

# GCF PORTFOLIO AND SUPPORT TO AFRICA



GREEN  
CLIMATE  
FUND

Office of Portfolio Management

Global Programming Conference  
Songdo, Republic of Korea | 19-23 August 2019

# KEY ISSUES FROM THE GPC PRE -SURVEY



## Level of understanding of GCF and Processes

- Accreditation and reaccreditation issues
- Understanding of the FP review process, etc.
- Compliance with GCF policies
- GCF Investment Criteria
- Laborious AMA process
- Disbursements and implementation
- Board decisions and board decision making
- Financial structuring of proposals
- Climate Finance in General
- Structure of GCF in general

## Importance of Knowledge Products

- Approved project proposals
- Monitoring and reporting templates
- Structured dialogues
- Mission visits from GCF staff and consultants
- Board decisions
- GCF websites
- GCF conferences
- Briefing and working papers (IAEs)

# READINESS PORTFOLIO: AFRICA



## Global Readiness Portfolio

**269** Proposals Approved

**249** Proposals in Implementation

### PPF

GCF funding  
**6.3M**  
(41% of total)



## Africa Portfolio

**91** Proposals Approved

**87** Proposals in Implementation

GCF funding  
**51.4M**  
(32% of total)

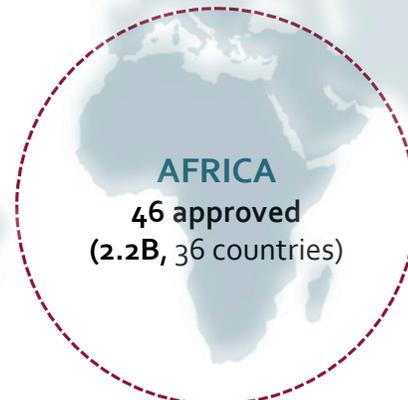
# FUNDED ACTIVITY PORTFOLIO: AFRICA



**\$2.2B for 46 projects\***  
(36 countries)

Benin  
Burkina Faso  
Burundi  
Cameroon  
Chad  
Comoros (the)  
Cote d'Ivoire  
Democratic Republic of the Congo (the)  
Djibouti  
Egypt  
Equatorial Guinea  
Eswatini  
Ethiopia  
Gambia  
Ghana  
Guinea  
Guinea-Bissau

Kenya  
Lesotho  
Madagascar  
Malawi  
Mali  
Mauritius  
Morocco  
Namibia  
Niger (the)  
Nigeria  
Rwanda  
Senegal  
South Africa  
Tanzania  
Togo  
Tunisia  
Uganda  
Zambia  
Zimbabwe

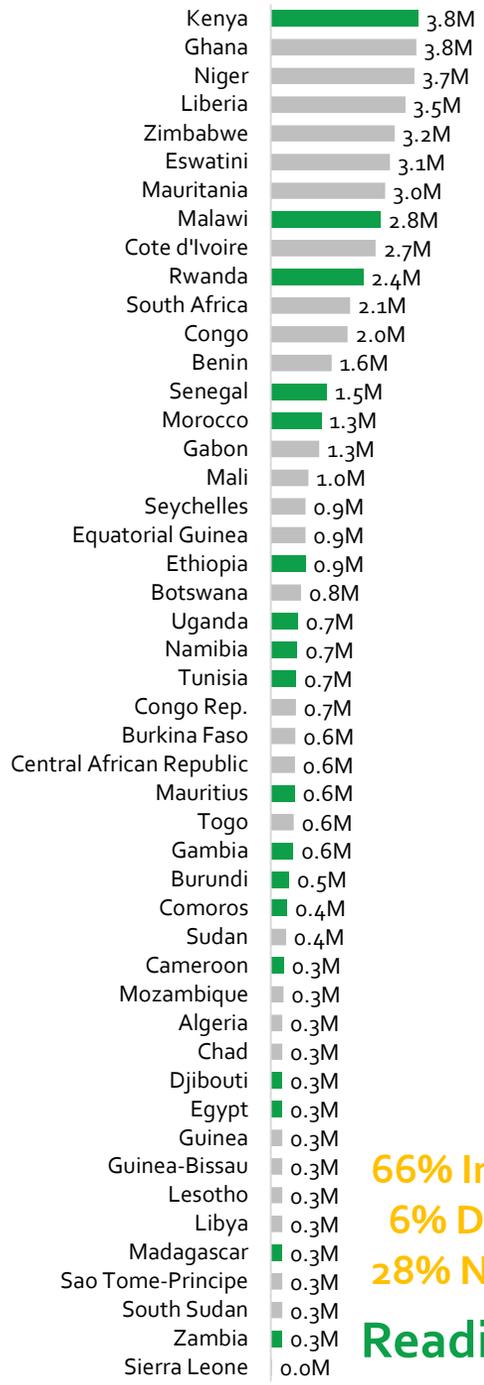


**Implementation**  
0.9B  
(20 projects)

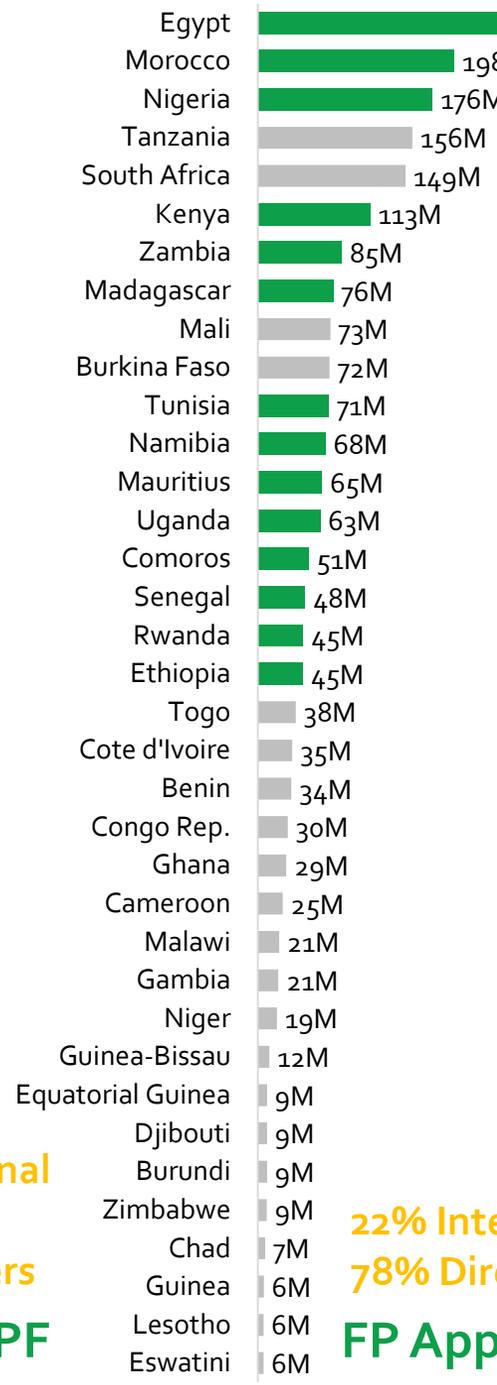


# TOP RECIPIENT AFRICAN STATES

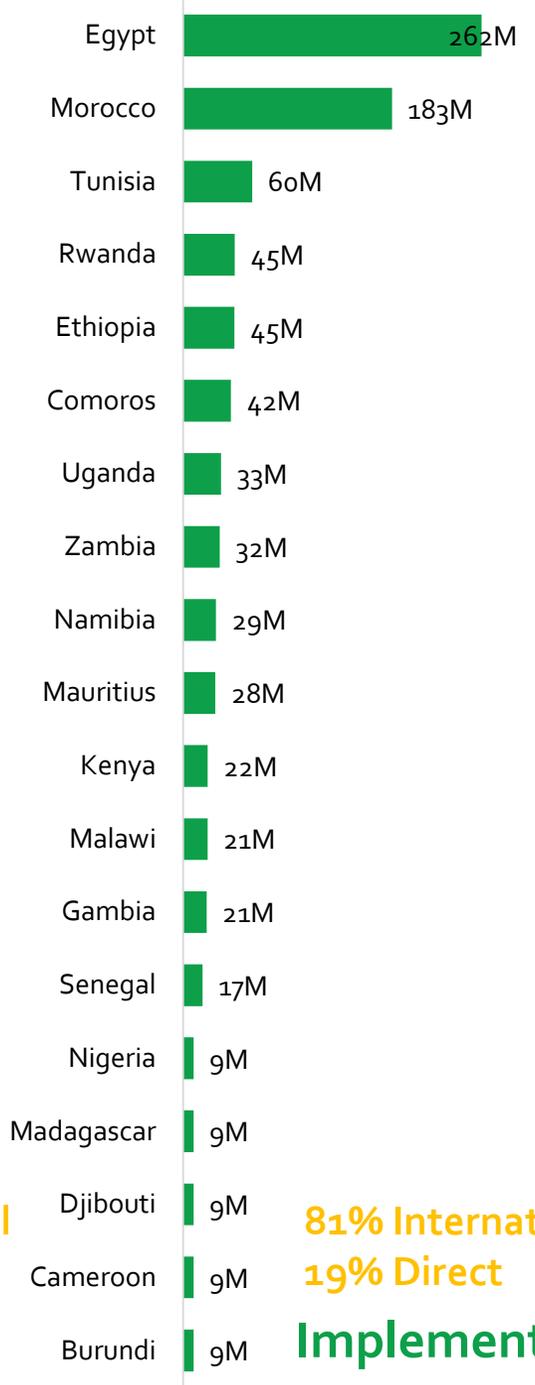
GCF FUNDING AMOUNT FOR PROJECTS UNDER IMPLEMENTATION



66% International  
6% Direct  
28% NDA/Others  
Readiness/PPF



22% International  
78% Direct  
FP Approval



81% International  
19% Direct  
Implementation

# THEMATIC BREAKDOWN FOR AFRICA

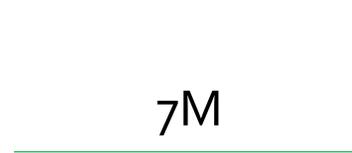
GCF funding (USD)



## 1.4B Mitigation



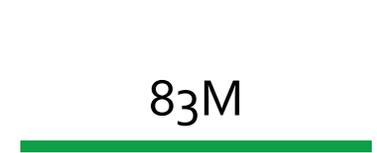
Energy generation and access



Transport



Buildings, cities, industries and appliances

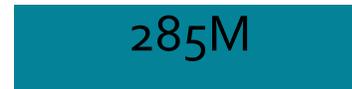


Forests and land use

## 0.8B Adaptation



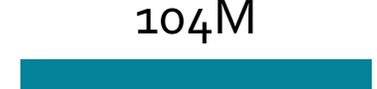
Livelihoods of people and communities



Health, food and water security



Infrastructure and the built environment



Ecosystems and ecosystem services

# CHALLENGES - Africa Readiness Projects



## • Quality at Design Stage

Issue/Challenge	Effect
<ul style="list-style-type: none"> <li>Weak Gantt Chart, log frame, implementation plan not linked to the outcomes and deliverables</li> </ul>	<ul style="list-style-type: none"> <li>Slow review and approval due to constant back and forth between GCF and Delivery Partner</li> </ul>
<ul style="list-style-type: none"> <li>Unrealistic Budget</li> </ul>	<ul style="list-style-type: none"> <li>Affects implementation and need for Budget Reallocation clearance</li> </ul>

## • Implementation Stage

Issue/Challenge	Effect
<ul style="list-style-type: none"> <li>Delays in submission of Disbursement and extension requests–                             <ul style="list-style-type: none"> <li>Non-Adherence to Procurement requirements</li> <li>Budget overruns</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Slow review and delay in clearance of progress reports</li> <li>Need to revise reports all over</li> <li>Delay in disbursements</li> <li>Need for budget revisions</li> <li>Need for review of annual work plan</li> <li>Delay in disbursements</li> <li>Delays in clearance of closing date Extension requests</li> </ul>
<ul style="list-style-type: none"> <li>Quality of Progress Reports                             <ul style="list-style-type: none"> <li>Scanty Information provided</li> <li>Deviation from planned activities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Delays in clearance of closing date Extension requests</li> </ul>
<ul style="list-style-type: none"> <li>Non or partial submission of deliverables (esp. country programmes, workshop &amp; meeting reports, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Disbursement requests put on hold</li> <li>Spill-over effect Delays in approval of pipeline of projects and FPs under country programming</li> </ul>
<ul style="list-style-type: none"> <li>Communication issues between delivery partners and GCF</li> </ul>	<ul style="list-style-type: none"> <li>Delay in Project Implementation leading to early warning signal for the project.</li> </ul>
<ul style="list-style-type: none"> <li>Administrative Arrangements and internal environmental factors</li> </ul>	<ul style="list-style-type: none"> <li>Delay in Project Implementation and non-access to information by DPs</li> </ul>

# CHALLENGES– Funded Activities



## • Quality at Design Stage

## • Implementation Issues

Issue /Challenge	Effect
<ul style="list-style-type: none"> <li>Missing or weak Theory of Change</li> </ul>	<ul style="list-style-type: none"> <li>Slow review of Funding Proposal</li> <li>Delay in approval of Funding Proposal</li> <li>Lead to inclusion of several Conditions Precedent to 1<sup>st</sup> disbursement</li> <li>Problem of reporting during implementation</li> </ul>
<ul style="list-style-type: none"> <li>Misalignment of activities in the logic framework with budget</li> </ul>	
<ul style="list-style-type: none"> <li>Inadequate logic framework at the design</li> <li>✓ Missing baselines to compare with the targets</li> <li>✓ Missing Measure of Verification (MoVs)</li> <li>✓ Missing mid-term targets</li> <li>✓ Indicators not SMART</li> </ul>	
<ul style="list-style-type: none"> <li>Poorly populated implementation plan</li> <li>✓ Missing activities, no deliverables</li> <li>✓ Lack of, baseline data, inadequate M&amp;E arrangements</li> </ul>	

Issue /Challenge	Effect
<p><b>Start-up delays:</b></p> <ul style="list-style-type: none"> <li>PMU set-up and capacity, recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Over-estimation of impacts, e.g. GhG</li> <li>A lot of back and forth of mails btw GCF and AEs</li> <li>Slow review and clearance of reports</li> <li>Delays in 2<sup>nd</sup> disbursement</li> <li>Impact on other FPs from the AE, Country</li> <li>Budgetary constraints</li> <li>Change in targets and not able to meet project objectives</li> <li>Material changes in project scope and design that might require change in FAA</li> <li>-ve impact on subsequent approvals</li> </ul>
<p><b>Political</b></p> <ul style="list-style-type: none"> <li>Elections, changes in govt, abrogation of ministries/agencies</li> <li>Stakeholders awareness and engagement</li> <li>Government ownership &amp; facilitation in project implementation, procurement, recruitment</li> </ul>	
<p><b>Financial:</b></p> <ul style="list-style-type: none"> <li>Changes in co-financing (non commitment)</li> <li>Inadequate costing of activities /outputs</li> <li>Low disbursements to beneficiaries *</li> </ul>	
<p><b>Reporting</b></p> <ul style="list-style-type: none"> <li>Quality of APR reporting and adherence to formats</li> <li>Completeness and compliance with formats</li> </ul>	

# RESOLVING THE CHALLENGES – A CHECKLIST



- ✓ **Quality at Entry** - Design stage: CNs, FPs, and readiness proposals
  - **Attention to quality at design level**- budgets, monitoring and reporting arrangements/outputs; log-frames, Gantt charts
  - Realistic timelines, budgets, and procurement arrangements
  - Provide for M&E requirements e.g. monitoring capacity(staffing) & tools ( e.g. baseline surveys, where data is inadequate or lacking)
  - Feasibility studies & realistic budgets(amounts and Structure to facilitate implementation)
  
- ✓ **Implementation**
  - Adherence to the timelines for submission of reports – APRs, progress reports
  - Ensure compliance (esp. with timelines and formats) in legal agreements, procurement
  - Where there are issues, or need for extensions, partners should communicate with the relevant GCF focal points as soon as possible.



# SOLUTIONS:



- ✓ Key Considerations:
  - Continued engagement and interactions with NDAs, government ministries and other stakeholders to maintain ownership and responsiveness
  - Critical to ensure baselines are available or project to budget for baselines
  - Strategic use of readiness Support – e.g. to develop training materials for new staff to cater for staff turn-over; PPF to support project preparation
  - Factoring contingency arrangements for unforeseen challenges/delays
  - Open communication/request of guidance/clarification when preparing proposals, & proactive problem-solving e.g. waivers, extensions, changes in signatories, etc.



# GCF INITIATIVES ON IMPROVING THE ENGAGEMENT PROCESS



- **Templates are being developed in relation to improving on the quality of proposals submitted to the Fund**
  - Theory of Change
  - Updated FP templates with guidance on log frames and results framework
  - Methodologies on calculation of the GhG emission reduction
- **Guidance Notes on Monitoring and evaluation for projects under implementation**
  - Online Project performance monitoring system (PPMS) – online submission of APRs with notification on timelines
  - Guidance Note on Inception Report format, Project Completion Report (last APR)
  - ToRs on Interim and Final evaluations
- **Strengthening the capacity of NDAs/DAEs, Delivery Partners on submission of quality proposals and reporting**
  - GCF continuous interaction and engagement with AEs.
  - Preparation of Case studies and sharing of lessons learned from problematic projects
  - Summary reports on ad hoc site visits and checks on selected projects with early warning signals
- **Hands-on Training and manuals to guide DAEs, Delivery Partners, NDAs**
  - Selecting indicators and Means of Verification, log frames



# GREEN CLIMATE FUND