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UNOPS

GCF REGIONAL DIALOGUE

with LATIN AMERICA

Santo Domingo | 15-17 September, 2025

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UNOPS Clinic: Challenges and Lessons

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Agenda



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1

UNOPS Introduction

- *UNOPS GCF Team*
- *UNOPS Grant Management Services*

2

UNOPS LATAM Portfolio

- *Portfolio overview*

3

Challenges and Lessons

- *Project Design - Do it Right from the Start*
- *Implementation Phase - Common Challenges*
- *Success Story*

4

Q&A

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INTRODUCTION

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The Team



Robin Glinka
Project Management
Specialist



Peter Reeh
Team Leader



Marianna Kallipoliti
Coordinating Grant
Associate



Tianshu Zhang
Grant Officer
Latin America & the Caribbean



Safae Ouabbou
Grant Officer
Asia & the Pacific



Adam Abdul Jabiru
Grant Officer
Africa & Eastern Europe



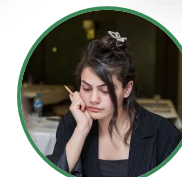
Izedin Bujupaj
Finance Associate



Donald Blair
Grant Assistant



Vera Erbanova
Grant Assistant



Tamuna Manvelishvili
Grant Intern

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What We Do

1



GCF selects and approves grants and delivery partners for the UNOPS portfolio. UNOPS is not involved in selection process

2



UNOPS is notified of a new grant and **negotiates and signs a Grant Support Agreement** with the selected delivery partner.

3



UNOPS **disburses the funds** to the delivery partners throughout the implementation of their project.

4



UNOPS **receives and assesses progress reports** throughout the implementation of each project.

5



UNOPS supports delivery partners in the use of GCF's **Adaptive Management Measures**

6



UNOPS **closes each grant** at the end of implementation.

And What Else We Do

- **Capacity building support** for the Delivery Partners in terms of day-to-day implementation and reporting practice
- **Regular engagement** to ensure on-track and on-time project delivery
- Support to **knowledge management** activities and product development
- Facilitation of **coordination** with NDA or other partners when required
- **Portfolio-level data management and analysis** for performance oversight, reporting, recommendations, etc.
- Provision of **solutions and expertise** in response of emergency, challenges and unprecedented situations
-



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UNOPS LATAM PORTFOLIO

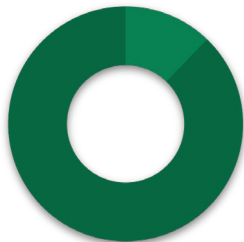
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Portfolio Overview



PPF 6



Readiness
41

47

Managed
Grants

18

Countries

23

Delivery
Partners

13

Accredited
Entities

13

Under
Implemen-
tation

2

To be
initiated

8

Closure in
Process

24

Closed

\$25.5 M

Financial
Volume

\$20.1 M

Disbursed
to date

\$15.5 M

Reported
Expenditure

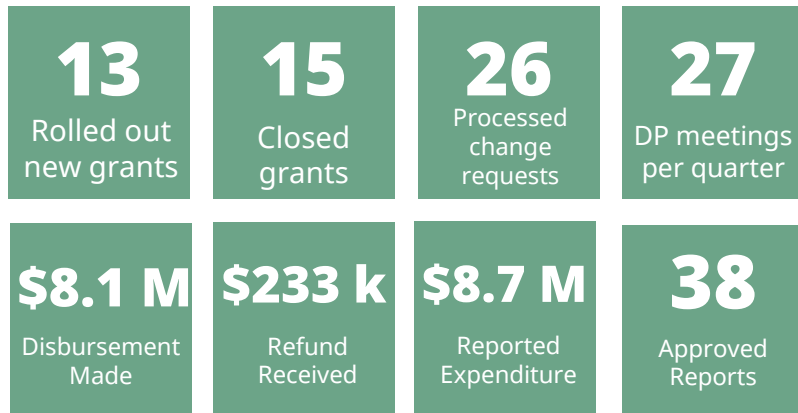
89

Assessed
Reports

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LAC Portfolio in 2024



Grant Setup



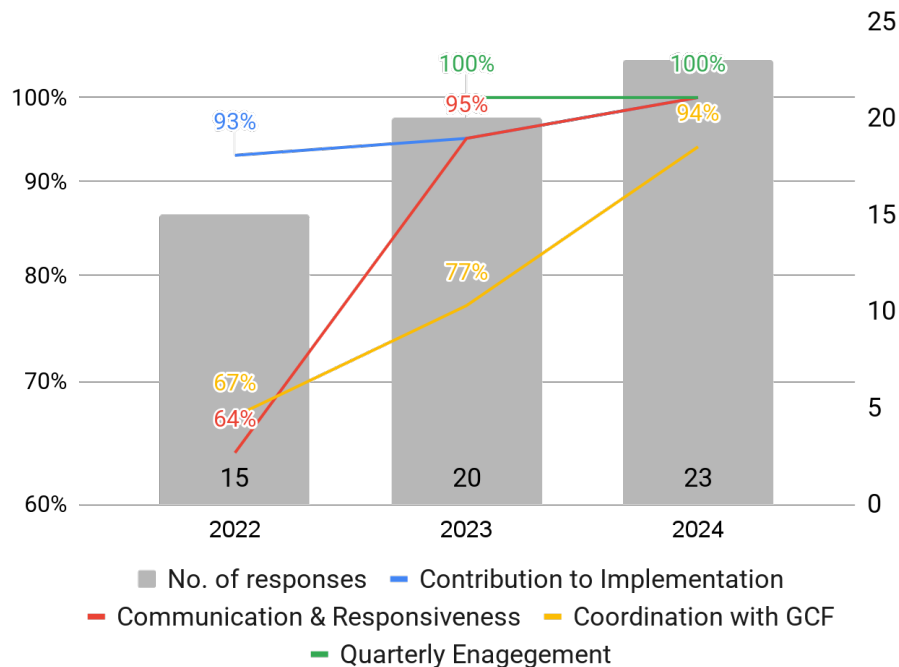
APR Review Process



Closure Process

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DP satisfaction survey results (LAC region)



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Challenges & Lessons

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Project Design | Do it right from the start



Scope: A forward-looking blueprint

- Long-term, systematic and consistent approach of programming from the outset across GCF engagement stages and modalities



Timeline: A realistic implementation plan

- Time / resources allocated to address comments
- Country / organization-level approval process
- Interdependency of activities / deliverables
- Timeliness of procurement / recruitment process
- Synchronization of PPF timeline & Board approval



Budget: Holistic financial management

- Matching the dynamic market reality
- VAT payment
- FOREX issues



Others: An added distinction

- Economies of scale: Leveraging the in-house and inter-organizational resources
- Lessons learned: An ongoing process from previous experience and peer organizations

Implementation phase | Common challenges

- 1 Procurement of Consultancy Services
- 2 Stakeholder Engagement and Coordination
- 3 Adherence to Timelines
- 4 Financial/Operational Aspects
- 5 Business Continuity

Implementation Challenges

Procurement of Consultancy Services



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Common Challenges

Delays in the procurement process, causing delays in the overall project implementation

Recommended Mitigation Measures

- **Early** start of the procurement process, simultaneously with the signature of the agreement:
 - Drafting of the ToRs
 - Large-scale advertisement

Implementation Challenges

Stakeholder Engagement and Coordination



Common Challenges

Key stakeholders (NDAs, Government entities...) are involved late in the decision-making and implementation process.

Recommended Mitigation Measures

- **Early** stakeholder engagement is necessary, even for small-scale Readiness projects, to ensure smooth implementation
- Stakeholder coordination is crucial for **Regional** Readiness projects.

Implementation Challenges

Adherence to Timelines



Common Challenges

- Delays in reports submission
- Delays in the submission of the Request for Changes (RfC) (*beyond the deadline*)

Recommended Mitigation Measures

- **Procure audit services** well in advance to ensure a timely submission of audit reports.
- **On-time submission** on PPMS to ensure a timely release of the subsequent disbursements.
- **Communicate with UNOPS** once a need for a RfC is identified
- Submit the RfC **no later than 90 days** before the grant end date

Implementation Challenges

Financial / Operational Aspects

Common Challenges

- Use of **contingency funds**
- Incorrect calculation and usage of **DP/AE fee**
- Uncalculated earned **Interest**
- **Assets** Management
- Reporting on **Commitments**
- Management of **Forex**
- **Contingency funds** can only be used upon **approval** from UNOPS
- **DP/AE Fees** shall be calculated based on the **actual expenditure** incurred during the project implementation, not the total approved amount
- Any earned **interest** shall be reported on and returned to UNOPS
- DPs shall maintain an inventory of **assets** throughout the implementation
- All **committed** amounts shall be paid and included in the final audit report as fully executed
- Funds should be kept in a **USD account** and **gradually** transferred to local currency account.

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Implementation Challenges

Business Continuity



Common Challenges

- Processes and decisions not clearly recorded.
- Hard to retrieve deliverables and reports.
- Challenges in coordinating with the NDA arising from disruptions to business continuity.
- Regular **knowledge exchanges** (programme & finance) and **cross-training/UNOPS inductions** to reduce single-person dependency.
- Clear, updated **documentation of workflows** to ensure consistency and continuity during staff changes.
- **Central record of key info** such as grant end dates, reporting schedules, and major milestones.
- When coordination challenges arise during disruptive situations, inform GCF and UNOPS to identify joint solutions.

Success Story



UNOPS



"These collective efforts ensured the gathering of essential inputs to enhance the ACCIÓN project's design. Throughout this phase, FMCN demonstrated a significant effort to collaborate with key stakeholders within the project's sphere of influence, aiming for interest alignment and the prevention of effort duplication."

"Sustainable Communities for Climate Action in the Yucatan Peninsula" (Fondo Mexicano para la Conservación de la Naturaleza)

- **Strong Stakeholder Collaboration** – Actively engaged key stakeholders to align interests and prevent duplication.
- **Resource Optimization & Continuous Improvement** – Demonstrated commitment to maximizing resources and enhancing project effectiveness.
- **Community Engagement** – Integrated community needs into project design to maximize local benefits.
- **Proactive Outreach** - Establish solid partnerships with key stakeholders to ensure smooth implementation.
- The funding proposal was approved in March 2025.



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Q&A SESSION

Please share with us your questions, concerns,
comments and suggestions!

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Thank you

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