



**GREEN
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Ensuring Successful Implementation of the GCF Portfolio of Projects

**Monitoring & Reporting Requirements and
Guidelines on Addressing Implementation Issues**

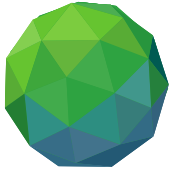
Minseo Kim, Office of Portfolio Management

Pacific Structured Dialogue
Pohnpei, Federated State of Micronesia | August 2018



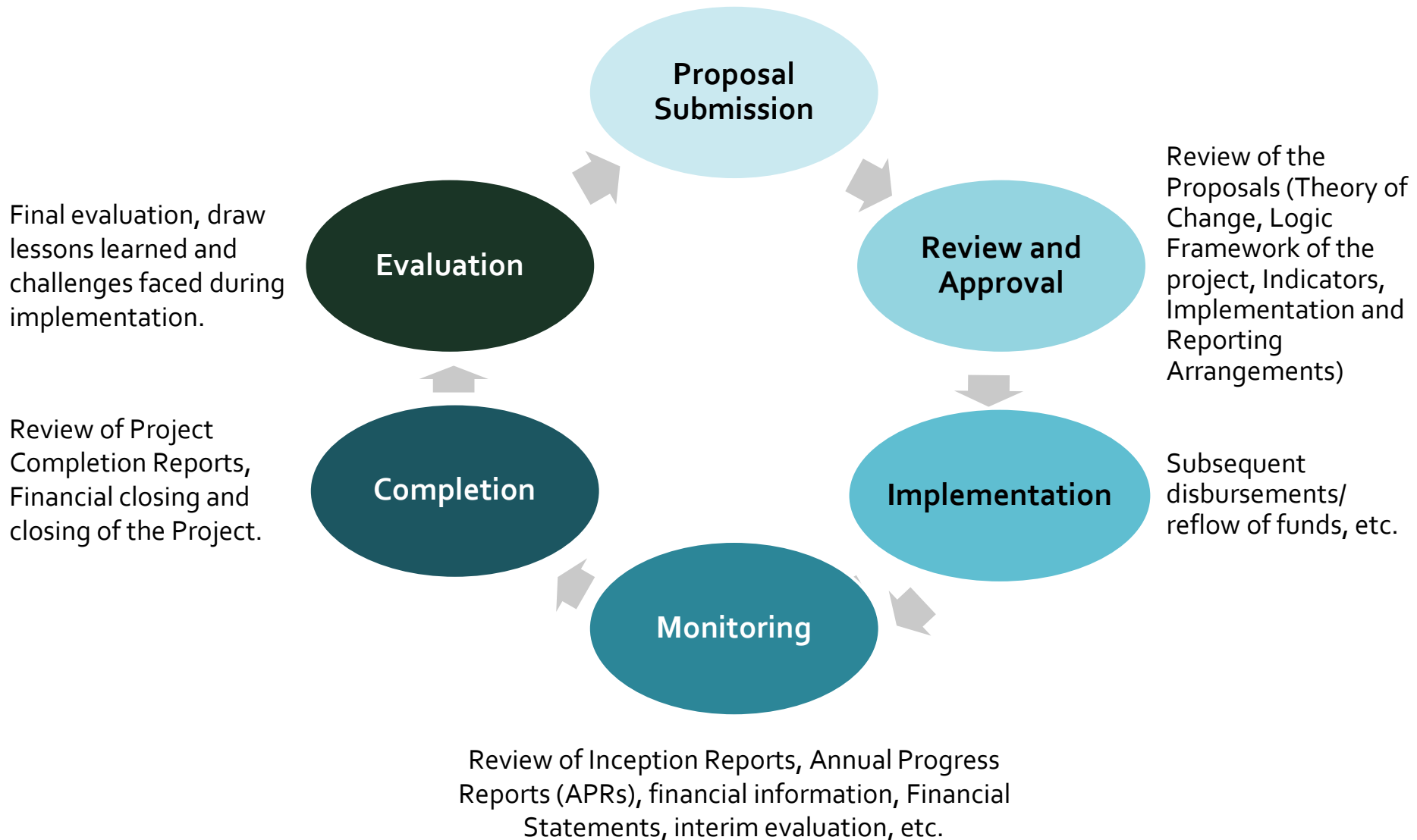
Session Objectives

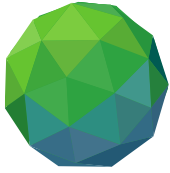
- Understanding of the GCF **monitoring & reporting requirements**
- Enhance knowledge and understanding of **Implementation phase** of GCF projects;
- Sensitize on the **monitoring and evaluation** aspect of the GCF project cycle;
- Share information on common **issues and challenges**;
- Discuss how to address challenges and **improving project implementation.**



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Office of Portfolio Management (OPM) Core Functions





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GCF's Key M&E Frameworks for Projects under Implementation

Results Management Framework (RMF)

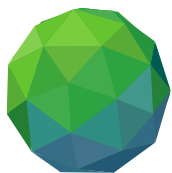
defines the areas of action in which Fund seeks to invest and logic model

Performance Measurement Frameworks (PMF)

monitor Fund results at the project, programme and aggregate portfolio levels; set of indicators that measure progress toward intended results

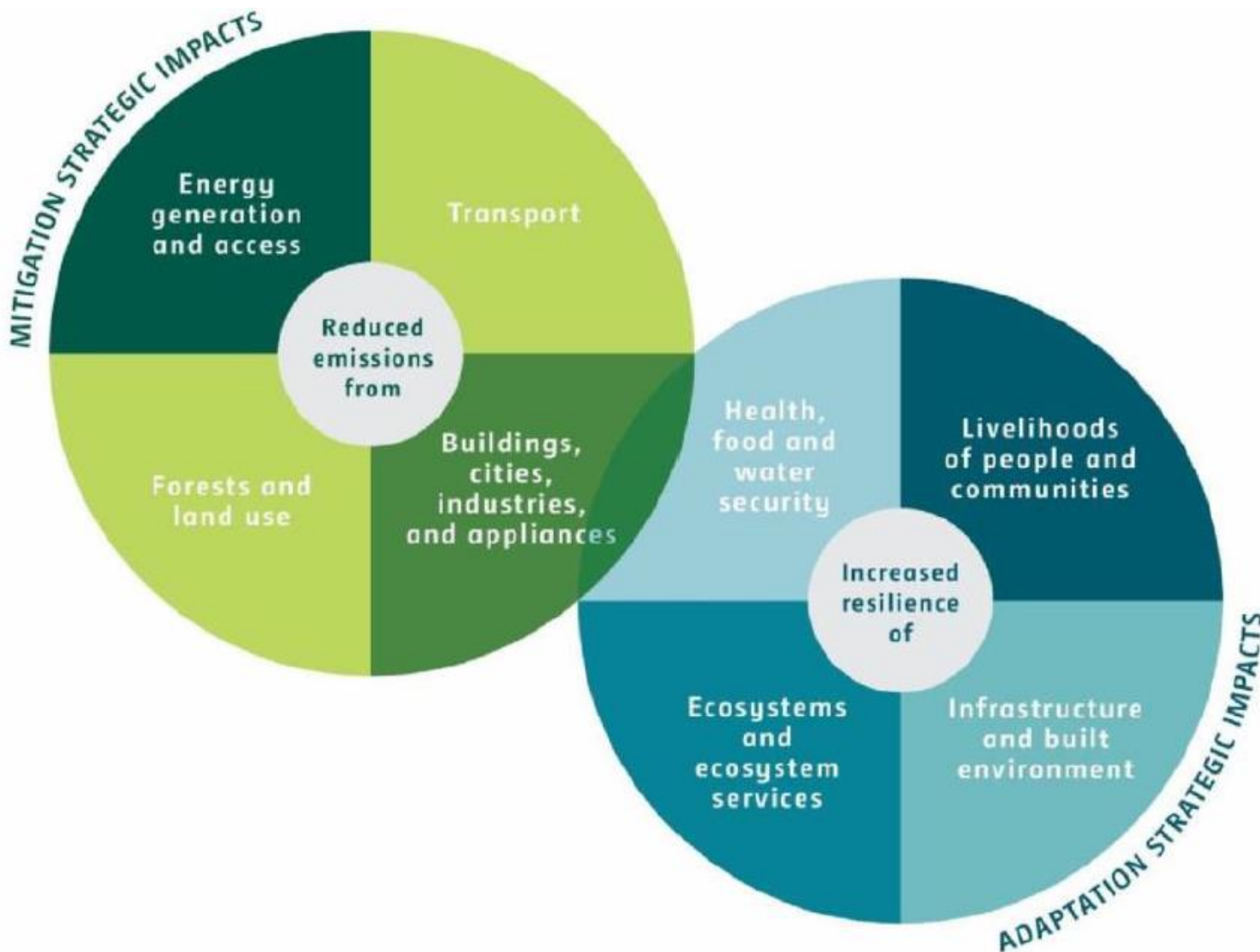
Monitoring and Accountability Framework (MAF)

ensures the compliance of AEs with their accreditation standards and effective implementation; involves a series of actors with specific roles and responsibilities.



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RMF/PMF – Result Areas





RMF/PMF – Impact/Outcome

Mitigation

Impact level results

- 1.0 Reduced emissions through increased low-emission energy access and power generation
- 2.0 Reduced emissions through increased access to low-emission transport
- 3.0 Reduced emissions from buildings, cities, industries and appliances
- 4.0 Reduced emissions from land use, deforestation, forest degradation, and through sustainable forest management and conservation and enhancement of forest carbon stocks

Outcome level results

- 5.0 Strengthened institutional and regulatory systems for low-emission planning and development
- 6.0 Increased number of small, medium and large low-emission power suppliers
- 7.0 Lower energy intensity of buildings, cities, industries, and appliances
- 8.0 Increased use of low-carbon transport
- 9.0 Improved management of land or forest areas contributing to emissions reductions

Adaptation

Impact level results

- 1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions
- 2.0 Increased resilience of health and well-being, and food and water security
- 3.0 Increased resilience of infrastructure and the built environment to climate change threats
- 4.0 Improved resilience of ecosystems and ecosystem services

Outcome level results

- 5.0 Strengthened institutional and regulatory systems for climate-responsive planning and development
- 6.0 Increased generation and use of climate information in decision-making
- 7.0 Strengthened adaptive capacity and reduced exposure to climate risks
- 8.0 Strengthened awareness of climate threats and risk-reduction processes



RMF/PMF – Core Indicators

Cross-cutting

Mitigation

Tonnes of carbon dioxide equivalent (tCO₂eq) reduced as a result of Fund-funded projects/programmes

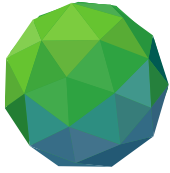
Cost per tCO₂eq decreased for all Fund-funded mitigation projects/programmes

Volume of finance leveraged by Fund funding, disaggregated by public and private sources

Adaptation

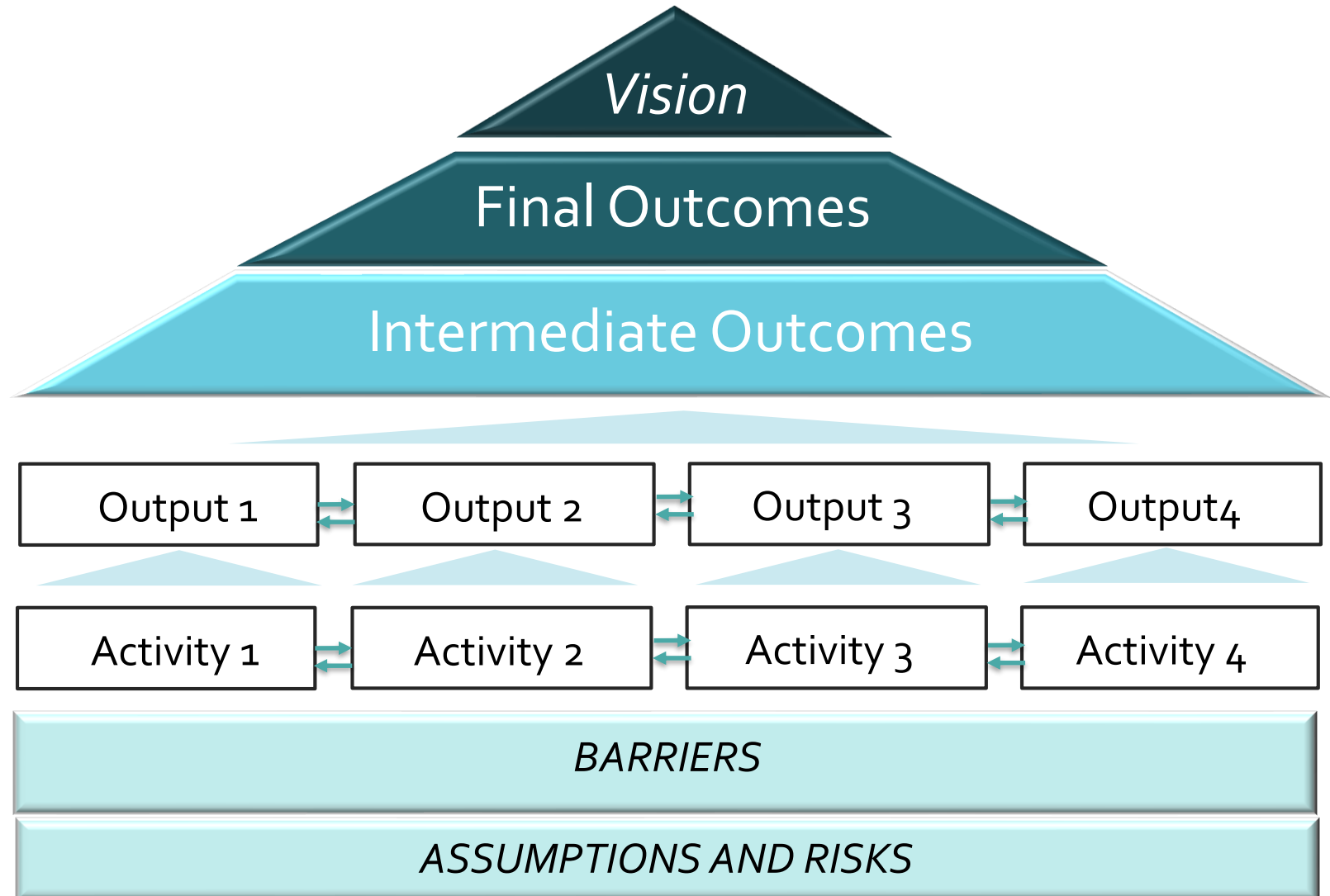
Total number of direct and indirect beneficiaries

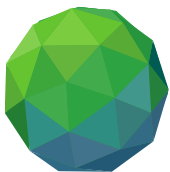
Number of beneficiaries relative to total population



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Theory of Change (TOC): Illustration





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Logic Framework

H.1. Logic Framework.

Please specify the logic framework in accordance with the GCF's [Performance Measurement Framework](#) under the [Results Management Framework](#).

H.1.1. Paradigm Shift Objectives and Impacts at the Fund level¹

Paradigm shift objectives

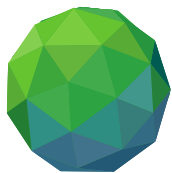
Choose appropriate expected result

Please elaborate on the paradigm shift objectives to which the project/programme contributes.

| Expected Result | Indicator | Means of Verification (MoV) | Baseline |
|--|---|-----------------------------|----------|
| Fund-level impacts | | | |
| <i>Choose appropriate expected results</i> | <i>Please select relevant GCF indicators from the Fund's performance measurement framework. More than one indicator may be selected per expected impact result.</i> | | |
| <i>Choose appropriate expected results</i> | | | |

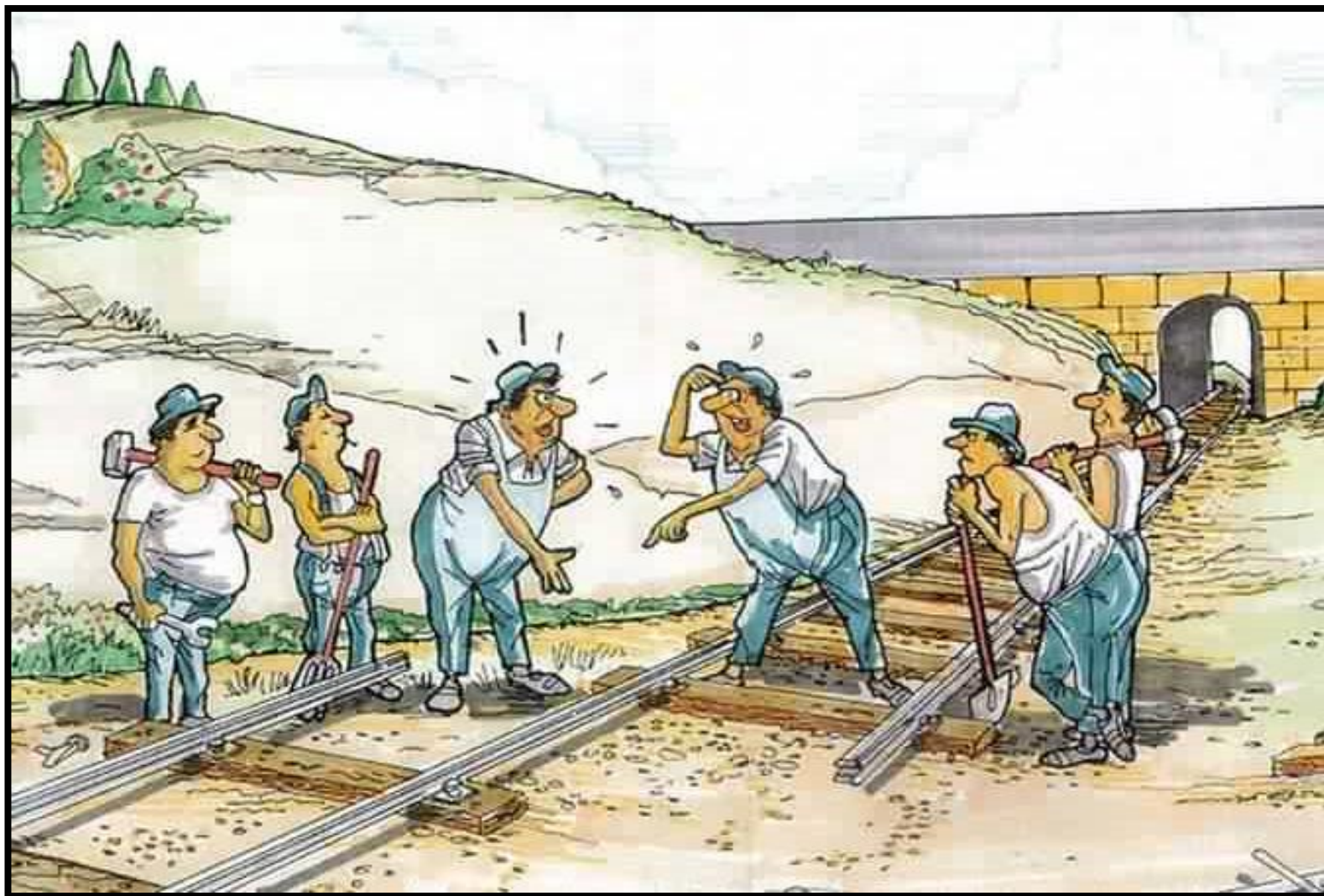
H.1.2. Outcomes, Outputs, Activities and Inputs at Project/Programme level

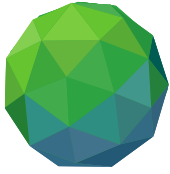
| Expected Result | Indicator | Means of Verification (MoV) | Baseline | Target | | Assumptions |
|--------------------------------|--|-----------------------------|----------|--------------------------|-------------|-------------|
| | | | | Mid-term (if applicable) | Final | |
| Project/programme outcomes | Outcomes that contribute to Fund-level impacts | | | | | |
| Choose expected outcome | Please select relevant GCF indicators from the Fund's performance measurement framework . More than one indicator may be selected per expected impact result. | | | | | |
| Specify other expected results | | | | | | |
| Specify other expected results | | | | | | |
| Project/programme outputs | Outputs that contribute to outcomes | | | | | |
| 1. | | | | | | |
| 2. | | | | | | |
| 3. | | | | | | |
| Activities | Description | | Inputs | | Description | |
| 1.1. | | | 1.1.1. | | | |
| 1.2. | | | 1.1.2. | | | |
| 2.1. | | | 1.1.3. | | | |



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Monitoring and Evaluation





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5 steps for project-level monitoring and reporting system

1. Build a solid logframe where project objectives are aligned with GCF RMF impacts and outcomes
2. Build the monitoring framework based on GCF PMF indicators and project relevant indicators
3. Set baselines and targets of the indicators
4. Monitor and collect data based on clear methodologies
5. Analyze, review and report data to the GCF Secretariat

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



Monitoring Tools in Implementation

*In line with the Monitoring and Accountability Framework (MAF)
and the Performance Measurement Frameworks (PMFs)*

Readiness Preparatory Support

Progress Reports

- ✓ Semi-annual
- ✓ Annual / Mid

Financial Information

- ✓ FMCA, Audited reports

Project Completion Report

Funded Activities

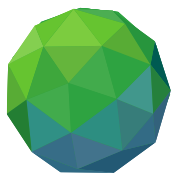
Annual Performance Reports (APRs)

Financial information

Interim and final evaluation reports

Project Completion Reports (PCRs)

Other project-specific documentation



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Annual Performance Reports

Periodicity

Sixty (60) days after the end of relevant calendar year;
Six (3-6) months after Completion.

General Template of the Annual Performance Report (APR)

*Reference Number (FP###): Funding Proposal Title
Accredited Entity Name*

*Annual Reporting Period Covered in this Report:
(From DD-MM-YYYY to DD-MM-YYYY)*

Sections in this report:

- Section 1: General Information
- Section 2: Implementation Progress Report
- Section 3: Financial Information¹ (Excel worksheet attached).
- Section 4: Report on Environmental and Social Safeguards & Gender
- Section 5: Annexes
- Section 6: Attachments

Please submit the APR to pmu@gcfund.org

SUBMITTED BY

Name and title

Date

Project Status/Progress Overall Project progress, including a description of delays faced during the implementation and its justification; Planned activities for next Reporting Period; Considerations on FA performance against GCF Investment Framework Criteria.

Logic Framework Progress on Logic Frame work (Result Areas Core, Impact, Outcomes Indicators).

Financial progress Updated table (Excel-based) detailing budget, disbursements and expenditures per Component and sub-components

Compliance with GCF Report on ESS and Gender; A self-assessment of AE compliance with ESS, Gender, Fiduciary Principles and Standards and Clause 18.02.i (supporting subnational, national and regional entities to meet accreditation requirements); FAA Conditions:



Common Implementation Challenges

Issue /Challenge

(design stage) Weak log frame, implementation plan not linked to the outcomes and deliverables

- ✓ Missing baselines to compare with the targets
- ✓ Missing Measure of Verification (MoVs)
- ✓ Missing mid-term targets
- ✓ Indicators not SMART
- ✓ Missing activities, no milestones

(design stage) Unrealistic Budget Estimates; Budget overruns; Misalignment of activities in the logic framework with budget

Non- Adherence to Procurement requirements

Delays in submission of Disbursement Request and Progress Report

Quality and submission of Progress Reports (Non compliance with template; Insufficient Information; Deviation from planned activities; Ineligible Expenditures)

Communication issues between DP/NDA/AE and GCF

Effect

- Slow review and approval due to constant back and forth between GCF and Delivery Partner/AE
- Need for budget revisions/reallocation
- Delays in disbursements
- Delays in approval of request for closing date extension
- Delays in clearance of progress and financial reports
- Lead to inclusion of several Conditions Precedent to 1st disbursement
- Onerous reporting

Delay in Implementation leading to early warning signal for the project. Red flag (Risk)



Addressing Issues During Implementation

Modification

- Readiness – Standard Conditions; Funded activities – Accreditation Master Agreement (AMA), Funded Activity Agreement (FAA)
- Always notify the NDAs AND GCF in advance before taking actions
- Budget: 70/10 rule
- Provision of strong justification for the changes from the original plan



Readiness Guideline

Extension/Restructuring/Budget Issues

Extension: a written request (at least 60 days prior to the end of the implementation period) to GCF together with a justification for the extension including the need for continuing the activities and a demonstration that sufficient funds remaining to cover the extended period.

Restructuring: an official signed written request to GCF by providing a comparison between the original and requested revisions to the outcomes, outputs and activities with corresponding budget modification, together with a justification for the proposed changes. NDA should also provide written endorsement of the changes.

Unplanned/unsolicited activities and budget: prior approval from GCF in writing. NDAs/DPs should provide justification that is acceptable to the GCF.

Budget Reallocation: Any reallocation of approved budget among the budget line items resulting in a variation of more than 10% must seek prior approval from GCF in writing.



Improving Implementation: A Checklist



- ✓ **Quality** at design level
- ✓ Adherence to the **Calendar** for submission of reports
- ✓ Quality of submitted progress reports
- ✓ Establish an effective **M&E system** at the design stage and also build M&E capacity of project staff
- ✓ Where there are issues, partners to **communicate** with the relevant GCF focal points as soon as possible (Always notify the NDAs AND GCF in advance before taking actions)