EPIU | Balancing the Impact

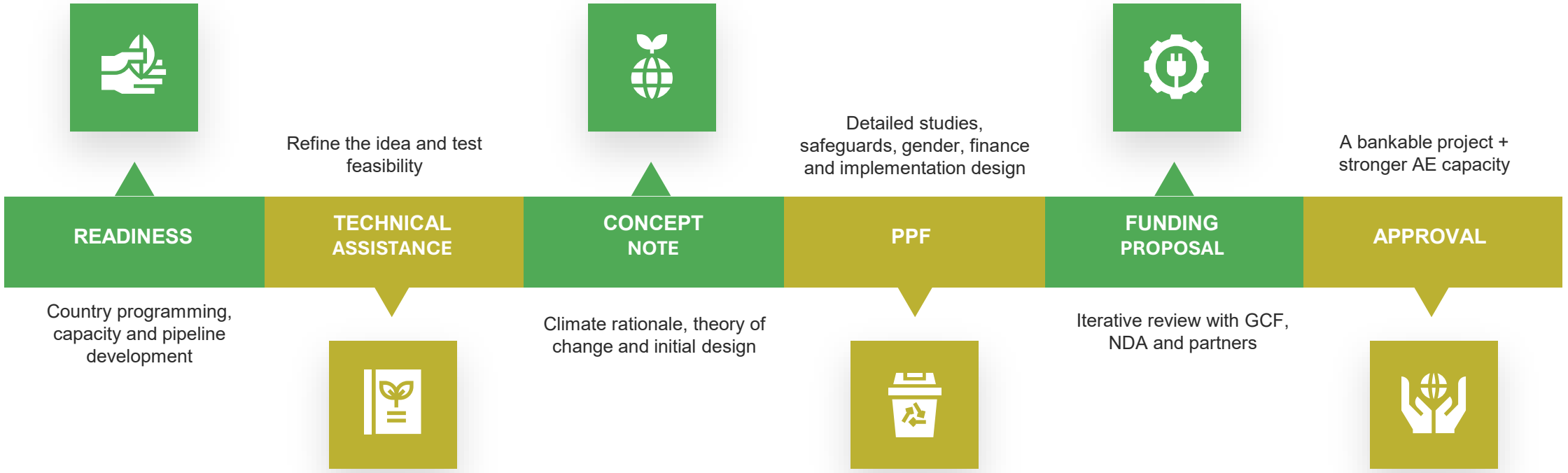
FROM PROJECT IDEA TO INSTITUTIONAL CAPACITY

SAP059 development journey | Armenia’s Direct Access experience

GCF Regional Dialogue 2026

A PROJECT BUILT THROUGH A SEQUENCE OF GCF SUPPORT

SAP059 did not move directly from idea to funding proposal — each stage added evidence, structure and institutional learning.



The support instruments were valuable not only for documents — they transferred know-how to the EPIU as an AE.

CLEAR ROLES — SHARED OWNERSHIP

01 EPIU / AE

Own the project architecture, coordinate preparation, ensure GCF compliance and retain accountability.

02 NDA + Government

Confirm country ownership, policy alignment, sector priorities and institutional commitments.

03 Partners + GCF

IPs bring delivery knowledge; consultants provide specialist inputs; GCF review strengthens quality and rigor.

KEY PRINCIPLE

Consultants can support project preparation, but they cannot replace AE ownership.

The AE must understand — and be able to defend — every major design choice.

THE DEVELOPMENT PROCESS CHANGED THE PROJECT



01 FOCUS VS. AMBITION

Turn a broad forestry agenda into one coherent SAP theory of change.

02 SAFEGUARDS + DESIGN

Review led to clearer risk logic and, where needed, redesign rather than trying to fit the category.

03 COORDINATION

Multiple institutions, datasets and assumptions required repeated reconciliation and stronger AE coordination.

What helped most were iterative review, early engagement of delivery partners, and willingness to revise the design.

THE BIGGEST RETURN WAS INSTITUTIONAL CAPACITY

SAP059 built both a project and the capability to develop the next one.

SAP059

- Readiness
- Technical Assistance
- PPF
- GCF review & feedback



WHAT WE GAINED

Climate rationale
Theory of change
ESS / gender
Results + finance

SAP068

Funding proposal developed with much stronger in-house ownership.

Use GCF support to build the institution — not only the proposal.

THANK YOU

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