

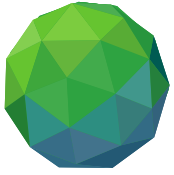


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Structured Dialogue in Africa: Ensuring Successful Implementation of the GCF Portfolio of Projects

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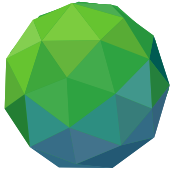
Bamako, Mali, April 2018



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Session Objectives

- Enhance knowledge and understanding of the Portfolio Management Unit's role;
- Sensitize on the monitoring and evaluation aspect of the GCF project cycle;
- Share information on common issues and challenges; and
- Discuss how to address challenges and improving project implementation.



Portfolio Management Unit: Our Role

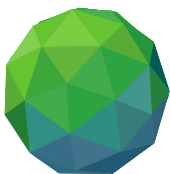
Monitoring



Evaluating

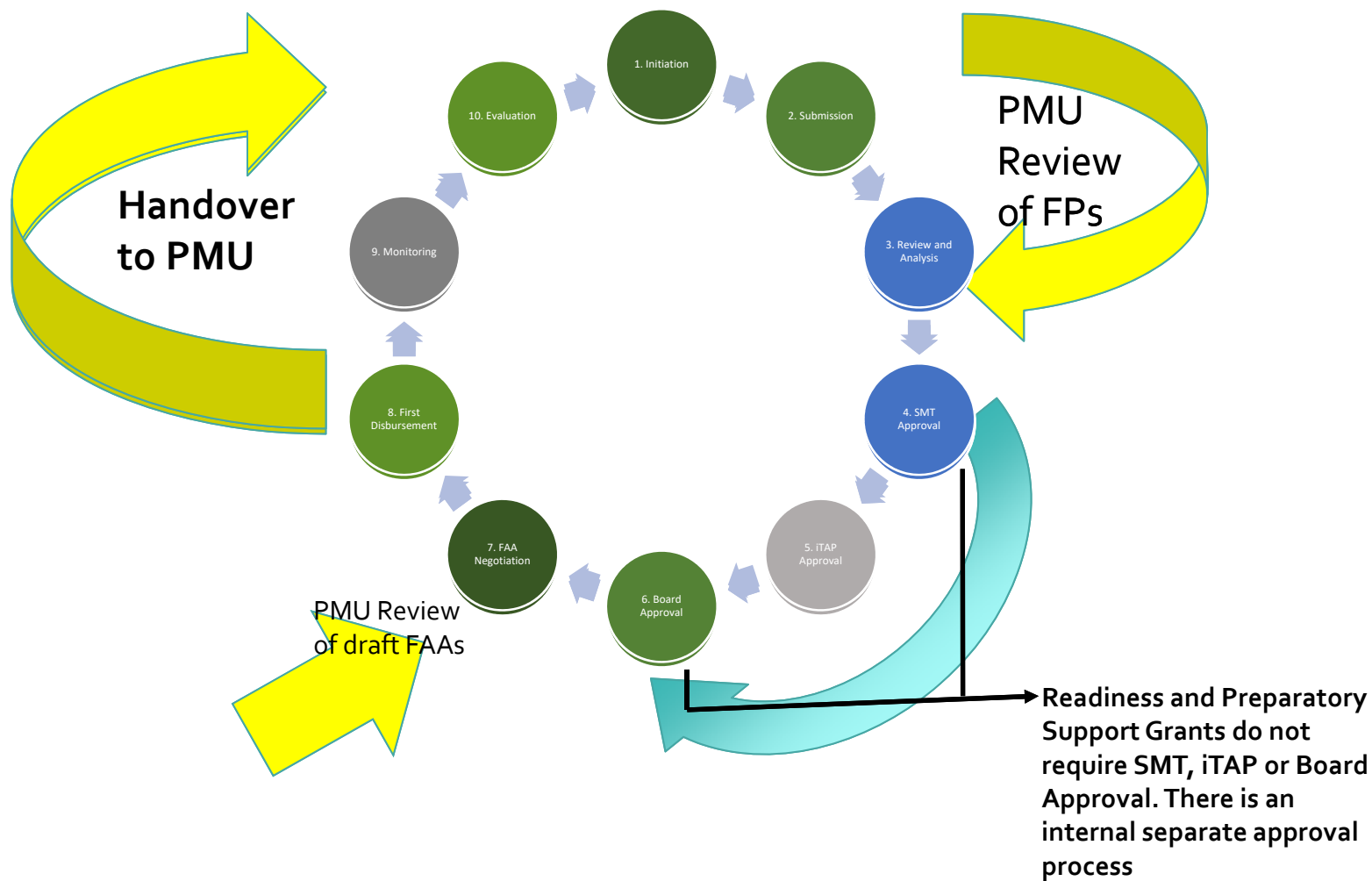


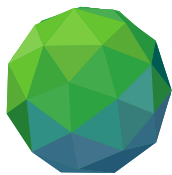
- **Key Role:**
 - Manage projects and programmes approved by the Board, Readiness and PPFs grants
 - Facilitate the mainstreaming of Monitoring and Evaluation systems into GCF's operational modalities
 - Complement other operational and support units in achieving organization operational objectives
- **Contribution to GCF's Operation**
 - **Pre-Approval Stage.** Review of Funding Proposals
 - M&E, logic frameworks, implementation plans and reporting periods on FPs, Term Sheets, FAAs, AMAs, and Grant Agreements;
 - **Post-Approval Stage.** Implementation Phase.
 - Manage projects implementation (monitor progress and compliance with requirements).



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PMU's Role in Project Cycle: Diagrammatic View





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Role of PMU in the Project Cycle: Pre and Post Approval Stages

Review of the Proposals- focusing on the Project description, Theory of Change, Logic Framework of the project, Indicators, Implementation and Reporting Arrangements.

Final evaluation, lessons learned and challenges faced during implementation.

Evaluation

Proposal
Submission

Review and
Approval

Review of Project
Completion Reports,
Financial closing and
closing of the Project.

Completion

Implementation
begins after the
effectiveness of the
Legal Agreement and
1st Disbursement. At
this point, PMU takes
over the project.

Implementati
on

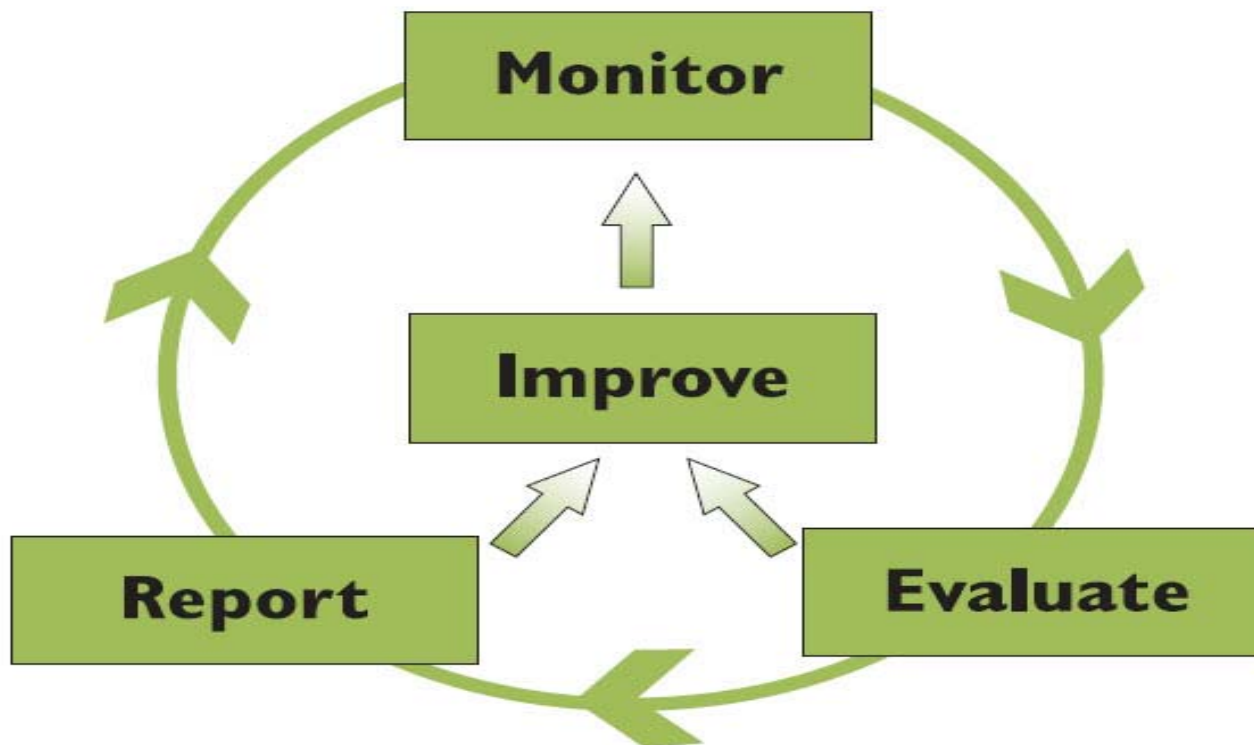
Monitoring

Review of Inception Reports,
Annual Progress Reports (APRs),
financial information, Financial
Statements, etc.

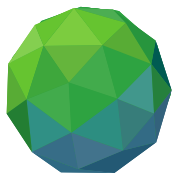




Monitoring Approach and Tools



Monitoring formally begins after the legal agreement has been signed and first disbursement has been made.

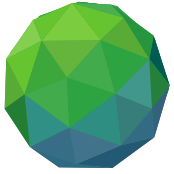


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Link between Design and Implementation

It is critically important to ensure coherence and alignment from design to Implementation





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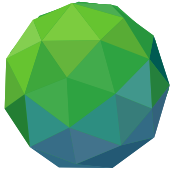
Monitoring Tools

Monitoring Tools for Readiness Preparatory Support

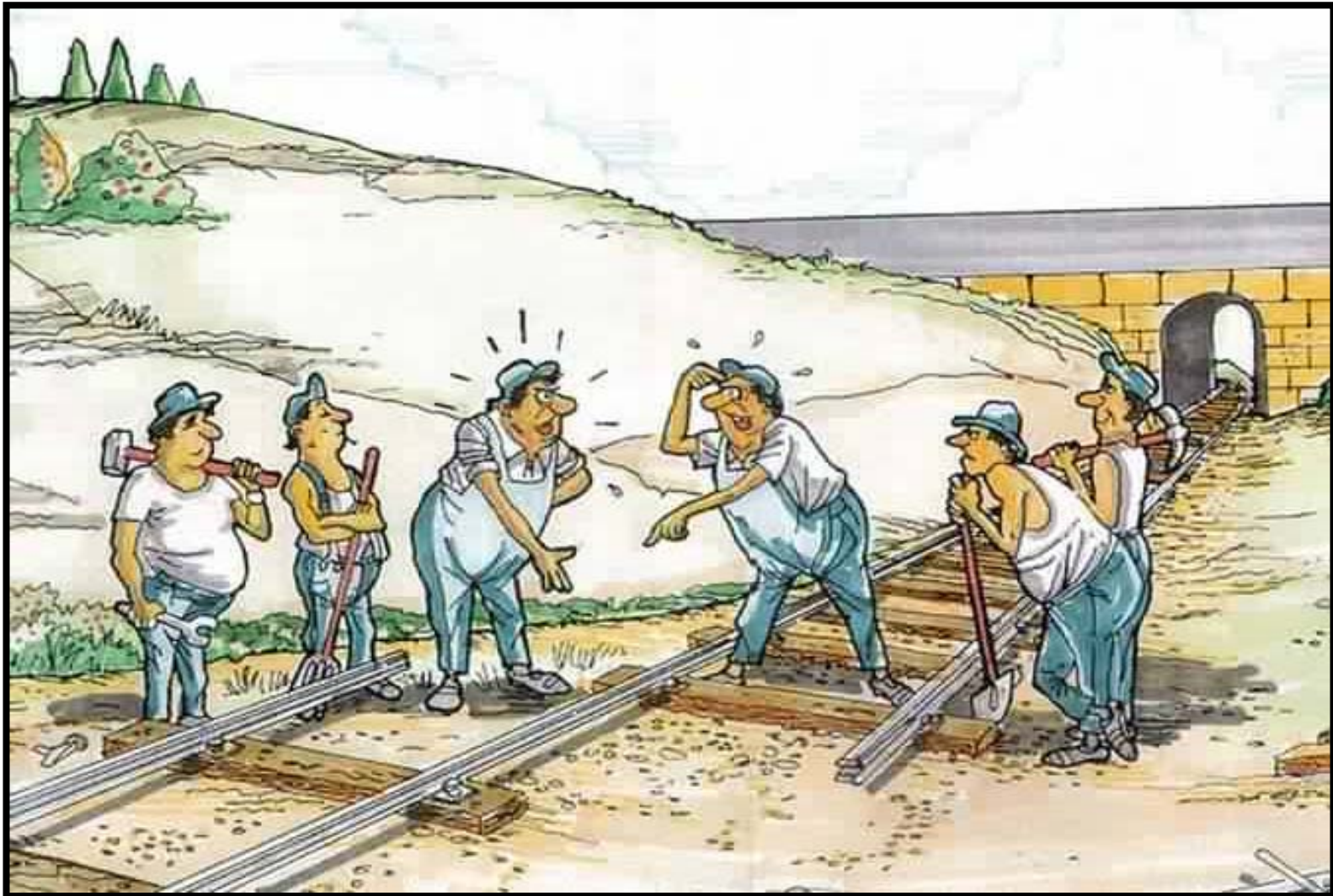
- a. **Progress Reports**
 - ✓ **Bi-annual**
 - ✓ **Annual / Mid**
- b. **Financial Information**
 - ✓ **FMCA, Audited reports**
- c. **NDA's M&E Policy**
- d. **Project Completion Report**

Monitoring Tools for Funded Activities

- a. **Annual Performance Reports (APRs)**
- b. **Financial Information**
- c. **Interim/Final Evaluation reports**
- d. **End of Project Evaluation**
- e. **Other Project-Specific documentation**



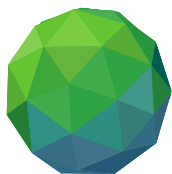
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Common Implementation Challenges: Readiness and PPF Support

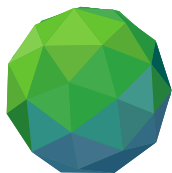
Issue /Challenge :	Effect
Design Stage <ul style="list-style-type: none"> Weak Gantt Chart, log frame, implementation plan not linked to the outcomes and deliverables 	<ul style="list-style-type: none"> Slow review and approval due to constant back and forth between GCF and Delivery Partner Need for budget revisions
<ul style="list-style-type: none"> Unrealistic Budget Estimates Budget overruns Non 	<ul style="list-style-type: none"> Need for Budget Reallocation Delay in disbursements Request for closing Date Extension
<ul style="list-style-type: none"> Non- Adherence to Procurement requirements changes in procurement methods, particularly for consultants 	<ul style="list-style-type: none"> Need to revise reports all over Delayed clearance of progress and financial reports.
<ul style="list-style-type: none"> Delays in Disbursements Delays in Clearance of Progress Reports Delays in approvals for Closing Date Extension requests 	



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Common Implementation Challenges: Readiness and PPF Support

Issue /Challenge :	Effect
Implementation Stage <ul style="list-style-type: none"> Delays in submission of Disbursement Request– <ul style="list-style-type: none"> Timeliness of requests Non compliance with the calendar for Progress Reports 	<ul style="list-style-type: none"> Slow review and clearance of progress reports Delay in disbursements
<ul style="list-style-type: none"> Quality and submission of Progress Reports <ul style="list-style-type: none"> Non compliance with template Scanty Information Deviation from planned activities Ineligible Expenditures 	<ul style="list-style-type: none"> Delay in clearance of reports leading to delay in disbursements Need for review of annual work plan
<ul style="list-style-type: none"> Non or partial submission of deliverables (esp. country programmes, workshop & meeting reports, etc.) <ul style="list-style-type: none"> Audited reports Unsatisfactory Financial statements Country program proposal 	<ul style="list-style-type: none"> Disbursement requests put on hold Delayed clearance of progress and financial reports. Delays in pipeline of project and Funding Proposals under country programming
<ul style="list-style-type: none"> Communication issues between delivery partners and GCF 	Delay in Project Implementation leading to early warning signal for the project. Red flag (Risk)



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Common Implementation Challenges: Funded Activities

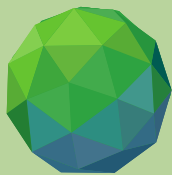
Issue /Challenge :	Effect
<p>Major Issues have a link to the PRE-APPROVAL (Design) stage:</p> <ul style="list-style-type: none">• Non alignment of the critical path from project description to Logic (C.3 and H.1). Refer to Previous Slide	<ul style="list-style-type: none">• Slow review of Funding Proposal• Delay in approval of Funding Proposal• Lead to inclusion of several Conditions Precedent to 1st disbursement• Onerous reporting
<ul style="list-style-type: none">• Misalignment of activities in the logic framework with budget	
<ul style="list-style-type: none">• Inadequate logic framework at the design<ul style="list-style-type: none">✓ Missing baselines to compare with the targets✓ Missing Measure of Verification (MoVs)✓ Missing mid-term targets✓ Indicators not SMART	
<ul style="list-style-type: none">• Poorly populated implementation plan<ul style="list-style-type: none">✓ Missing activities, no milestones (C.8)	



Issues and Problems: Post Approval

Implementation only recently started for 19 projects. With only a year of implementation (post-approval), the teething problems are:

Issue /Challenge :	Effect
<ul style="list-style-type: none">• Non-adherence to the timeline / calendar for submission of required reports<ul style="list-style-type: none">– Inception reports and Baseline Assessment (mostly public sector projects)– APRs. 1st APR was due on 1 March 2017	<ul style="list-style-type: none">• A lot of back and forth• Slow review and clearance of reports• Delay in disbursements• Delays in 2nd disbursement• Impact on other FPs from the AE, Country
<ul style="list-style-type: none">• Delay in communication of issues by AEs.	<ul style="list-style-type: none">• Disbursement likely affected• Early warning signal• Trigger several measures



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Going Forward: Improving Implementation



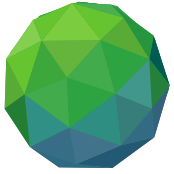


Improving Implementation:

A Checklist

- ✓ When submitting proposals - (CNs, FPs, and readiness proposals, need to ensure the following:
 - **QUALITY** at design level (pre-approval)
 - Adherence to the **Calendar** for submission of reports
 - Quality of submitted progress reports
- ✓ Build M&E into program design and also build M&E capacity of project staff, particularly for the readiness projects and PPF .
 - Interactions between Regional advisors and the NDA is critical esp., for the local context during design
- ✓ Where there are issues, partners should communicate with the relevant GCF focal points as soon as possible.





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Conclusion

- ❖ GCF Vision and Operational Priority is to:
- ❖ *Desires to deliver on its Mandate on reducing the negative effect of Climate Change.*
- ❖ *GCF is committed to supporting countries and meeting partner's needs and requests.*
- ❖ *GCF's can only do this if we can showcase results from our performance.*
- ❖ *The results **DEPENDENT** → Partners' ability to demonstrate **PERFORMANCE** of GCF funding and support through well - designed projects successfully implemented.*
- ❖ *This can only be achieved through effective monitoring and evaluation.*
- ❖ *Lets work together to achieve the vision!*

