technicians and decentralized spare parts depots, ensuring more timely and reliable repair services. For sanitation, a climate-sensitive community-led total sanitation (CLTS) approach will foster household ownership, promote flood-resistant latrines, encourage social norm change, and reinforce long-term sustainability. Local masons and artisans will be trained to market their services, assist poor households, and support the progressive upgrading of latrines in line with demand. CR-WASH

	largely absent. Spare parts supply chains remain at small-scale pilot stage, leaving communities without reliable options to repair systems, which contributes to widespread infrastructure failure and prolonged downtime. Women and youth are often, but not systematically represented in water committees, and their engagement in climate-sensitive WASH remains uneven. Other vulnerable or socially marginalized groups such as pastoralists and displaced populations are rarely involved. Accountability to these groups and the broader user community and local authorities is minimal. Market development and private sector participation in water service management are virtually non-existent, constrained by unclear profitability pathways. In rural sanitation, household latrines are typically self-constructed or built with donor support. These facilities are often of poor quality, highly vulnerable to heavy rains and drought, and households lack the financial means to repair or rebuild them regularly. The high perceived cost of climate-resilient latrines, combined with low prioritization, further hinders uptake. Entrenched social norms sustaining open defecation continue to			infrastructure development will also cover schools and health care facilities. All stakeholders will receive training to understand, plan, and integrate contingency planning as well as conflict-sensitive DRR and WRM measures to reduce risks of WASH service disruption (Outputs 1.2 and 2.3). At the central level, coordination among these sectors will be strengthened through dialogue platforms, communities of practice, and joint reviews (Activity 1.3.2). At the local level, the participation of women, youth, schoolchildren, health workers, and other vulnerable or marginalized groups will ensure broad engagement, responsiveness to diverse needs, and inclusive, accountable decision-making (Output 2.3). Nationwide awareness-raising campaigns will contribute to shifting mindsets and creating a critical mass of climate and CR-WASH champions. Active participation of youth, children, women, and caregivers is key to sustaining behaviour change over time and embedding it across generations (Activity 2.1.2 and Output 2.3). Bangui's drainage system will be reinforced and expanded through local leadership, community participation, information campaigns, and training, thereby fostering ownership and long-term maintenance (Output 2.2). Complementarity with other initiatives on drainage, solid waste management, and early warning systems (EWS) for planning, investment, and O&M will ensure a more comprehensive, coordinated, and mutually reinforcing approach. Finally, a newly established, climate-lensed MEL framework with resilience metrics and biennial field sustainability and resilience surveys ('checks')—

	impede progress in rural sanitation and sanitation markets. When infrastructure is built, schools and health care facilities are often overlooked, limiting the systematic promotion of safe conditions, hygiene behaviours, and a healthy living environment for communities and children. In Bangui, the urban drainage system suffers from only partial coverage, weaknesses in design, a lack of cleaning and maintenance, low community ownership, and poor solid waste management, resulting in frequent obstruction of stormwater runoff collectors. Finally, data and knowledge on resilient and sustainable solutions remain very limited, while monitoring of results and sustainability is weak. As a result, policies and programmes are not evidence-based, do not integrate sustainability or contingency planning, and weaken both advocacy and fundraising efforts to support climate-resilient WASH and urban infrastructure.			integrated into national information systems and contributing to a broader cross-sectoral adaptation monitoring framework (Activity 1.2.2)—will generate the data, knowledge, and lessons needed to inform policies and programming guidelines. These guidelines, planned to be updated for the post-SDG era with project support (Activity 1.1.1), will enable adaptive management, alignment with state-of-the-art knowledge and practices, and continuous improvement in aid effectiveness and long-term impact.

E.3. GCF Outcome level: Reduced emissions and increased resilience (IRMF core indicators 1-4, quantitative indicators)

Select appropriate IRMF core and supplementary indicators to monitor project/programme progress. More than one IRMF (core and or supplementary) indicators may be selected as applicable for each GCF results area and project/programme outcome (as defined in the table in section B.2(b)). If IRMF indicators are unable to measure any given project/programme outcomes, project/programme-specific indicators should be developed under section E.5 (project/programme specific indicators).

	IRMF	Means of Verification (MoV)		Target	Assumptions / Note

GCF Result Area	Indicator		Baseline	Mid-term	Final[10]	
TOTAL project beneficiaries (aggregated level, across all ARAs, avoiding double-counting)	Core 2: Direct and indirect beneficiaries reached	The MoV of each indicator is described for each ARA, project component, and indicators below and in section E.5. Additionally, progress and result data will be verified through field visits of UNICEF and the CAR government and the independent mid-term and final evaluations.	0	**Direct beneficiaries**: 126,150 people (approximately 52% female and 56% children) **Indirect beneficiaries**: 588,690people (approximately 52% female and 56% children)	**Direct beneficiaries**: 504,600 people (approximately 52% female and 56% children) **Indirect beneficiaries**: 2,564,074 people (approximately 52% female and 56% children)	The value of this indicator will be the sum of all the project beneficiaries reported under the different adaptation result areas (ARAs) listed below and under the project-specific indicators covering all project components. Some populations will benefit from GCF-funded interventions in multiple ARAs. They will be counted separately under each relevant ARA, as described below, but each beneficiary will be counted only once for this global indicator to avoid double-counting.
ARA1 Most vulnerable people and communities	Core 2: Direct and indirect beneficiaries reached	Indicator scope and calculation: Sum of the beneficiaries from EWS (Activity 1.2.3) EWS: Direct beneficiaries: Population covered by functional hydrological and meteorological	0	**Direct beneficiaries**: 66,576 people (approximately 52% female and 56% children)	**Direct beneficiaries**: 266,305 people (approximately 52% female and	Beneficiary vulnerability: The project targets prefectures and localities with the highest risks of floods, droughts, water insecurity, and CR-WASH deprivation in one of the world's poorest countries (see Section B.1 and Annex 2). None currently have access to CR-WASH services. All beneficiaries are therefore considered highly vulnerable and will be reported as such.

[10] The final target means the target at the end of project/programme implementation period. However, for core indicator 1 (GHG emission reduction), please also provide the target value at the end of the total lifespan period which is defined as the maximum number of years over which the impacts of the investment are expected to be effective.

		monitoring/stations and EWS alerts in the three target prefectures, based on data from EWS custodians (ministries of Meteorology, Civil Protection), radios, telecom companies, Red Cross, and other. Indirect beneficiaries: population not directly accesses through notifications		**Indirect beneficiaries**: 9,627 people (approximately 52% female and 56% children)	56% children) **Indirect beneficiaries**: 38,508 people (approximately 52% female and 56% children)	As a result of a joint effort from this project and the AF-funded project; UNICEF has field presence in the northern prefectures and will contribute existing and additional project resources, partnerships, etc. Target setting approach: EWS: 72-hour lead time for severe weather alerts Direct beneficiaries: Population expected to be within reach of hydrological and meteorological monitoring/stations and radio and telecom networks in the three target prefectures. Indirect beneficiaries: remaining population in the prefecture, assumed to receive information and alerts via peers and other channels.
ARA1 Most vulnerable people and communities	Supplementary 2.4: Beneficiaries (female/male) covered by new or improved early warning systems	Indicator scope and calculation: Sum of the beneficiaries from EWS (Activity 1.2.3). EWS: Direct beneficiaries: Population covered by functional hydrological and meteorological monitoring/stations and EWS alerts in the three target prefectures, based on data from EWS custodians (ministries of Meteorology, Civil Protection), radios,	0	**Direct beneficiaries**: 9,627 people (approximately 52% female and 56% children)	**Direct beneficiaries**: 38,508 people (approximately 52% female and 56% children)	Beneficiary vulnerability: The project targets prefectures and localities with the highest risks of floods, droughts, water insecurity, and CR-WASH deprivation in one of the world's poorest countries (see Section B.1 and Annex 2). None currently have access to CR-WASH services. All beneficiaries are therefore considered highly vulnerable and will be reported as such. >1-in-50-year floods will trigger a transition to parallel humanitarian response mechanisms led by the Ministry of Humanitarian Affairs in coordination with UNICEF, other UN agencies, and NGOs. Target setting approach: EWS:

		telecom companies, Red Cross, and other. Indirect beneficiaries: population not directly accesses through notifications				72-hour lead time for severe weather alerts Direct beneficiaries = Population expected to be within reach of hydrological and meteorological monitoring/stations and radio and telecom networks in the three target prefectures.
ARA2 Health, well-being, food and water security	Core 2: Direct and indirect beneficiaries reached	CR-WASH, WRM: Direct beneficiaries: Population having access to new or retrofitted water and sanitation equipment and services in intervention communities, schools, and healthcare facilities, based on reports from UNICEF Implementing partners and contractors/service providers, and the national water point and CLTS databases. Indirect beneficiaries: Policies will provide an adaptation benefit through the acceleration of safe WASH access	127,666	**Direct beneficiaries**: 101,150 additional people (approximately 52% female and 56% children) **Further disaggregation** • CR-WASH, WRM beneficiaries: 80,000 people **Indirect beneficiaries**: 588,690 people (approximately 52% female and 56% children)	**Direct beneficiaries**: 479,600 additional people (approximately 52% female and 56% children) **Further disaggregation** • CR-WASH, WRM and beneficiaries 404,600 people	Rural CR-WASH: Direct beneficiaries: Average population of 3,250 served by each large-scale piped water network (80) and 500 served by (120) smaller systems, based on the national Norms and Guidelines for WASH in Rural and Semi-Urban Areas and prefecture-level population data. Average of 280 people per sanitation beneficiary village (500), based on the national CLTS database and adjusted with local population data. Some overlap with water supply beneficiaries (~56,400 people). Overlaps with CR-WASH, EWS, WRM and DRR community beneficiaries No additional beneficiary targets for WASH in schools, healthcare facilities, WRM under output 2.3 (same population as CR-WASH interventions). Baseline assumption is based on the percentage of the population with safely managed or basic access to drinking water[11]. After the selection of the specific communities the baseline will be updated. Indirect beneficiaries: 27% of the rural population uses a basic water supply and 6%

[11] WHO/UNICEF JMP. (2024). Joint Monitoring Programme for Water Supply, Sanitation and Hygiene (JMP) Data. https://washdata.org and https://car.opendataforafrica.org/

					Indirect beneficiaries: 2,564,074 people (approximately 52% female and 56% children)	uses basic sanitation (WHO/UNICEF JMP 2023). None of the country's rural population has currently access to both basic water supply and sanitation, which are climate resilient. Population with access to basic sanitation and water is excluded. An effectiveness coefficient of on policies is included (60%) to provide a realistic approach to the effectiveness of the measures. External factors influencing future results: Changes in project locations or beneficiary numbers (e.g., due to insecurity, displacement, or overlapping projects) may affect the final beneficiary count.
ARA2 Health, well-being, food and water security	Supplementary 2.3: Beneficiaries (female/male) with more climate-resilient water security	Beneficiaries of CR water supplies (minimum 'basic' service level per WHO/UNICEF JMP), WRM, and water-related DRR (activities 2.1.3 & 2.3.3), based on reports from UNICEF Implementing partners /service providers and the national water point database. Household sanitation and EWS beneficiaries excluded from this 'water security' indicator, per GCF IRMF handbook.	127,666	**Direct beneficiaries**: 101,150 additional people (approximately 52% female and 56% children) **Further disaggregation** • CR-WASH, WRM beneficiaries: 80,000 people	**Direct beneficiaries**: 479,600 additional people (approximately 52% female and 56% children) **Further disaggregation** • CR-WASH, WRM and	*Target estimation, double-counting avoided, external factors considered: same as for ARA 2, core indicator 2.*

					beneficiaries 404,600 people	
ARA3 Intrastructure and built environment	Core 2: Direct and indirect beneficiaries reached	Sum of non-overlapping beneficiaries from rural DRR infrastructure (Output 2.3) and urban drainage infrastructure (Output 2.2), based on UNICEF Implementing partners' and contractors' reports, and drainage feasibility/design study and GIS mapping.	135,400	**Direct beneficiaries**: 29,500 additional people (approximately 52% female and 56% children) Further disaggregation: • DRR beneficiaries: 4,500 people • Beneficiaries of drainage improvements in Bangui: 25,000 people **Indirect beneficiaries**: 183,315 people (approximately 52% female and 56% children)	**Direct beneficiaries**: 118,000 additional people (approximately 52% female and 56% children) Further disaggregation: • DRR beneficiaries: 18,000 people • Beneficiaries of drainage improvements in Bangui: 100,000 people	DRR beneficiaries: 18,000 people and 45 communities (400 per community) benefitting from DRR interventions: directly targeted by a project activity and have an adaptation benefit of reduced exposure to climate induced floods (overlap with CR-WASH beneficiaries in rural communities). Urban drainage: Based on consultations with line ministries and local authorities and population data in pre-identified target arrondissements (No overlap with other actions) Target beneficiaries refined after site confirmation & baseline/design study. Baseline assumption: Based on the feasibility study data.

					Indirect beneficiaries: 878,953 people (approximately 52% female and 56% children)	
ARA3 Intrastructure and built environment	Supplementary 2.6: Beneficiaries (female/male) living in buildings that have increased resilience against climate hazards	Direct and indirect beneficiaries determined via feasibility and design study + GIS mapping for geographical coverage, using local administrative/census population data, and updated through Implementing partners' /contractors' reports.	TBC	**Direct beneficiaries**: 30,625 people (approximately 52% female and 56% children) Further disaggregation: • DRR beneficiaries: 5,625 people • Beneficiaries of drainage improvements in Bangui: 25,000 people	**Direct beneficiaries**: 118,000 people (approximately 52% female and 56% children) Further disaggregation: • DRR beneficiaries: 18,000 people • Beneficiaries of drainage improvements in Bangui:	DRR beneficiaries: 18,000 people and 45 communities (400 per community) benefitting from DRR interventions: directly targeted by a project activity and have an adaptation benefit of reduced exposure to climate induced floods (overlap with CR-WASH beneficiaries in rural communities) Urban drainage: Based on consultations with line ministries and local authorities and population data in pre-identified target arrondissements (No overlap with other actions). Target beneficiaries refined after site confirmation & baseline/design study. The baseline will be defined after the selection of the specific communities.

					100,000 people	
ARA3 Intrastructure and built environment	Core 3: Value of physical assets made more resilient to the effects of climate change and/or more able to reduce GHG emissions	Value of rural WASH, WRM, water-related DRR, and urban drainage infrastructure installed or made climate-resilient (solar-powered water systems = GHG-efficient), expressed as USD-equivalent cost of building, rehabilitating, or retrofitting in households, communities, schools, healthcare centres, and drainage systems; excludes current infrastructure value and future O&M costs. Based on actual construction and rehabilitation progress and costs tracked in UNICEF's financial system (VISION). For urban drainage support in Bangui incurred across multiple years/reporting periods, total cost reported upon completion to avoid double-counting units supported and associated value.	0	**Total value/cost**: 9.27M USD	**Total value/cost**: 37.1M USD	Targets set using applicable infrastructure designs and associated unit costs from the project budget; national Norms and Guidelines for WASH in Rural and Semi-Urban Areas, and related technical specifications and designs; WASH sector standard bills of quantities and unit prices; and past UNICEF WASH projects; additional costs for climate-resilient infrastructure included. In addition to the factors listed above, external factors that may affect the indicator value include technical and contextual conditions (e.g., weather/climate, logistics, security) and related cost constraints; specific rehabilitation or retrofitting needs in each intervention community or infrastructure at the time of implementation; future market price trends; competition in tendering processes; and exchange rate fluctuations. Disaggregation: **Number and corresponding value of climate-resilient physical assets built/installed:** • Community water supply infrastructure (water systems and small-scale systems): 200 units, 21,200,000 USD • School water supply infrastructure and sanitation: 100 units, 35,000 USD/intervention, 3,500,000 USD • Water supply and sanitation infrastructure in health care facilities: 100 units, 35,000 USD/intervention, 3,500,000 USD

						• WRM and DRR infrastructure in rural areas: 45 units, 20,000 USD/intervention, 900,000 USD • Drainage infrastructure in Bangui, 1 system, 8,000,000 USD
ARA3 Intrastructure and built environment	Supplementary 3.1: Change in expected losses of economic assets due to the impact of extreme climate-related disasters in te geographic area of the GCF intervention	Project monitoring and evaluation reports quality assessed by the AE. Reports on economic losses from extreme climate-related disasters.	0	**Total value/cost**: 0.78 M USD	**Total value/cost**: 4.3M USD	Targets are based on average retrospective flood impacts in CAR adjusted for the served population. Midterm target reflects the expected timeline for the investments and a year lag on benefits.

E.4. GCF Outcome level: Enabling environment (IRMF core indicators 5-8 as applicable)

Select at least two relevant IRMF core (enabling environment) indicators to monitor and elaborate the baseline context and project/programme's targeted outcome against the respective indicators. Rate the current state (baseline) vis-à-vis the target scenario and select the geographical scope of the outcome to be assessed. Describe how the project/programme will contribute towards the target scenario. Refer to a case example in the accompanying guidance to complete this section.

Core Indicator	Baseline context (description)	Rating for current state (baseline)	Target scenario (description)	How the project will contribute	Coverage

Core Indicator 5: Degree to which GCF investments contribute to strengthening institutional and regulatory frameworks for low emission climate-resilient development pathways in a country-driven manner	The policy, regulatory, and institutional framework for climate adaptation and WASH in CAR is only partially developed and lacks full alignment for driving climate-resilient, country-led development. While the NDC and NAP address water supply and resource management, they exclude sanitation and urban drainage, and other key strategies and plans contain little reference to climate-resilient WASH or IWRM. Existing sector policies and guidelines rarely integrate climate adaptation, and several planned national programs have yet to be developed. Very limited human, technical, and financial capacity within responsible ministries and decentralized technical departments, weak climate change awareness, an underdeveloped and largely informal private sector (especially outside of Bangui), and the absence of integrated data and monitoring systems further hinder progress. Institutional coordination is highly fragmented across sectors and governance levels, with overlapping mandates, irregular inter-ministerial engagement, and minimal collaboration between	low	Key national policies, strategies, technical standards, and regulations are developed or updated to better integrate climate adaptation, WASH, WRM, and DRR. Institutional capacities in the WASH, WRM, environment, public health, and disaster management sectors are strengthened on climate issues at national and subnational levels. Cross-sectoral governance mechanisms and stakeholder coordination on climate and WASH are in place to bridge existing silos. An M&E system for the WASH sector is established that integrates climate resilience and sustainability, aligns with, and feeds into an intersectoral M&E framework, enabling progress and results to be tracked and used to guide strategy and programming.	The project will integrate climate adaptation, DRR, WASH, and WRM into national policies, strategies, and technical guidelines, develop and roll out climate-resilient WASH standards, and update sector guidelines. It will revitalize the national Climate Coordination Committee, institutionalize the WASH development partners' platform, and create a real-time mapping/dashboard to track climate-resilient WASH, IWRM, DRR, and other multi-sectoral interventions. Annual WASH and IWRM sector reviews will bring together climate, environment, and humanitarian actors to strengthen alignment, complementarity, and cross-learning. The project will also establish the Water Policy's M&E system with climate-resilience indicators and biennial WASH resilience and sustainability checks, feeding into cross-sectoral monitoring led by the Climate Coordination Committee. This system will guide planning, programming, and governance of climate-resilient WASH and WRM interventions, while reinforcing the enabling environment for coordinated, long-term action. UNICEF will also advocate for the creation of a M&E unit or position within the Ministry of Energy Development and Hydraulic Resources.	National level (one country)

	development, humanitarian, and DRR actors. National climate and WASH coordination platforms meet infrequently, while stakeholder consultations remain narrow, excluding many relevant ministries, local authorities, civil society, and private sector actors. This siloed approach undermines coherence, efficiency, and the ability to scale up climate-resilient WASH and water resource management. Strengthening governance, cross-sector coordination, capacity building and M&E remains a stated top priority in the NDC and national Water Policy.			Finally, the project will build capacity at national and subnational levels, supporting key institutions and personnel across WASH, WRM, environment, public health, education, and DRR/humanitarian sectors on all these aspects, as well as on climate adaptation and climate-resilient WASH more broadly.	
Core Indicator 6: Degree to which GCF investments contribute to technology deployment, dissemination, development or transfer and innovation	While solar water pumping is not a new technology in sub-Saharan Africa, its application in CAR is relatively recent and limited in scale. AFD, the EU, UNICEF, international NGOs and a few other development partners have introduced/promoted and installed solar-powered water supply systems to serve larger rural communities and small towns (e.g. UNICEF installed six solar systems in 2023), trained the local private sector, and started strengthening the spare part supply chain in a few prefectures. Financial resources have been	medium	At project completion, CAR will have scaled up low-emission, climate-resilient solar water pumping and climate-sensitive CLTS. Solar-powered water supply systems will serve numerous rural communities and small towns across the target prefectures, supported by effective management, operation, and maintenance arrangements. CLTS guidelines and programs will promote durable,	The project will scale up and mainstream solar-powered water systems by updating national WASH norms, guidelines, and technical specifications for climate resilience, installing systems in Vakaga, Bamingui-Bangoran, and Ouham, training local technicians, and supporting local authorities, technical departments, and communities to establish sustainable management and O&M arrangements. It will introduce a climate-sensitive CLTS approach by revising the national CLTS Practical Guide, WASH in school, WASH in Health national guidelines and implementing it in rural communities	Multiple sub-national areas within a country

	lacking to scale up the technology. Since 2010, the Ministry of Energy Development and Hydraulic Resources—supported by UNICEF and national NGOs/CSOs—has implemented the CLTS approach, successfully shifting social norms and improving sanitation behaviours. In flood-prone, low-resource areas, however, household latrines are often vulnerable to collapse. Without technical or financial capacity to rebuild, households frequently revert to open defecation, highlighting the need to integrate climate resilience into CLTS sanitation designs.		climate-resilient latrine designs that remain functional for longer in flood-prone areas, reducing the risk of households reverting to open defecation. National WASH policies, norms, and technical standards will fully integrate climate resilience, providing an enabling framework for replication and wider adoption of these innovative approaches by government entities and development partners nationwide.	across the three prefectures. These innovations will be reflected in the next iteration of the Water Policy. The project will also promote these approaches to other development partners and mobilize additional funding for wider upscaling.	
Core indicator 8: Degree to which GCF investments contribute to effective knowledge generation and learning processes, and use of good practices, methodologies and standards	WASH policies, technical standards, and programming guidance in CAR are not consistently evidence based. Cross-sector fragmentation, weak coordination among stakeholders, and limited institutional memory mean that field experiences, lessons learned, and good practices are rarely documented, shared, or systematically integrated into policies, strategies, or future programming. No formal, structured mechanism exists to	low	At project completion, CAR will have a more organized, open, and dynamic sector-wide and intersectoral system for knowledge generation, sharing, and application in climate adaptation and climate-resilient WASH. Field experiences, case studies, lessons learned, and good practices will be more systematically documented and disseminated to inform	Building on the M&E system and strengthened cross-sectoral coordination, the project will establish an enabling environment for generating, sharing, and using knowledge to strengthen sector-wide and intersectoral learning and enhance climate adaptation. Under the leadership of the Ministry of Energy Development and Hydraulic Resources, it will centralize data, evidence, and practical guidance on climate-resilient WASH in CAR and ensure their broad dissemination nationally and internationally through	National level (one country)

	capture and disseminate this knowledge.		policies, strategies, and programming.	documentation, evaluation, and cross-learning. The project will create a CoP, bringing together sectoral and intersectoral stakeholders, supported by a dedicated website and reference documents to facilitate ongoing learning and the sharing of experiences, lessons, good practices, and innovations. The M&E framework and information system will feed into the CoP, supporting collective learning, accountability, and advocacy via the Climate Coordination Committee, WASH stakeholder platform, CR-WASH working group, and annual sector reviews. Linkages will also be established with other relevant CoPs and knowledge platforms in climate, environment, DRR, and early warning. Mid-term and final evaluations, co-led by the government and UNICEF, will document tested approaches, lessons learned, and innovations, assess the value-for-money of climate-resilient WASH, and inform cost-effective, climate-sensitive programming. The project will also ensure that lessons from implementation and from other initiatives/stakeholders feed into the next iteration of national policies, strategies, and programmes for the post-SDG era.	

E.5. Project/programme specific indicators (project outcomes and outputs)

*This section should list out project/programme-specific performance indicators (outcomes and outputs) that are not covered in sections above (E.1-E.4). List down tailored indicators to monitor /track progress against relevant project/programme results (outcomes/outputs). AEs have the freedom to decide against which outcomes they would like to set project/programme specific indicators. If any co-benefits are identified in sections B.2(a)(b), and D.3, AEs are encouraged to add and monitor co-benefit indicators under the "**Project/programme co-benefit indicators**" section in table below. Add rows as needed.*

Please number each outcome and output as shown below to indicate association of outputs to the contributing outcome. The numbering for outputs under this section should correspond to the output numbering in annex 4 (detailed budget plan).

Project/programme results (outcomes/ outputs)	Project/programme specific Indicator	Means of Verification (MoV)[12]	Baseline	Target		Assumptions / Note
				Mid-term	Final	
Outcome 1: Strengthened national policies, systems, and institutional capacity for climate-resilient WASH (CR-WASH) services, water resources management (WRM), and climate disaster risk reduction (DRR)						
Output 1.1: Climate change adaptation is integrated into national policies and regulations, and funding for adaptation is mobilized	Additional funding mobilized for CR-WASH and climate adaptation during project implementation through the joint efforts of the government and UNICEF	Climate adaptation and (CR-)WASH investment/funding data from line ministries, UNICEF, other development partners, and joint sector reviews (document review or interview with responsible unit/staff)	0	0	At least one new funding secured	Amount secured through government budgets, UNICEF, from other donors, and/or private sources by project end. The current aid landscape and reduced funding may pose constraints.
Output 1.2: Evidence based WASH, WRM, DRR, and EWS are informed by improved planning, climate and WASH monitoring	A Climate Information and Early Warning System (CIEWS) is informed by impact scenarios for flood and drought risks and improved hydrological and hydrogeological data for the 3 climate-vulnerable prefectures of Ouham, Bamingui-Bangoran, and Vakaga	New or revised documents available (document review)	0	1	3	Starting with the Ouham prefecture as a joint effort with other projects, such as the AF-funded WMO-GWP-LCBC initiative. Conflict situation does not hinder hydromet equipment installation.

[12] Additionally, progress and result data will be verified through field visits of UNICEF and the CAR government and the independent mid-term and final evaluations

information, MEL framework, data integration, and institutionalization of data-related mandates						
Output 1.2: Evidence based WASH, WRM, DRR, and EWS are informed by improved planning, climate and WASH monitoring information, MEL framework, data integration, and institutionalization of data-related mandates	Percentage of extreme weather events where anticipatory WASH protection protocols (e.g., pump shutdown, rapid chlorination) were successfully executed prior to hazard impact in the targeted areas	Ministry of Energy Development and Hydraulic Resources for dashboard for the water and sanitation Field visits	0%	30%	80%	Starting with the Ouham prefecture as a joint effort with other projects, such as the AF-funded WMO-GWP-LCBC initiative. Conflict situation does not hinder hydromet equipment installation.
Output 1.3: Institutional capacity and governance for CR-WASH and climate adaptation are strengthened	Self-reported improvement in capacities (knowledge and skills/know-how) and in work-related processes/tools and behaviours/practices as a result of capacity building and institutional strengthening activities supported by the project	Post-training survey conducted among training beneficiaries	0	75%	75%	75% of surveyed people trained up until project mid-term and then between project mid-term and completion declare during the survey having improved their knowledge, capacities, work processes/tools, and/or behaviours/practices.
Outcome 2: Climate-resilient rural WASH services, urban drainage infrastructure, WRM, and related local capacities adapted and scaled up to reduce climate and health risks in vulnerable communities						

Output 2.1: CR-WASH services are accessible and used in rural, flood- and drought-prone areas of Ouham, Bamingui-Bangoran, and Vakaga	Number of communities verified ODF (through the project) with the adapted CLTS approach	Implementing partners progress and final reports and CLTS database (document review) Sample-based endline survey / resilience and sustainability check and independent evaluation conducted at project completion in intervention communities	592[13]	125	500	Disaggregated by prefecture Under the adapted approach, ODF verified villages will have all households using climate-resilient, at least basic sanitation facilities, in line with the JMP definition. In CAR, past CLTS records show an ODF certification rate of 70–75% for triggered villages, similar to other countries, meaning the number of ODF villages is typically lower than the number triggered. The target for this indicator reflects the added challenge—and higher ambition—of achieving climate-resilient at least basic sanitation in particularly vulnerable and flood-prone areas with some accessibility and security constraints. The target is higher than for water supply because the intervention cost per community is significantly lower, allowing the budget to cover more communities.
	Number of people living in new climate resilient ODF communities	Implementing partners progress and final reports and CLTS database (document review)	34006[13]	101,150 additional (approximately 52% female and 56% children)	404,600 additional (approximately 52% female and 56% children)	Data to be disaggregated by prefecture.

[13] https://open.unicef.org/country-info/0750A006884002

	Number of people gaining access to climate-resilient, at least basic sanitation	Implementing partners progress and final reports and CLTS database (document review)	127,666	30,000 additional (approximately 52% female and 56% children)	150,000 additional (approximately 52% female and 56% children)	Definition of "climate-resilient," at least "basic" sanitation aligned with the JMP definitions. This indicator will feed into the GCF Core 2 indicator for ARA1, ARA2 and ARA3. The target was set based on population census data and JMP data indicating that the "at least basic" sanitation coverage in the target prefectures is 3,7%-13,1% in rural areas (depending on the prefecture). People counted under this indicator may be located in villages not ODF verified/certified. Data disaggregated by prefecture.
	Percentage of flood-induced WASH infrastructure damage/contamination events avoided during extreme precipitation events for the project supported infrastructure	Reports from UNICEF Implementing partners and contractors/service providers (drilling / construction and engineering/supervision firms), and national water point database (document review)	0	90%	90%	Conflict situation does not hinder equipment installation. Reduction targets apply to the installed project supported infrastructure.
	Number of climate-resilient, at least basic latrines built or rehabilitated in CLTS intervention communities	Implementing partners progress and final reports and CLTS database (document review)	0	4,300	18,000	This indicator will feed into the GCF Core 3 indicator for ARA3. Latrines counted under this indicator may be located in villages not ODF verified/certified. Data disaggregated by prefecture.
	% of communities still ODF 2 years after verification	Biennial, sample-based sustainability	0	75%	75%	Target based on the result of the WASH sustainability and resilience

		and resilience checks conducted by independent consultants (field survey, document review)				check conducted by the CAR government and UNICEF in 2022.
	Number of communities gaining access to a climate-resilient, at least basic water supply	Reports from UNICEF Implementing partners parties and contractors/service providers (drilling / construction and engineering/supervision firms), and national water point database (document review)	TBC	50	200	Definition of "climate-resilient," at least "basic" water supply aligned with the JMP definitions (basic: an improved water source within 30mins round trip including queuing). Data disaggregated by prefecture and by type of water supply technology/system
	Reduction in the average number of days of water service disruption per year during the 90th percentile dry season for project supported infrastructure	Reports from UNICEF Implementing partners and contractors/service providers (drilling / construction and engineering/supervision firms), and national water point database (document review)	0	90%	90%	Conflict situation does not hinder equipment installation. Reduction targets apply to the installed project supported infrastructure.
	Number of people who gained access to a climate-resilient, at least basic water supply	Reports from UNICEF Implementing partners and contractors/service providers (drilling /	72,244[13]	13,500 additional (approximately 52% female and	56,400 additional (approximately 52% female	Will feed into the GCF Core 2 indicator for ARA1, 2? And 3, as well as supplementary indicator 2.3 for ARA2. Target based on the number of target localities and water point by type of

		construction and engineering/supervision firms), and national water point database (document review)		56% children)	and 56% children)	system/technology and on the associated planned number of beneficiaries established in the WASH Norms and Guidelines document, adjusted to the local population size and density in the target prefectures. Data disaggregated by prefecture and by type of water supply technology/system
	% of community drinking water supply systems built or rehabilitated by the project still functional 2 years after commissioning	Biennial, sample-based sustainability and resilience checks conducted by independent consultants (field survey, document review)	0	80%	80%	Target based on the result of the WASH sustainability and resilience check conducted by the CAR government and UNICEF in 2022.
Output 2.2: Climate-resilient urban drainage infrastructure is reinforced and expanded in Bangui to reduce, anticipate, and better withstand flood risks	Number of people benefiting from the drainage intervention in flood-prone areas and thereby at reduced risk of flood impacts (disaggregated between direct and indirect beneficiaries, females/males, adults/children)	Detailed feasibility and design study and GIS mapping for geographic coverage to identify direct and indirect beneficiaries, combined with local population data from the target districts / arrondissements (census or administrative data) and progress/final reports from contractors.	135,400	0 additional (approximately 52% female and 56% children)	100,000 additional (approximately 52% female and 56% children)	Target based on the estimated population of the arrondissements proposed for drainage improvements, adjusted to reflect that not all residents will directly benefit. The detailed feasibility studies will help review and adjust this target. It will take time to achieve the final target due to necessary preliminary studies, community information and mobilization, environmental and social safeguard measures, etc. No beneficiaries planned at mid-term.
Output 2.3: Communities and youth are enabled to manage water	Number of people (female/male, adult/children) benefitting from WRM and DRR interventions (including small-scale	Progress monitoring and final reports from Implementing partners and	TBC	0 (approximately 52% female and	18,000 (approximately 52% female	Target estimated based on the planned number of intervention localities and average population size.

resources and disaster risks in priority high-risk localities of Ouham, Bamingui-Bangoran, and Vakaga	infrastructure) for increased community resilience	contractors/service providers (construction and engineering firms) contracted by UNICEF for activity implementation and supervision (document review) Sample-based endline survey / resilience and sustainability check and independent evaluation conducted at project completion in intervention communities		56% children)	and 56% children)	This project intervention will be timed to follow and reinforce community-based climate-resilient water supply and sanitation interventions under Output 2.1. No beneficiaries planed at mid-term. Data will be further disaggregated by prefecture. The baseline will be updated once the communities have been selected.
Project/programme co-benefit indicators[14]						
Co-benefit 1: Job creation and green skills development	Number of youth, women, and entrepreneurs provided with training for job opportunities	Progress monitoring and final reports from Implementing partners and contractors/service providers	0	95	378	Target estimated based on numbers attending CR-WASH, WRM and DRR training workshops and courses.
Co-benefit 2: Reduced time burden for water collection	Number of women and girls benefiting from reduced physical time burden for water collection	Reports from UNICEF Implementing partners and contractors/service providers (drilling / construction and engineering/supervisi	0	5,995	25,469	Target estimated based on number of people gaining access to a climate-resilient, at least basic water supply, considering women and girls are primary bearers of the responsibility for water collection in 85.4% of households in CAR.

[14] While not considered an official co-benefit, the project will also contribute to improved water quality and public health through climate-resilient sanitation interventions. This is captured under the project's adaptation and social development benefits (see Section D.3).

		on firms), and national water point database (document review)				
Co-benefit 3: Reduced contamination of watersheds	Number of villages with reduced biological contamination of watersheds through verified ODF status	Implementing partners progress and final reports and CLTS database (document review) Sample-based endline survey / resilience and sustainability check and independent evaluation conducted at project completion in intervention communities	592[13]	125	500	Target estimated based on the number of communities verified ODF (through the project) with the adapted CLTS approach.

E.6. Project/programme activities and deliverables

Activities	Description	Sub-activities	Deliverables
Activity 1.1.1: Update/develop key national policies, strategies, technical standards and regulations to better integrate climate adaptation,	This activity aims to integrate climate adaptation, disaster risk reduction (DRR), and water resource management (WRM) into policies and guidelines to improve strategic planning and climate adaptation mainstreaming. It will fill policy gaps by developing, reviewing, and updating the following policy documents: Norms and Guidelines for WASH in Rural and Peri-Urban Areas; CLTS Practical Guide; guidelines for climate-resilient WASH in	1.1.1.1: Developing, revising, and rolling out technical standards and programming guidelines for climate-resilient WASH 1.1.1.2: Integrating the experience and lessons learned from the project into the next iteration of policies, strategies, and programs for the post-SDG era	4 documents developed or revised by the end of the project (Norms and Guidelines for WASH in Rural and Peri-Urban Areas; CLTS Practical Guide; Guidelines for climate-resilient WASH in schools and health care facilities; national Water Policy).

WASH, WRM, and DRR	schools and health care centres; national Water Policy.		
Activity 1.1.2: Promote increased investment in adaptation and climate-resilient WASH (CR-WASH) from national budgets, donors, local governments, communities, and the private sector	This activity seeks to increase funding for climate-resilient WASH and climate adaptation in CAR by developing a funding needs assessment and strategy for the Ministry of Energy Development and Hydraulic Resources, engaging in advocacy and fundraising efforts, and promoting the project at regional and global levels to attract more investment.	1.1.2.1: Developing a CR-WASH funding needs assessment, strategy, and monitoring mechanism for CAR 1.1.2.2: Promoting the project at regional and global levels to raise visibility and mobilize additional funding	One CR-WASH funding needs assessment and strategy developed.
Activity 1.2.1: Support the government to strengthen climate-resilient DRR and water planning through disaster preparedness plans and integrated WRM plans	This activity aims to address gaps in national DRR and Water Resource Management (WRM) planning for flood and drought risks through disaster preparedness and WRM plans for the prefectures of Vakaga, Bamingui-Bangoran, and Ouham.	1.2.1.1: Updating/specifying needs and developing/updating DRR and WRM plans	DRR and WRM plans covering the three prefectures.
Activity 1.2.2: Adapt and strengthen sectoral and intersectoral MEL to better integrate climate resilience, sustainability and lessons learned	This activity will support the Ministry of Energy Development and Hydraulic Resources in establishing the climate-lensed M&E and learning system foreseen in the Water Policy to enable evidence-based climate resilient planning and programming in WASH and WRM.	1.2.2.1: Developing a monitoring and reporting system and related capacities for the WASH sector 1.2.2.2: Carrying out biennial WASH resilience and sustainability checks for the WASH sector in CAR	A monitoring framework established for the WASH sector, integrating climate resilience and sustainability. 3 WASH resilience and sustainability checks carried out. A website and community of practice for CR-WASH operational, with lessons

into policy and practice and disseminate knowledge		1.2.2.3: Supporting the development and integration of CR-WASH and WRM indicators for cross-sectoral climate adaptation monitoring 1.2.2.4: Generating, sharing, and using knowledge for sector-wide and intersectoral learning and improved adaptation effectiveness	learned and good practices documented and shared.
Activity 1.2.3: Improve hydrological data systems and impact scenarios for flood and drought risks to inform early warning systems and adaptive planning in the three prefectures of Ouham, Bamingui-Bangoran, and Vakaga	The activity will improve hydrological and hydrogeological data systems and impact scenarios for flood and drought risks to better monitor hydro-meteorological conditions and detect early signals. It will also contribute to developing a EWS in complementarity with other initiatives to reduce loss of lives and damage to physical assets.	1.2.3.1: Strengthening hydrometeorological-related disaster risk knowledge and forecasting through studies, equipment, and improved data collection and monitoring, with focus on the three target prefectures of Vakaga, Bamingui-Bangoran, and Ouham 1.2.3.2: Establishing and institutionalising responsibilities and processes for data flow and integration 1.2.3.3: Contributing to the development and rollout of an effective 'last mile' EWS communication strategy 1.2.3.4: Awareness raising, contingency planning, and preparedness measures 1.2.3.5: Contributing to the development and implementation of a CIEWS capacity building, operation and maintenance, and advocacy plan for increased sustainability	3 hydrometric telemetry stations, 3 gauges (limnometric scales, 12 piezometric sensors, 3 synoptic and 3 agrometeorological stations installed and operational. Process and capacities in place for data flow, integration/analysis, the 'last mile' EWS communication system, and O&M.
Activity 1.3.1: Strengthen national institutional capacities on climate across the WASH and adjacent sectors	This activity will strengthen technical, operational, and institutional capacities of government and other key sector stakeholders to understand climate risks and design, plan, implement, and sustain conflict-sensitive CR-WASH, water resource management (WRM) and DRR interventions.	1.3.1.1: Developing a capacity-building needs assessment and plan for key stakeholders 1.3.1.2: Implementing the first phase of the capacity-building plan 1.3.1.3: Updating the capacity-building plan and rolling out the second phase (from 2030)	1 capacity building needs assessment and action plan. At least 6 training workshops held and 160 key personnel from the government and partners trained.

Activity 1.3.2: Improve (cross-)sectoral governance mechanisms and stakeholder coordination on climate to bridge existing silos	The activity will improve coordination among all WASH sector stakeholders and with other adjacent sectors, including WRM, climate adaptation, DRR, and humanitarian action, bridging silos between institutions and initiatives. It will provide an opportunity to mainstream climate adaptation sectorally and cross-sectorally for holistic and coordinated action.	1.3.2.1: Revitalizing the National Climate Coordination committee and the WASH development partners' coordination platform 1.3.2.2: Institutionalizing an annual WASH and WRM sector review	Climate Coordination Committee and WASH development partners coordination platform active . 5 annual WASH and IWRM joint sector reviews.
Activity 2.1.1: Conduct hydrogeological studies to identify areas of highest groundwater potential and inform adaptation planning	This activity will support the government in improving knowledge of groundwater resources and identifying the most suitable drilling sites for boreholes, ensuring access to climate-resilient water services for vulnerable communities. The identification will include field assessments, pumping tests, satellite imagery analysis, and consultations with local stakeholders.	2.1.1.1: Conducting detailed hydrogeological field assessments in the project areas in the Vakaga, Bamingui-Bangoran, and Ouham prefectures 2.1.1.2: Conducting pumping tests and camera inspections on existing boreholes identified as viable 2.1.1.3: Analysing satellite imagery of the target areas 2.1.1.4: Undertaking consultations with local water government staff and the communities and identifying priority climate-resilient water supply intervention sites	220 assessments in Vakaga, Bamingui-Bangoran, and Ouham. 120 boreholes tested and inspected. 200 priority sites identified/confirmed for drilling / rehabilitation.
Activity 2.1.2: Promote CR-WASH and sanitation through climate-adapted community-led total sanitation (CLTS) and nationwide awareness-raising	The activity will promote CR-WASH and sanitation and change social norms through a revised Community-Led Total Sanitation (CLTS) approach and a nationwide awareness-raising campaign.	2.1.2.1: Awareness-raising campaigns on climate adaptation and CR-WASH 2.1.2.2: Training national and local government staff and local facilitators on the adapted, climate-sensitive CLTS approach 2.1.2.3: Implementing the adapted CLTS approach, and supporting local masons and vulnerable households through sanitation market development approaches and post-ODF sustainability and resilience reinforcement	Awareness-raising strategy and materials developed. Multi-channel campaign launched and rolled out. 200,000 people reached by the climate change and CR-WASH awareness-raising campaign. All relevant national and local government staff, NGOs, and local facilitators trained on the adapted CLTS approach.

			At least 500 communities triggered as per the adapted CLTS approach.
Activity 2.1.3: Construct or rehabilitate CR-WASH infrastructure in communities, schools, and healthcare facilities	This activity aims to provide climate-resilient water and sanitation services through the construction of flood- and drought-resilient infrastructure and rehabilitation/retrofitting of existing ones in communities, schools, and health centres.	2.1.3.1: Constructing/rehabilitating climate-resilient water systems in communities 2.1.3.2: Constructing/rehabilitating CR-WASH infrastructure in highly climate vulnerable primary schools 2.1.3.3: Constructing/rehabilitating CR-WASH infrastructure in health care facilities	200 climate-resilient, solar-powered water supply systems (80 large, piped water supply systems, and 120 smaller-scale systems in smaller communities) functional and correctly managed. 100 primary schools with a climate-resilient, basic sanitation service and rainwater collectors constructed or rehabilitated. 100 healthcare facilities with a climate-resilient, basic sanitation service and rainwater collectors constructed or rehabilitated.
Activity 2.1.4: Develop capacities of local governments, communities, water operators, and the private sector to design, operate, maintain, and monitor CR-WASH services	The activity will enhance capacities and provide guidance and tools to ensure the ongoing and sustainable operation, maintenance, and monitoring of the climate-resilient infrastructure and services created. Capacity-building at the community level, based on the needs assessment (activity 1.3.1) will notably address critical gaps in local technical expertise and private sector engagement.	2.1.4.1: Designing and delivering capacity-building sessions and providing material for local governments, water management committees/user associations, community leaders, and the local private sector to better design, operate/maintain and monitor CR-WASH services, including solar-powered systems- 2.1.4.2: Designing and delivering capacity-building sessions and providing material for well-managed and sustainable climate-resilient CR-WASH in the primary schools 2.1.4.3: Designing and delivering capacity-building sessions and providing material for well-managed and sustainable climate-resilient CR-WASH in the health care facilities	Water committees / users' associations and private operators/entrepreneurs trained and supported/equipped for all 200 installed water systems. Local governments and community leaders in charge of service oversight and monitoring trained in all intervention villages. School WASH clubs and health personnel trained and supported/equipped in all 200 intervention schools and healthcare facilities.
Activity 2.1.5: Explore and promote context-	This activity will explore and promote financial schemes for climate-resilient WASH services to address challenges in financial	2.1.5.1: Assessing context-relevant, affordable and viable financial schemes for climate-resilient	1 study on context-relevant CR-WASH financial schemes completed .

relevant, affordable and viable financial schemes for CR-WASH services and support the engagement of local entrepreneurs/ youth-led businesses	affordability and sustainability. It will also support the engagement of local entrepreneurs and youth-led businesses in the WASH sector.	WASH services (e.g. 'tontines', village savings and loan associations, revolving funds, etc.) 2.1.5.2: Promoting context-relevant, affordable and viable financial schemes for climate-resilient sanitation services 2.1.5.3: Promoting context-relevant, affordable and viable financial schemes for climate-resilient water services. 2.1.5.4: Supporting the engagement of local entrepreneurs / youth-led businesses in climate-resilient WASH services	120 local masons/artisans and entrepreneurs trained in CR-WASH financial schemes. 120 community members including women and pastoralists supported to set up or scale tontines/VSLAs, income activities, and/or others context-relevant schemes. 40 water committees / user associations / operators trained.
Activity 2.2.1: Improve and expand Bangui's drainage system	The activity will support the development and improvement of urban drainage infrastructure and introduce nature-based solutions in Bangui to reduce the risk and impact of floods. Flood risk assessments and detailed technical design studies will be conducted to inform the detailed design and implementation of the interventions. Community awareness, local engagement and ownership, and O&M will also be improved.	2.2.1.1: Undertaking flood risk assessments and detailed technical design studies 2.2.1.2: Setting up planning, monitoring, and coordination mechanisms 2.2.1.3: Rehabilitating and constructing/expanding stormwater drainage networks in target neighbourhoods 2.2.1.4: Implementing nature-based solutions to prevent or mitigate flood effects 2.2.1.5: Mobilizing communities, raising awareness of risks and behaviour change needs, and ensuring social and environmental measures 2.2.1.6: Strengthening operation and maintenance capacity	Detailed technical design studies conducted for target neighbourhoods. At least 2 neighbourhoods of Bangui benefit from improved drainage, with active involvement of the local population, and appropriate O&M, social, and environmental measures, including information campaigns and at least 1 context-relevant NBS measure.
Activity 2.3.1: Engage and train local stakeholders in climate risk assessment, conflict-sensitive resilience planning, and	This activity will identify about 45 high-risk rural communities in Vakaga, Bamingui-Bangoran, and Ouham prefectures, and engage and train local stakeholders, including women, youth, pastoralist communities, and displaced populations, to assess climate risks and plan water-related	2.3.1.1: Conducting participatory local climate and conflict risk assessment 2.3.1.2: Supporting awareness, engagement, training, and planning in high-risk, priority communities, schools, and health care facilities 2.3.1.3: Facilitating coordination, progress monitoring and learning meetings at prefecture level	45 high-risk communities (about 15 per prefecture) engaged in training and DRR, WRM, and resilience plan development.

disaster preparedness	DRR and resilience-building measures, with a conflict-sensitive lens.		
Activity 2.3.2: Support local stakeholders in strengthening surface and groundwater monitoring to better understand, anticipate, and respond to climate change impacts	This activity will target and actively involve the ~45 high-risk communities identified under activity 2.3.1, together with local stakeholders, in collecting, interpreting, and disseminating surface and groundwater monitoring data. This participatory approach will support the continuous identification of locally led solutions to adapt to climate risks. The activity will also provide equipment and establish protocols for sharing and using data between local and national systems.	2.3.2.1: Identifying gaps and local needs in water resource monitoring 2.3.2.2: Providing technical training and equipment for priority high-risk communities 2.3.2.3: Data integration, sharing, and use	450 key local stakeholders and high-risk community members trained, equipped, and supported to monitor water resources and transmit data. Monitoring equipment purchased and distributed to cover the 45 priority high-risk communities based on identified needs.
Activity 2.3.3: Support community-led design and implementation of WRM and DRR solutions	This activity will confirm the feasibility of locally led WRM and DRR solutions identified under activities 2.3.1, including small-scale infrastructure, to reduce flood and drought related risks and vulnerability, protect water resources, and improve water security, define implementation modalities, and carry them out with community participation and O&M.	2.3.3.1: Organizing participatory solution design 2.3.3.2: Implementing the selected small-scale DRR and WRM measures 2.3.3.3: Operation and maintenance training, and peacebuilding and governance integration	45 communities benefiting from WRM and DRR solutions.

E.7. Monitoring, reporting and evaluation arrangements (max. 500 words, approximately 1 page)

157. **M&E and Reporting** will be managed by UNICEF (as AE and EE) in line with UNICEF standards and AMA/FAA terms. A full-time UNICEF staff within the PMU will manage all monitoring, reporting, and learning activities, including data collection/flow, verification/QA, indicator tracking, and ML support to government.

158. **Logframe indicators** integrate UNICEF's organizational WASH and sustainability indicators, along with key JMP/GLAAS indicators shortlisted for the upcoming global CR-WASH normative framework. Baselines and targets will be adjusted if needed during the inception phase based on detailed technical studies and Implementing partners progress field surveys.

159. **Ongoing monitoring** for Component 1 will be mainly through government quarterly reports and UNICEF result verification. Component 2 (field activities) monitoring will use Implementing partners ' and service providers' progress reports, verified through monthly meetings and regular joint field visits from government and UNICEF Bangui and field office staff. Compliance with reporting is a contractual requirement for payments. Twice a year, the Project Steering Committee will hold **strategic and implementation reviews** as per standard UNICEF processes, updating approach and plans on a rolling basis.

UNICEF will submit **Annual Performance Reports** in GCF format, covering progress against indicators, qualitative assessments, ESMF, GAAP, implementation challenges, solutions, lessons, good practices, and financial status. Draft reports will be reviewed at an annual retreat with the PSC, Implementing partners , and key service providers to integrate lessons and adjust for the following year. UNICEF and partners will also present at the national WASH sector review.

160. **WASH sustainability and resilience checks** will be conducted in the project 3rd and 5th year and at project completion, involving sample-based field observations and surveys at project and comparable sites. UNICEF CAR supported a similar exercise in 2022. Government and Implementing partners staff will participate for capacity building and ownership, but independent consultants will lead to ensure objectivity. Findings will inform sector-wide ML, corrective actions, and post-implementation reinforcement activities (e.g., CLTS follow-up, water system repairs under the contractor's liability clause, remobilizing/retraining water operators and local authorities, strengthening O&M). UNICEF guidance and tools are available for sector-wide checks.

161. **External evaluations** will be conducted by the independent UNICEF Evaluation Office at mid-term (year 4) and in the final year of the implementation period (year 6)" (This is aligned with the timeline in Annex 5.)

162. **VfM analysis** combining quantitative and qualitative methods will guide strategy decisions, optimize resource use to maximize results, and anticipate risks. It will also assess the cost-effectiveness of mainstreaming climate resilience, weighing costs against sustainability gains, benefits to vulnerable communities, and long-term resilience outcomes—demonstrating that climate-sensitive programming can deliver higher value than business-as-usual approaches, and strengthening advocacy and resource mobilization efforts.

F. RISK ASSESSMENT AND MANAGEMENT

F.1. Risk factors and mitigations measures (max. 3 pages)

Please describe financial, technical, operational, macroeconomic/political, money laundering/terrorist financing (ML/TF), sanctions, prohibited practices, and other risks that might prevent the project/programme objectives from being achieved. Also describe the proposed risk mitigation measures. Insert additional rows if necessary.

For probability: High has significant probability, Medium has moderate probability, Low has negligible probability
For impact: High has significant impact, Medium has moderate impact, Low has negligible impact
Prohibited practices include abuse, conflict of interest, corruption, retaliation against whistleblowers or witnesses, as well as fraudulent, coercive, collusive, and obstructive practices

Selected Risk Factor 1: Persistent insecurity disrupting implementation

Category	Probability	Impact
Other	Medium	Medium

Description

Ongoing insecurity could disrupt project implementation in Bangui, Bamingui-Bangoran, Ouham or Vakaga, causing delays or halting activities and limiting the achievement of project objectives.

Early-warning indicators: UNDSS alerts, access denials >14 days, incident rate >2/month, contractor security incidents. Risk owner: Project Manager (PMU), Security Focal Point.

Mitigation Measure(s)

The project will maintain a proactive approach to security management by leveraging UNICEF's extensive field presence, particularly in Bangui, Ouham and Vakaga, and conducting continuous security assessments in close coordination with UN (UNDSS), government, and international forces. This systematic monitoring will allow for adaptation of project activities and ensure the safety of personnel. The project will also partner with and consult with local CSOs/NGOs to ensure effective implementation in high-risk areas. It will leverage on local partners' deep understanding of community dynamics and ability to operate in volatile environments.

Additional controls: (i) UNDSS-compliant security plans per site; (ii) remote implementation/MEL SOPs (phone surveys, photo/time-stamped media, meter logs, satellite imagery) when access is constrained; (iii) flexible bills of quantities and time extensions built into contracts; (iv) a 5–10% contingency line for security-related costs; (v) quarterly security reviews at PSC (vi) Sub-area security assessment will be done prior to implementation for all investments . Residual risk: Low (with controls). Cross-ref: Annex 6b.

Selected Risk Factor 2: Weak institutional frameworks, lack of transparency and risk of funds mismanagement may delay or hinder implementation

Category	Probability	Impact
Prohibited practices	Low	Medium

Description

Weak institutional frameworks and limited transparency can lead to the mismanagement of funds, potentially causing delays or hindering the project's implementation. MEDHR's and local institutions' lack of robust financial controls and oversight could prevent the efficient disbursement and utilization of resources, hindering the achievement of project objectives. Risk owner: UNICEF HACT focal point.

Mitigation Measure(s)

The Steering Committee will ensure strategic coordination and high-level supervision of project activity implementation, promoting transparency and accountability. To directly address the risk of fund mismanagement, UNICEF will keep full fund management and oversight responsibility, applying rigorous, risk-based UN Harmonized Approach to Cash Transfers (HACT) procedures. To mitigate the risk of fund mismanagement, the HACT framework employs a multi-stage process that begins before any funds are transferred. Initially, Implementing partners undergo a mandatory due diligence verification and, for those receiving over $100,000, a micro-assessment to evaluate their financial management capacity and assign a risk rating. Based on this risk rating, UNICEF selects the safest cash transfer modality, opting for lower-risk methods like direct payments to vendors or reimbursements for partners rated as "significant" or "high-risk". After disbursement, a layered system of assurance activities is used to verify that funds are

used correctly; this includes programmatic monitoring for all partners receiving over $2,500, mandatory on-site spot checks of financial records for partners reporting over $50,000 in expenditure, and formal audits for selected partners. Additional controls: HACT micro-assessments for partners ≥USD100k; risk-tiered assurance (spot checks, programmatic visits, audits); FACE forms; partner capacity-building; quarterly financial dashboards; segregation of duties in VISION; special-audit clause in PCAs/contracts. Residual risk: Low.
Selected Risk Factor 3: Geographic remoteness and accessibility of project locations

Category	Probability	Impact
Technical and operational	Low	Low

Description
The geographic remoteness of certain project locations, together with poor road conditions and reduced security, poses a risk to project implementation, particularly in Bamingui-Bangoran where the rain season affects the roads resulting in a very limited road access for 4 to 5 month per year . These factors could lead to significant delays in the delivery of services, hindering progress and increasing operational costs. Early-warning indicators: missed delivery windows; road closures >10 days; unit-cost spikes >15%. Risk owner: Project Manager/UNICEF Supply Officer (PMU)
Mitigation Measure(s)
The project will implement a strategic planning approach including careful site visits and construction activity planning, ensuring that implementation schedules take into account local seasonal changes, such as the rainy and dry seasons, to guarantee access to project locations. The project will leverage UNICEF's long-standing presence, field offices, and dedicated security team to gain local knowledge and logistical expertise. The involvement of NGOs and local stakeholders will be crucial for managing the complex logistics of reaching and operating in remote areas, providing essential support and local insights to ensure the continuous delivery of project activities. To provide coverage in Bamingui-Bangoran, the project will leverage the existing UNICEF field offices in the neighbouring prefectures of Vakaga and Ouham. Additional controls: framework agreements with regional suppliers; pre-positioning of critical spares; alternative routing; rainy-season buffers; periodic market-price checks to avoid gouging. Residual risk: Low.
Selected Risk Factor 4: Slow procurement process for contractors, delaying infrastructure development

Category	Probability	Impact
Technical and operational	Low	Medium

Description
A slow and protracted procurement process for contractors could delay the start of infrastructure development and construction activities. This would lead to project implementation falling behind schedule as well as potential increases of overall project costs. Early-warning indicators: procurement cycle time >90 days; bid participation <3; repeated failed tenders. Risk owner: UNICEF Supply Officer (PMU).
Mitigation measure(s)
The project mitigates the risk of delays by planning to engage private contractors for infrastructure construction, an area in which UNICEF has extensive experience and expertise. The tendering processes and contracts will be owned and managed by UNICEF, and will include clear deadlines, robust legal clauses, and penalties for non-compliance. This rigorous approach is designed to ensure accountability and prevent delays in the recruitment and implementation phases of infrastructure development. Residual risk: Low.
Selected Risk Factor 5: Rising market prices for construction materials and equipment

Category	Probability	Impact
Technical and operational	Low	Low

Description
Sudden increases in the market prices of essential construction materials, equipment, and related services could exceed the project's allocated budget. This could necessitate a reduction in the scope of planned infrastructure activities, potentially limiting the number of water systems or sanitation facilities that can be built or rehabilitated. Risk owner: UNICEF Supply Officer (PMU).
Mitigation measure(s)

To mitigate the risk of rising market prices, the project will implement a rigorous procurement process. This involves ensuring sourcing from reputable suppliers in CAR, regionally or internationally and giving preference to contractors with proven experience in similar contexts, which helps secure competitive pricing and reliable supply chains. All procurement will be carried out in strict accordance with UNICEF's established procurement policies, procedures, and regulations. Additional controls: market sounding; price-adjustment clauses where justified; value-engineering options pre-approved; 10% contingencies; alternate technical specs (equivalents).

Residual risk: Low.

Selected Risk Factor 6: WASH infrastructure degradation due to poor design/inadequate maintenance

Category	Probability	Impact
Technical and operational	Low	Medium

Description

Weak or inadequate design and a lack of proper maintenance pose a risk of WASH infrastructure degrading prematurely. With degradation, the new water and sanitation systems may not provide safe and reliable services, especially when faced with climate shocks. This would undermine the long-term sustainability and impact of the project's interventions. Early-warning indicators: uptime <90%; >30-day repair times; spare-parts stockouts; tariff collection <70% (where applicable). Risk owner: Technical Lead (PMU); Local Authority.

Mitigation measure(s)

To mitigate the risk of WASH infrastructure degradation, the project will conduct climate risk assessments and use the findings to inform the development of climate-resilient technical standards and guidelines. This will ensure all infrastructure is built to withstand climate shocks. The project also places a strong emphasis on capacity building and training for various local stakeholders to ensure the sustainable and climate-resilient management of WASH services and DRR measures. Among other interventions, the project will provide training sessions and materials to community members and water operators, including 760 personnel/associations and 80,000 local actors. This training will cover the operation and maintenance of infrastructure, climate risk assessments, and the promotion of financial schemes to support affordability and sustainability. By equipping community stakeholders with these skills, the project aims to foster local ownership and long-term viability of WASH infrastructure. Additional controls: signed O&M agreements before handover; O&M support; warranty clauses & performance-based maintenance; asset register; affordability checks (OPEX vs budget) with corrective actions. Residual risk: Low. Cross-ref: Annex 2 – Section 8.7

Selected Risk Factor 7: Insufficient interest from the private sector

Category	Probability	Impact
Other	Medium	Low

Description

Insufficient interest from the private sector poses a risk to the project's sustainability and scalability**.** Without private sector engagement, the project may struggle to expand its impact beyond initial funding, leaving a gap in services which cannot be filled by the government or communities alone. Risk owner: UNICEF Partnerships Manager (PMU).

Mitigation measure(s)

The project will actively mitigate this risk by focusing on broad private sector engagement, seeking out partnerships with a large variety of private companies. The project will also work to create and share evidence on demand creation. This involves demonstrating the tangible benefits and commercial viability of providing WASH services, which can incentivize the private sector to invest. Residual risk: Low.

Selected Risk Factor 8: Limited community interest in climate-resilient WASH

Category	Probability	Impact
Other	Low	High

Description

Limited community interest in climate-resilient WASH services poses a risk to the project's long-term impact: if communities do not see the value in these services, they may be unwilling to adopt new behaviours or contribute to the operation and maintenance of the infrastructure. Early-warning indicators: user committee inactivity; tariff refusals

(where applicable); vandalism; hygiene slippage. Risk owner: Gender, IPP and Social Inclusion Officer (PMU); Implementing partners.

Mitigation measure(s)

The Project community level consultations have highlighted the interest of communities in resilient WASH (Annex 7). To further mitigate the risk of limited community interest the project will conduct prior stakeholder consultations to ensure that interventions align with community needs and foster local ownership from the outset. The project will also include several initiatives and campaigns designed to create and strengthen community interest, understanding, and demand for climate-resilient WASH services. These efforts will span various levels, from direct engagement and training to broader awareness campaigns and the promotion of sustainable financial schemes. For example, the project will conduct Social and Behaviour Change Communication (SBCC) campaigns to assess existing community knowledge, attitudes, and practices on WASH. The findings from these surveys will then inform targeted campaigns to promote the adoption and maintenance of climate-resilient WASH infrastructure. Overall, the project aims to engage and train around 80,000 local actors, including community leaders, women, youth, teachers, and healthcare workers, to understand and assess climate risks, design resilient WASH interventions, and implement disaster preparedness measures. Additional controls: FPIC processes where relevant; water-safety planning; GRM accessibility; inclusion of women/youth/people with disabilities in governance. Residual risk: Low.

Selected Risk Factor 9: Integrity—AML/CFT, Prohibited Practices & Sanctions		
Category	**Probability**	**Impact**
Financial & fiduciary	Medium	High
Description		
Risk of money laundering (ML), terrorist financing (TF), fraud, corruption, collusion or sanctions breaches across procurement, partner cash transfers and vendor payments. Risk owner: Project Manager (PMU)/UNICEF Finance & Compliance Lead (AML/CFT Focal).		
Mitigation measure(s)		
Project-specific AML/CFT controls: KYC/beneficial-ownership project controls; PEP/sanctions screening at onboarding and periodically; payment thresholds; whistle-blower channels; 72-hour Suspicious Activity escalation to UNICEF corporate oversight functions; partner clauses accepting special audits and record access. Staff and Implementing partners capacity building. Due diligence: UNGM/vendor screening; HACT micro-assessments; conflict-of-interest disclosures for PMU/procurement. Residual risk: Low. Cross-ref: Annexes 10, 20, 21/10		
Selected Risk Factor 10: SEA/SH/GBV & Child Protection incidents		
Category	**Probability**	**Impact**
E&S (safeguards)	Low	High
Description		
Allegations of Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) or child protection violations linked to project workers or activities. Risk owner: Gender, IPP and Social Inclusion Officer (PMU)/UNICEF SEA/SH/GBV Focal Points (survivor-centred pathway).		
Mitigation measure(s)		
Annexes 6 ESMF and 8 GAAP include clear provisions for survivor-centred SEA/SH SOPs, Codes of Conduct embedded in all contracts, mandatory training for staff/contractors, safe GRM entry points, confidential referrals via GBV and SEA/SH clusters/networks, information-sharing protocols, no-retaliation policy, exclusion of case details from routine reports. Residual risk: Low, Cross-ref: Annexes 6, 7, 8 .		
Selected Risk Factor 11: Land access/FPIC & Voluntary Land Donation (VLD) disputes		
Category	**Probability**	**Impact**
Natural resources/land	Low	Medium
Description		
Disputes over land access or inadequate FPIC/VLD documentation delaying works. Risk owner: Gender, IPP and Social Inclusion officer and ESS officer (PMU)/UNICEF Safeguards Lead.		

Mitigation measure(s)
"Site-Readiness Packet" (FPIC record + VLD form + GPS + local disclosure + GRM) required before any works/disbursements; works halted upon dispute until resolution; IPP-specific GRM operational. Residual risk: Low. Cross-ref: Disbursement/Readiness Checklist; ESMF/IPP.

Selected Risk Factor 12: FX/currency & banking controls (BEAC)		
Category	**Probability**	**Impact**
Financial	Medium	Medium
Description		
Exchange-rate volatility and regional FX controls may affect contract values, import timings and supplier liquidity. Risk owner: UNICEF CO Finance Manager.		
Mitigation measure(s)		
XAF is pegged with EUR, FX clauses; early import planning; use of reputable banks; compliance with BEAC notifications; maintain 3% contingencies. GCF funds will be received in USD. Foreign exchange fluctuations between USD and local currency will be managed by UNICEF within the approved project budget. A limited contingency provision is included in the project budget to address unforeseen cost variations, including potential FX fluctuations. UNICEF confirms that the GCF will not be requested to provide additional funding or compensation for FX losses. Any material impacts will be communicated to the GCF Secretariat. Residual risk: Low.		

Selected Risk Factor 13: Environmental & Social (E&S) non-compliance		
Category	**Probability**	**Impact**
E&S (safeguards)	Low	Medium
Description		
Non-implementation of ESMF/ESMPs (e.g., waste, occupational health and safety, chance finds, community safety) causing harm or delays. Risk owner: ESS officer (PMU) / UNICEF Safeguards Focal Point.		
Mitigation measure(s)		
Site-specific ESMPs; contractor ESMPs and supervision; chance-find procedures; traffic and community safety plans; monthly E&S supervision reports; stop-work authority for serious non-compliance. Residual risk: Low.		

Selected Risk Factor 14: Data quality & IRMF reporting		
Category	**Probability**	**Impact**
MEL/compliance	Medium	Medium
Description		
Inconsistent baselines/methods or weak verification could undermine APR credibility and iTAP confidence. Risk owner: WASH Monitoring, learning, and reporting Specialist (PMU).		
Mitigation measure(s)		
IRMF Indicator Dictionary; routine data-quality assessments; third-party verification spot checks; remote MEL; annual MEL refresher training; corrective-action logs; APR QC checklist. Residual risk: Low. Cross-ref: O&M (Annex 2 – Section 8.7) and Annex 11.		

Selected Risk Factor 15: Dependencies outside FP scope (municipal O&M, co-projects)		
Category	**Probability**	**Impact**
Strategic/dependency	Medium	Medium
Description		
Results depend on municipal O&M or complementary investments (e.g., city drainage maintenance) that may not materialize. Risk owner: Project Manager (PMU).		
Mitigation measure(s)		

MOUs with local authorities; O&M contracts; design “no-regret” stand-alone functionality; phased benefits not contingent on third-party capex; escalate dependency risks in PSC. Residual risk: Low. Cross-ref: Annex 2 – Section 8.7.

Selected Risk Factor 16: Post-implementation O&M affordability gap		
Category	**Probability**	**Impact**
Financial/sustainability	Low	High
Description		
Insufficient lifecycle OPEX may reduce uptime and benefits. Risk owner: Project Manager (PMU)/ designated Infrastructure/O&M Lead.		
Mitigation measure(s)		
Affordability analysis; tariff/subsidy policies (context-appropriate); budget earmarks; performance-based maintenance; trigger corrective actions if O&M execution <80% plan. Residual risk: Low. Cross-ref: Annex 2 – Section 8.7.		

Selected Risk Factor 17: Beneficiary eligibility & distribution controls (cash/commodities)		
Category	**Probability**	**Impact**
Financial/operational	Low	Medium
Description		
Risk of fraud/abuse in any direct distributions (e.g., materials, vouchers). Risk owner: Supply Officer (PMU) /Project Manager (if non-supply)		
Mitigation measure(s)		
At present, the project does not envisage direct cash transfers to households. If any benefits in kind or vouchers are introduced, controls will include: eligibility criteria; KYC/ID checks; duplication checks; inventory controls; four-eyes issuance; beneficiary feedback through GRM; post-distribution monitoring; anomaly analytics; escalation to AML/CFT focal point as needed. Residual risk: Low.		

G. GCF POLICIES AND STANDARDS

G.1. Environmental and social risk assessment (max. 750 words, approximately 1.5 pages)

163. Interventions (boreholes, water supply systems, drainage, NbS, hydromet equipment installation) are small-scale, distributed and site-specific, rather than a single, connected footprint. No individual site or activity exceeds Category B thresholds, and works are not transformative at a landscape scale. Individual boreholes will have specific abstraction limits and will be closely monitored. Urban drainage will be limited to existing rights-of-way, with no land acquisition or involuntary resettlement, and that any temporary access or livelihood disruption will be managed through standard ESMF measures. Nature based solutions will be voluntary, community-supported and small-scale, delivering co-benefits for livelihoods and resilience, without restricting land access or implying protected area expansion or formal gazettement. Specific identified risks and mitigation measures are presented in the following table.

Theme (Reference Mapping)	Key Risks & Impacts	Mitigation / Management Measures	Instruments & Responsibility
Assessment & Management of E&S Risks (UNICEF ES; IFC PS1 / WB ESS1)	Policies/systems may miss vulnerable groups; uneven safeguard application; contractor non-compliance	Inclusive risk screening; site-specific ESMPs; mandatory Contractor ESMPs; monthly E&S supervision; stop-work authority for serious non-compliance; dated ESAP with time-bound actions and budget	ESMF, ESMP templates, ESAP (Annex 12/12a); PMU E&S Specialist; Supervising Engineer; Contractors
Labor & Working Conditions; SEA/SH & Child Protection (PS2 / ESS2)	OHS incidents; child/forced labour risk; SEA/SH	LMP; Codes of Conduct with SEA/SH clauses; worker GRM; OHS Plan (PPE, training, incident register); induction & refresher training; zero tolerance for child/forced labour; random site checks	LMP, CoC, OHS Plan; PMU Gender, IPP and Social Inclusion officer; Contractors; Implementing partners
Resource Efficiency & Pollution Prevention (PS3 / ESS3)	Construction waste/sludge; spills; noise/dust; groundwater depletion	Site Waste & Pollution Prevention Plans; spill kits; noise/dust suppression; groundwater abstraction limits; water-quality monitoring for E. coli/turbidity where relevant	Waste/Pollution Plans, Water Monitoring SOP; Contractors; PMU E&S; Local Labs
Community Health, Safety & Security (PS4 / ESS4)	Traffic & trench hazards; community exposure to works; emergency response gaps	Traffic & Community Safety Plans; trench shoring/guarding; fencing/signage; community briefings; site emergency response; complaints QR/phone posted in French/local language; sustainable yield tests and groundwater monitoring	Traffic & CHS Plans; Contractors; PMU E&S; Municipalities
Security & Conflict-Sensitivity (ESS4 extension / UNDSS)	Restricted access; flare-ups affecting sites and workers/community	UNDSS coordination; access plans; do-no-harm training; adaptive scheduling; local liaison; incident escalation protocol, Sub-area security prior to implementation for all investments.	Security & Conflict-Sensitivity Note (Annex 6b); PMU; UNDSS; Implementing partners
Land Access; FPIC & VLD (PS5 / ESS5 & ESS7)	Disputes over land access; insufficient FPIC/VLD documentation	"Site-Readiness Packet" required before any disbursement/works: FPIC record, VLD form (if used), GPS map, local disclosure note, GRM contacts; halt works upon dispute until resolution; GRM operational	FPIC Protocol; VLD Due Diligence; OM Site-Readiness Packet; PMU Safeguards focal; Local Authorities; Implementing partners progress reps
Hydrology & Drainage (PS3/4 / ESS3/4)	Disruption of local drainage; downstream flood risk	Pre-works hydrological assessment; climate-resilient designs; no-regret siting; drainage maintenance plans with sub-national authorities	Hydro Study TOR; Design Standards; Design Consultants; PMU; Authorities
Biodiversity & Invasive Species (PS6 / ESS6)	Habitat disturbance; planting of non-native/invasive species	Micro-siting to avoid sensitive habitat; restoration after works; mandatory native/naturalized species only; verify nurseries; prohibit invasive species	Biodiversity Checklist; Species List; PMU E&S; Contractors
Cultural Heritage / Chance Finds (PS8 / ESS8)	Unintended disturbance of cultural heritage	Chance-find Procedure: stop work, secure area, notify authorities/community, expert review, resume only after clearance	Chance-Find procedure; Contractors; PMU; Authorities

Indigenous Peoples (PS7 / ESS7)	Impacts on Indigenous peoples' lands/resources/cultural heritage	Culturally appropriate engagement; FPIC prior to decisions; Indigenous peoples-tailored benefits; GRM; no activities where consent is withheld	IPP/FPIC Protocol; PMU; Indigenous peoples' leaders; CSOs
Stakeholder Engagement, Disclosure & GRM (incl. SEA/SH) (ESS10; GCF IDP; IRM)	Exclusion of women/IDPs/PwD; weak feedback loops; low awareness of IRM	SEP with women/youth/IP focus groups; 30-day pre-Board disclosure for I-2; public posting of GRM and GCF IRM access; anonymous complaints; data protection (minimum data, role-based access); SEA/SH-safe channels	SEP; Disclosure Plan; GRM SOP; SEA/SH SOP; PMU; NDA; Implementing partners; Communities
Monitoring, Reporting & Learning (IRMF) (GCF IRMF)	Inconsistent baselines/methods; weak verification	IRMF Indicator Dictionary; baseline & target protocol; routine DQAs; third-party spot checks; corrective-action log; quarterly E&S supervision feeding APRs	MEL Plan; DQA Checklist; PMU M&E

Disclosure: All E&S instruments (ESMF, ESAP, SEP, LMP, SEA/SH SOP, site ESMPs) will be disclosed at least 30 days before Board consideration, in French, on UNICEF/government websites and locally (municipal offices, radio, printed notices).

G.2. Gender assessment and action plan (max. 500 words, approximately 1 page)

164. **The project's Gender Analysis and Gender Action Plan (GAP) have been completed in line with the GCF Gender Policy, UNICEF's Gender Policy, Central African Republic's National Gender policy and relevant international commitments**. The assessment was informed by literature and policy review, data analysis and stakeholder consultations with government institutions, civil society organisations and women's groups. Feedback gathered during these consultations was used to shape the GAP, ensuring local ownership and relevance. A dedicated resourcing package is included: (i) a full-time Gender, IPP and Social Inclusion Officer embedded in the PMU, (ii) named GESI focal points in each target prefecture, and (iii) an earmarked gender budget of USD $1,010,382 (sum of gender action planned activities plus staff cost) for GAP delivery (training, safe-design features, SEA/SH/PSEA measures, sex-disaggregated data collection, and targeted outreach).

165. **The assessment highlights women and girls as disproportionately vulnerable to climate change and WASH-related challenges.** Persistent gender inequalities, poverty and exclusion from decision-making processes limit their resilience. Women bear the primary responsibility for household water management and are most exposed to risks arising from inadequate or unsafe WASH facilities. Conflict and climate pressures further exacerbate these vulnerabilities, often increasing the risk of gender-based violence in and around water collection points and sanitation facilities. Structural barriers, such as restricted access to education, healthcare, land and financial services, constrain women's opportunities to adapt and contribute to resilience-building. Adolescent girls, female-headed households, displaced women and those with disabilities or from minority groups face particularly heightened risks. The project will address these gaps through gender-responsive infrastructure (e.g., menstrual hygiene management [MHM]-enabled, well-lit, accessible facilities), targeted skills development and leadership pathways, and safe access measures articulated in the GAP and ESMF.

166. **The Gender Assessment recommends an approach that mainstreams gender across the project activities.** This includes: strengthening WASH-related policies and guidelines to address the specific needs of women and girls, including MHM and safety measures; embedding safeguarding prevention and response, including to sexual exploitation and abuse (SEA) and sexual harassment (SH), with survivor-centred referral systems and gender-sensitive infrastructure; ensuring both women's and girls' active and meaningful participation in decision-making processes, including WASH and climate resilience committees, and recognizing their knowledge and leadership potential; improving women's access to information, training and services related to climate risks, while addressing barriers such as literacy and mobility; and building institutional capacity to harmonize gender equality commitments across WASH, climate and national policy frameworks. The project will operationalise these measures through explicit procurement/specifications for gender-responsive designs; annual SEA/SH/PSEA training (staff, contractors, Implementing partners); and the use of Community-Based Safe-Guard Focal Points in each intervention commune.

167. **The Gender Action Plan operationalises these recommendations, setting measurable outcomes that will ensure women and men participate equally and benefit equitably from GCF investment.** Such targets include revisions of key national WASH policies and strategies to integrate gender-responsive provisions; increased representation of women in governance structures, with at least 35% women in WASH and resilience planning

committees; development of gender-responsive WASH facilities in schools and healthcare facilities, ensuring safety and dignity for women and girls; expanding training and awareness campaigns, reaching women and girls with information on WASH and resilience; and improved monitoring of gender outcomes through the integration of sex-disaggregated indicators into project reporting. All indicators will follow the GCF IRMF Results Handbook (sex/age/disability disaggregation), with baselines and target-setting completed at inception. Data protocols will apply the Washington Group Short Set for disability and include routine data-quality assessments and third-party spot checks.

168. **UNICEF, as the Accredited Entity, has embedded a full-time Gender, IPP and Social Inclusion Officer embedded in the PMU to oversee implementation of the Gender Action Plan.** National ministries and local women's organization will act as co-implementers. The project's monitoring and evaluation framework includes gender-disaggregated indicators, and participatory monitoring approaches will ensure women's groups are directly involved in tracking progress. Through these measures, the project will reduce gender inequalities, enhance women's safety and participation, and improve equitable access to climate-resilient WASH services. Women and men will both benefit from investments, while women and girls in particular will gain greater agency and resilience in the face of climate and conflict-related challenges.

169. **SEA/SH/PSEA procedures (survivor-centred, confidential, and rights-based) are integrated in the GRM** and will follow 12/24/48-hour reporting clocks and referral pathways to accredited GBV case-management providers; the project GRM will clearly signpost access to the GCF Independent Redress Mechanism. Annual public progress updates will report on GAP delivery, including budget execution.

G.3. Financial management and procurement (max. 500 words, approximately 1 page)

170. **Project Financial Management:** The project will be implemented in accordance with the AMA, which is being negotiated between the parties. The project's financial management is governed by UNICEF's robust regulations and rules, ensuring transparency, accountability, and compliance with International Public Sector Accounting Standards (IPSAS). The structure is designed for effective oversight and control of GCF funds, managed directly by UNICEF as both the Accredited Entity (AE) and the Executing Entity (EE).

171. **Financial Monitoring Systems:** A multi-layered system is in place for continuous financial monitoring:

- **ERP System (VISION):** All financial transactions, from budgeting and planning to disbursements and reporting, are managed through UNICEF's integrated SAP-based Enterprise Resource Planning (ERP) system, known as VISION. This provides a real-time, auditable trail for all financial flows and enforces compliance with financial policies.
- **Programmatic Monitoring:** The Project Management Unit (PMU) conducts regular programmatic visits to implementation sites to verify that activities are progressing as planned and resources are being used effectively.
- **eTools Platform:** UNICEF's digital eTools platform is used to systematically track and monitor "action points" arising from partner audits and financial spot checks, ensuring that all findings are addressed and resolved by implementing partners in a timely manner.

172. **Financial Accounting:** All accounting practices are aligned with international standards and UNICEF's internal policies:

- **Accounting Standards:** The project adheres strictly to the **International Public Sector Accounting Standards (IPSAS)**, which enhances the credibility and transparency of financial reporting.
- **Policies and Procedures:** A comprehensive framework is followed for all transactions. This includes maintaining a complete audit trail, secure physical and digital storage of all financial documentation (invoices, receipts, contracts), and accurate allocation of costs. The project benefits from UNICEF's tax-exemption status in the Central African Republic.

173. **Auditing:** Financial control for Implementing partners is ensured through a risk-based assurance and audit framework:

- **Financial Assurance Mechanisms:** Partner assurance activities are scaled based on risk and the volume of funds managed by a partner. They include:
    - **Spot Checks:** On-site reviews of an Implementing partners' financial records are mandatory for partners reporting over USD 50,000 in annual expenditure.

- **Scheduled Audits:** Formal, independent audits are conducted by third-party firms. The frequency is determined by the partner's risk rating and the volume of funds received.
- **Special Audits:** These are commissioned for persistent red flags, whistle-blower reports (after safety and security risks to whistleblower have been assessed), outlier prices, potential collusion and allegations of Fraud and Corruption have been raised and must involve UNICEF corporate oversight functions in line with its policies.

- **Audit Management:** All partner audit findings are recorded and tracked in the eTools platform. The results directly inform the partner's risk rating and the selection of future cash transfer modalities, creating a feedback loop that strengthens financial management.

174. **Disbursement Structure and Methods:** Funds flow from the GCF to UNICEF Headquarters (as AE) and are then channelled internally to the UNICEF CAR Country Office (as EE). The PMU manages all subsequent disbursements.

- **Harmonized Approach to Cash Transfers (HACT):** All cash transfers to Civil Society Organisation (CSO) partners are governed by the HACT framework. Based on a partner's risk assessment, one of the following modalities is used:
  - **Direct Cash Transfer:** Funds are advanced to the partner before expenditures are incurred.
  - **Direct Payment:** UNICEF pays vendors directly on behalf of the partner.
  - **Reimbursement:** UNICEF reimburses the partner for pre-approved, incurred expenditures.
- **Funding Authorization and Certificate of Expenditure (FACE):** This is the standard form used by all partners to request cash transfers and to report on expenditures, serving as a key tool for financial control.
- **Contractual Agreements:** For goods and services, payments are made to contractors and suppliers through standard procurement contracts managed directly by UNICEF.

175. **Flow of funds:** In line with the approved implementation arrangements, GCF grant proceeds are disbursed to UNICEF Headquarters as Accredited Entity (AE) and internally channelled to the UNICEF CAR Country Office as Executing Entity (EE) through UNICEF's VISION (SAP-based) enterprise resource planning system.[15] The EE then disburses to (i) implementing partners (CSOs/NGOs) via PCAs/PDs governed by the UN Harmonized Approach to Cash Transfers, with funds requested and reported through FACE forms and partners subject to risk-based assurance and audits; and (ii) contractors/suppliers for works, goods, and services procured competitively under UNICEF rules. Oversight is provided by the Project Steering Committee and UNICEF as AE, with all financial flows governed by the Funded Activity Agreement (FAA). UNICEF retains sole authority over the channeling of GCF funds. Government ministries and public agencies, and any other external entities, NGOs, or CSOs, are not authorized to channel GCF funds.

176. **Responsibility assignment matrix - Responsible, Accountable, Consulted, Informed (RACI) (key fiduciary and implementation functions**):

- ***FAA execution and GCF disbursements*** - **A**: UNICEF (AE); **R:** UNICEF HQ treasury; **C**: NDA/PSC; **I:** EE/PMU.
- ***Internal allocation AE→EE and budget control*** - **A**: UNICEF (AE); **R:** UNICEF CAR PMU/Finance; **C**: PSC; **I:** NDA.
- ***IP selection and PCAs/PDs (HACT/assurance)*** - **A**: UNICEF CAR Representative; **R**: Technical Review Panel **C:** MEDHR/ANEA; **I:** PSC.
- ***Procurement of works/goods/services*** - **A**: UNICEF CAR Representative**; R:** Technical Review Panel; **C:** Technical line ministries; **I:** PSC/NDA.
- ***Cash transfers & FACE liquidation*** - **A**: PMU Finance Manager; **R**: PMU Finance; **C**: UNICEF HQ oversight; **I:** PSC/NDA.
- ***Financial reporting to GCF (APR/IFRs)*** - **A**: UNICEF (AE); **R:** PMU M&R & Finance**; C:** NDA; **I:** PSC.
- ***External (Implementing partners) audits & spot checks*** - **A:** UNICEF (AE); **R:** UNICEF audit/assurance functions**; C:** PMU; **I**: PSC/NDA.
- **ESS/Gender/GRM compliance** - **A:** UNICEF (AE); **R**: PMU ESS/GESI; **C:** Line ministries/ANEA; **I**: PSC.

177. **Procurement Management:** As the Executing Entity, UNICEF is responsible for all procurement activities, ensuring they are transparent, competitive, and provide value for money, in line with UNICEF AMA/ FAA.

- **Procurement Implementation Arrangements:**

[15] UNICEF CAR Country office is not a separate legal entity from UNICEF.

- **Goods, Works, and Services:** All procurement of goods, works, and services is managed directly by UNICEF according to its established global procurement policies and procedures. This includes tendering, evaluation, and contract management.

- **Procurement Risk Assessment and Mitigation:** The project identifies potential procurement risks and has established clear mitigation measures. Key risks include:
  - **Risk:** Slow recruitment of contractors could delay infrastructure development.
  - **Mitigation:** UNICEF will manage the tendering process, leveraging its experience to engage reputable contractors. Contracts will include clear deadlines and penalty clauses for non-compliance.
  - **Risk:** Rising market prices for construction materials could impact the budget.
  - **Mitigation:** The project will implement a rigorous sourcing process from pre-qualified, reputable suppliers to ensure competitive pricing and reliable supply chains.
- **Detailed Procurement Plan:** A detailed procurement plan has been developed for the project and is available in **Annex 10** of the Funding Proposal. This plan outlines the specific goods, works, and services to be procured, the estimated costs, procurement methods, and timelines.
- UNICEF as an AE will ensure that all relevant obligations under the Funded Activity Agreement (FAA) and UNICEF's Accreditation Master Agreement (AMA), including fiduciary standards, safeguards, reporting, and compliance requirements, are appropriately reflected and enforceable with respect to MEDHR's defined role.

178. **Anti-Money Laundering/Counter-Financing of Terrorism (AML/CFT) Controls:** The project incorporates robust safeguards to prevent the misuse of funds for money laundering or the financing of terrorism, as detailed in Annex 20.

- **Reinforced Contractual Obligations:** The standard Programme Cooperation Agreement (PCA) used with all Implementing partners has been updated to include strengthened clauses on AML and CFT, requiring partners to comply with strict financial transparency requirements.
- **Oversight and Escalation:** Assurance activities (spot checks, audits) of partners integrate AML/CFT considerations. Any credible or significant AML/CFT red flags will be reported to UNICEF's Data, Analytics, Planning and Monitoring unit and the Office of the Comptroller; where allegations warrant investigation, the matter will be handled under the exclusive authority of the Office of Internal Audit and Investigations (OIAI).
- **Shared Responsibility:** A clear framework of responsibilities is in place, where Implementing partners are responsible for certifying expenditures, the UNICEF Country Office is responsible for review and monitoring, and corporate bodies provide a final layer of quality assurance and investigation when necessary.

G.4. Disclosure of funding proposal

Note: The Information Disclosure Policy (IDP) provides that the GCF will apply a presumption in favour of disclosure for all information and documents relating to the GCF and its funding activities. Under the IDP, project and programme funding proposals will be disclosed on the GCF website, simultaneous with the submission to the Board, subject to the redaction of any information that may not be disclosed pursuant to the IDP. Information provided in confidence is one of the exceptions, but this exception should not be applied broadly to an entire document if the document contains specific, segregable portions that can be disclosed without prejudice or harm.

Indicate below whether or not the funding proposal includes confidential information.

☐ No confidential information: The accredited entity confirms that the funding proposal, including its annexes, may be disclosed in full by the GCF, as no information is being provided in confidence.

☒ With confidential information: The accredited entity declares that the funding proposal, including its annexes, may not be disclosed in full by the GCF, as certain information is being provided in confidence. Accordingly, the accredited entity is providing to the Secretariat the following two copies of the funding proposal, including all annexes:

- full copy for internal use of the GCF in which the confidential portions are marked accordingly, together with an explanatory note regarding the said portions and the corresponding reason for confidentiality under the accredited entity's disclosure policy, and
- redacted copy for disclosure on the GCF website.

The funding proposal can only be processed upon receipt of the two copies above, if containing confidential information.

H. ANNEXES

H.1. Mandatory annexes

☒	Annex 1	NDA no-objection letter(s) **(template provided)**
☒	Annex 2	Feasibility study - and a market study, if applicable
☒	Annex 3	Economic and/or financial analyses in spreadsheet format
☒	Annex 4	Detailed budget plan **(template provided)**
☒	Annex 5	Implementation timetable including key project/programme milestones **(template provided)**
☒	Annex 6	E&S document corresponding to the E&S category (A, B or C; or I1, I2 or I3): **(ESS disclosure form provided)** ☐ Environmental and Social Impact Assessment (ESIA) or ☒ Environmental and Social Management Framework (ESMF) or ☐ Environmental and Social Management System (ESMS) ☒ Others: **Indigenous People's Plan (6a) and Conflict Sensitivity Assessment (6b)**
☒	Annex 7	Summary of consultations and stakeholder engagement plan
☒	Annex 8	Gender assessment and project/programme-level action plan **(template provided)**
☒	Annex 9	Legal due diligence (regulation, taxation and insurance)
☒	Annex 10	Procurement plan **(template provided)**
☒	Annex 11	Monitoring and evaluation plan **(template provided)**
☒	Annex 12	AE fee request **(template provided)**
☒	Annex 13	Co-financing commitment letter, if applicable **(template provided)**
☒	Annex 14	Term sheet including a detailed disbursement schedule and, if applicable, repayment schedule

H.2. Other annexes as applicable

☐	Annex 15	Evidence of internal approval **(template provided)**
☒	Annex 16	Map(s) indicating the location of proposed interventions
☐	Annex 17	Multi-country project/programme information **(template provided)**
☐	Annex 18	Appraisal, due diligence or evaluation report for proposals based on up-scaling or replicating a pilot project
☐	Annex 19	Procedures for controlling procurement by third parties or executing entities undertaking projects financed by the entity
☒	Annex 20	First level AML/CFT (KYC) assessment
☐	Annex 21	Operations manual
☐	Annex 22	Assessment of GHG emission reductions and their monitoring and reporting (for mitigation and cross cutting-projects)[16]
☒	Annex 23	Beneficiary Calculations

** Please note that a funding proposal will be considered complete only upon receipt of all the applicable supporting documents.*

[16] Annex 22 is mandatory for mitigation and cross-cutting projects.