

GGGI INSIGHT BRIEF NO. 5

# Unlocking Climate Change Project Potential

## Lessons Learned from the Call for Project Concept Notes of the GCF Readiness Programme

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November 2021



This brief is based on the lessons learned by GGGI as the delivery partner of the Green Climate Fund National Designated Authorities in Indonesia, Mexico, and Uganda.

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## List of Abbreviations

AE	Accredited Entity
Bappenas	National Development Planning Agency
CN	Concept Note
COVID-19	Coronavirus Disease
CSO	Civil Society Organization
CPD	Country Programme Document
DAE	Direct Access Entity
(D)AE	National and International Direct Access Entity
ESS	Environmental & Social Safeguards
GT-FIN	Finance Working Group
GCF	Green Climate Fund
GDP	Gross Domestic Product
GGGI	Global Green Growth Institute
GHG	Greenhouse Gas Emissions
CICC	Inter-Ministerial Commission on Climate
MtCO <sub>2</sub> e	Metric tons of carbon dioxide equivalent
MoEF	Ministry of Environment and Forestry
MoF	Ministry of Finance
NDA	National Designated Authority
INECC	National Institute for Ecology and Climate Change
NDC	Nationally Determined Contribution
NGO	Non-governmental Organization
PCN	Project Concept Note
SAP	Simplified Approval Process
SEMARNAT	Ministry of Environment and National Resources
UNFCCC	United Nations Framework Convention on Climate Change
US\$	United States Dollar



## Challenges of Developing Countries in Accessing International Climate Finance<sup>1</sup>

Along with the rapidly increasing evidence of climate change, countries are showing their commitment to climate change mitigation and adaptation actions through the Nationally Determined Contributions (NDCs) to the Paris Agreement. To date, almost 200 countries have publicly outlined their intentions in terms of greenhouse gas (GHG) emissions reduction<sup>2</sup>. Many developing countries' intention is highly dependent on the pledges made by developed countries in providing them the financial support needed<sup>3</sup>. Numerous development priorities, such as poverty reduction or access to public health, limit many developing countries' investment ability in climate change. In addition, prevailing fiscal pressure has forced the government to direct the state budgets to more critical sectors, such as the welfare and healthcare system.

In 2016-2019, the Government of Indonesia has only been able to cover an average of 34% of the total climate financing needs. In 2020, the allocated climate budget decreased further due to budget refocusing triggered by the COVID-19 pandemic. It only covered 13% of the total climate financing needs, indicating a significant financing gap in keeping the country's climate target on track<sup>4</sup>. Similarly, the Government of Mexico still needs to mobilize important climate finance to fulfill its

unconditional NDCs of around 10% of its gross domestic product (GDP) or US\$126 billion<sup>5</sup> and mitigate 1,520 million tons of carbon dioxide equivalent (MtCO<sub>2</sub>e) by 2030. The National Institute for Ecology and Climate Change (INECC) estimated that, as of 2018, Mexico had reached 8% of this mobilization target.

Furthermore, developed countries have committed to mobilize US\$100 billion a year in climate finance by 2020, and in 2018, the total climate finance reached US\$78.9 billion; an 11% increase from the previous US\$71.2 billion in 2017 under the United Nations Framework Convention on Climate Change (UNFCCC)<sup>6</sup>. On the other hand, the flows of finance are significantly lower than that committed; the disbursement ratio for development finances with climate change as its principal objective has only reached 62%.<sup>7</sup>

[1] 'Climate finance' in this context refers to the flow of funds from internal sources (national public financing) and external sources (private, international and other) toward adaptation and mitigation measures.

[2] Pauw, W. P., D. Cassanmagnano, K. Mbeva, J. Hein, A. Guarin, C. Brandi, A. Dzebo et al. "NDC Explorer, German Development Institute/ Deutsches Institut für Entwicklungspolitik (DIE), African Centre for Technology Studies (ACTS), Stockholm Environment Institute (SEI)." (2016).

[3] Banga, Josué. "The green bond market: a potential source of climate finance for developing countries." *Journal of Sustainable Finance & Investment* 9, no. 1 (2019): 17-32.

[4] Indonesia's Fiscal Policy Agency. "Laporan Anggaran Mitigasi dan Adaptasi Perubahan Iklim Tahun 2018-2020". (2020)

[5] INECC. (2018). *Costos de las Contribuciones Nacionalmente Determinadas de México. Medidas Sectoriales No Condicionadas. Final report.* National Institute of Ecology and Climate Change (INECC), Mexico

[6] Organization for Economic Co-operation and Development. "Climate Finance Provided and Mobilised by Developed Countries in 2013-18." (2020).

[7] Atteridge, Aaron, Georgia Savvidou, Nella Canales, and Cleo Verkuijl. "Submission to the UNFCCC Standing Committee on Finance." (2020).



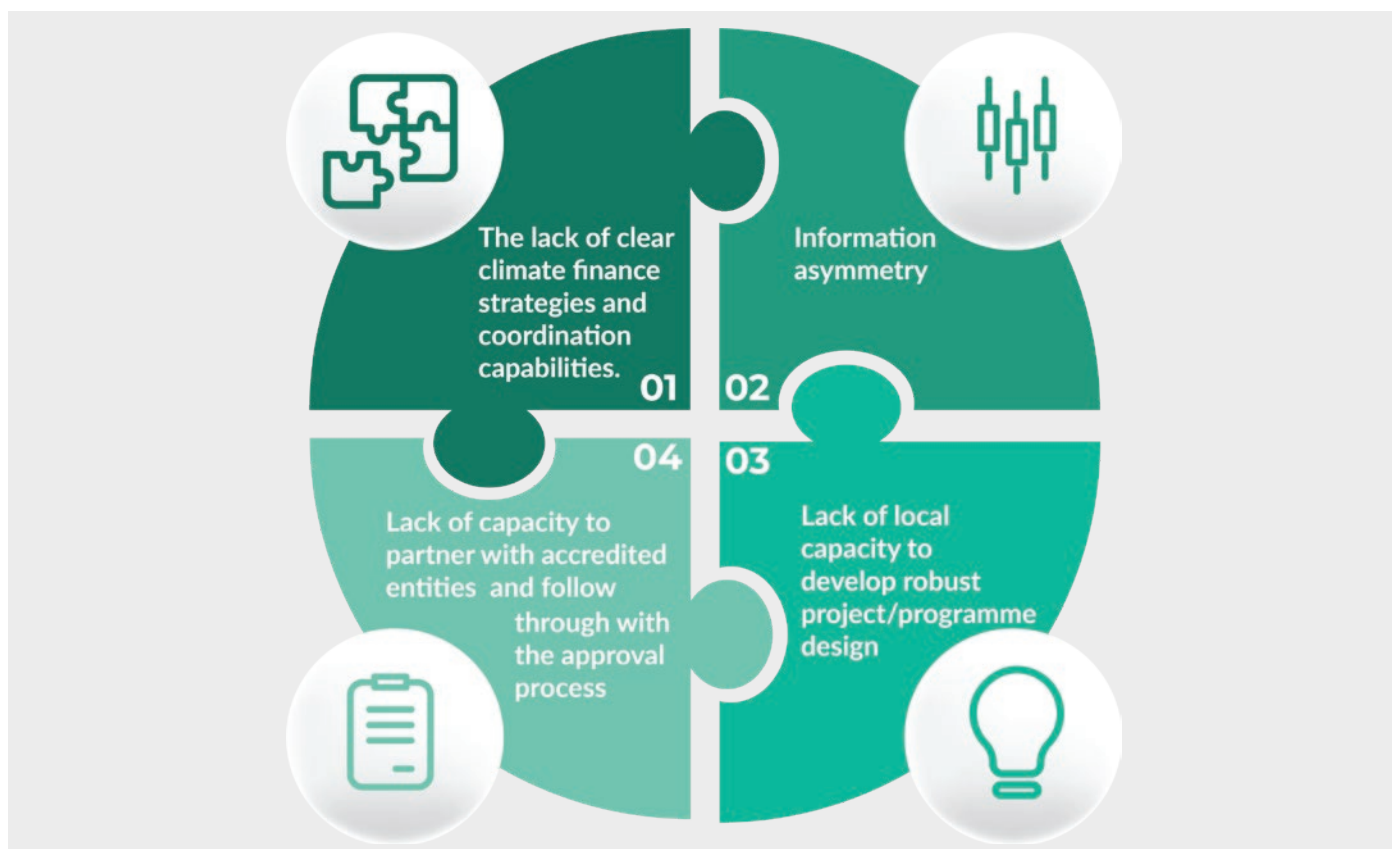


Figure 1 Primary barriers of climate finance disbursement

## 1.1. Addressing Barriers to Climate Finance through the Call for Project Concept Notes

While a significant increase of contributions from bi- and multi-lateral funding is needed, developing countries must also address barriers in accessing these international funding sources. These barriers include regulatory from the legal framework and institutional arrangement, capacity from the stakeholders to access the funding, and information barriers. Since 2019, three of the Global Green Growth's (GGGI's) member countries, Indonesia, Mexico, and Uganda, have conducted a Call for Project Concept Notes (PCNs), designed to address the barriers around coordination, capacity, and information for the project proponents, as elaborated below:

### 1. The lack of clear climate finance strategies and coordination capabilities

Studies show that many developing countries struggle to establish clear strategies and policies to translate their NDC targets into concrete climate action plans.<sup>8</sup> This adds to the complexity of a country with multi-level governance, where climate policy formulation, project prioritization, and monitoring often overlap. Effective coordination mechanisms require further strengthening in the three countries. For example, Mexico's Inter-Ministerial Commission on Climate Change (CICC) established a Finance Working Group (GT-FIN) in 2018,

but its first official meeting took place in 2020 (within the context of the Green Climate Fund (GCF) Readiness Programme and with GGGI as a delivery partner). Without proper coordination and clear strategy, it will be challenging to prioritize climate actions to meet the countries' climate ambitions, strategize climate finance sourcing, and ensure effective use of domestic and international resources.

Through the GCF Readiness Programme, Uganda, amongst others, has strengthened the National Designated Authority's (NDA's) capacity to coordinate actors for tracking climate finance through the preparation of a governance mechanism. An inter-ministerial steering committee is in place to consider climate finance projects as the technical arm prior to the established national development committee provision. A web portal ([www.climatefinance.go.ug](http://www.climatefinance.go.ug)) was prepared to be the central database for all climate finance projects, from initiation through the implementation, for ease of tracking. The database will be supplemented by the institutionalization of climate finance team within the NDA as the successor of the Readiness Programme. The key focus will be on articulating the climate finance mobilization strategy.

[8] United Nations Development Programme. "Developing Country Support Needs for the Implementation of Nationally Determined Contributions (NDCs)." (2016).

Indonesia faces a similar challenge as its climate-related mandate is currently shared among various ministries, primarily the Ministry of Finance (MoF), the Ministry of Environment and Forestry (MoEF), and the National Development Planning Agency (Bappenas) for issues on climate change, without any higher-level steering committee to coordinate them. This is exacerbated by the fact that each ministry has its own climate-related system. Efforts are currently being made to integrate the different systems into a single dashboard/system, but it will take some time before its fruition.

## **2. Information asymmetry**

Climate data and information have been established and operated by different agencies. For countries with complex governance, various ministries and public institutions establish and manage climate data and information. The available platforms cannot consolidate existing data and have not functioned well as a coordination tool or information pool. Additionally, private companies, scientific institutions, and modeling agencies hold some of the most detailed and accurate climate information (risks), often kept confidential or not accessible by the key climate actors in the country. Furthermore, many local institutions do not have sufficient awareness of available climate fund options and how to access them. Hence, local actors rely primarily on conventional public funds to finance their climate actions.

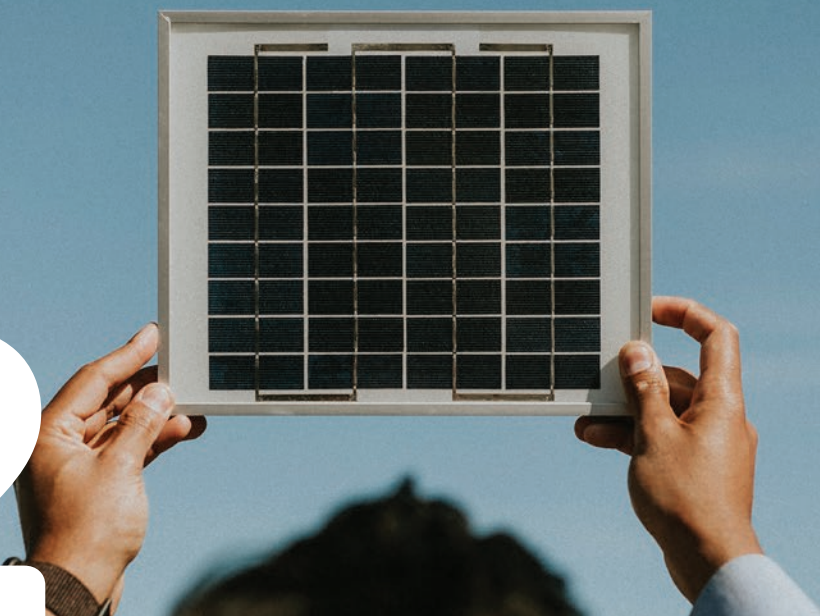
## **3. Lack of local capacity to design a robust project/ programme**

Climate funds often require certain investment criteria that are demonstrated in a climate project design and structure. However, even if climate and finance data is made available to construct a robust climate project, a capacity gap needs to be closed before the information can be used to inform choices. Local actors need resources and technical experts to design a robust climate project, including innovative approaches and financing instruments. Securing co-financing is also still challenging both for public and private actors. Moreover, obtaining financing for large investments usually requires a matured project having technical feasibility studies, risk assessments, and detailed mitigation plans.

## **4. Lack of capacity to partner with accredited entities and follow through with the approval process**

Local actors usually require partnering with an accredited entity (AE) to access international climate funds, like the GCF. Meanwhile, finding and convincing AEs, especially international AEs, require significant time and human resources. The lengthy process for developing and submitting a concept note and project proposal to international sources also involves commitment and resources, which may discourage involvement from local actors. Furthermore, in some countries, such as Indonesia and Uganda, GCF project pipelines were dominated by multi-country programmes or projects submitted by international AEs. While those are still beneficial for the climate change adaptation and mitigation activities in the respective countries, the proposed activities and targeted impacts may not be the most urgent ones as identified by the national stakeholders. Hence, The Call also aims to increase the country ownership principle with a bottom-up approach, to expand the national project pipeline, targeting national programmes or projects and inviting national and sub-national level stakeholders to submit their PCNs.

# 2



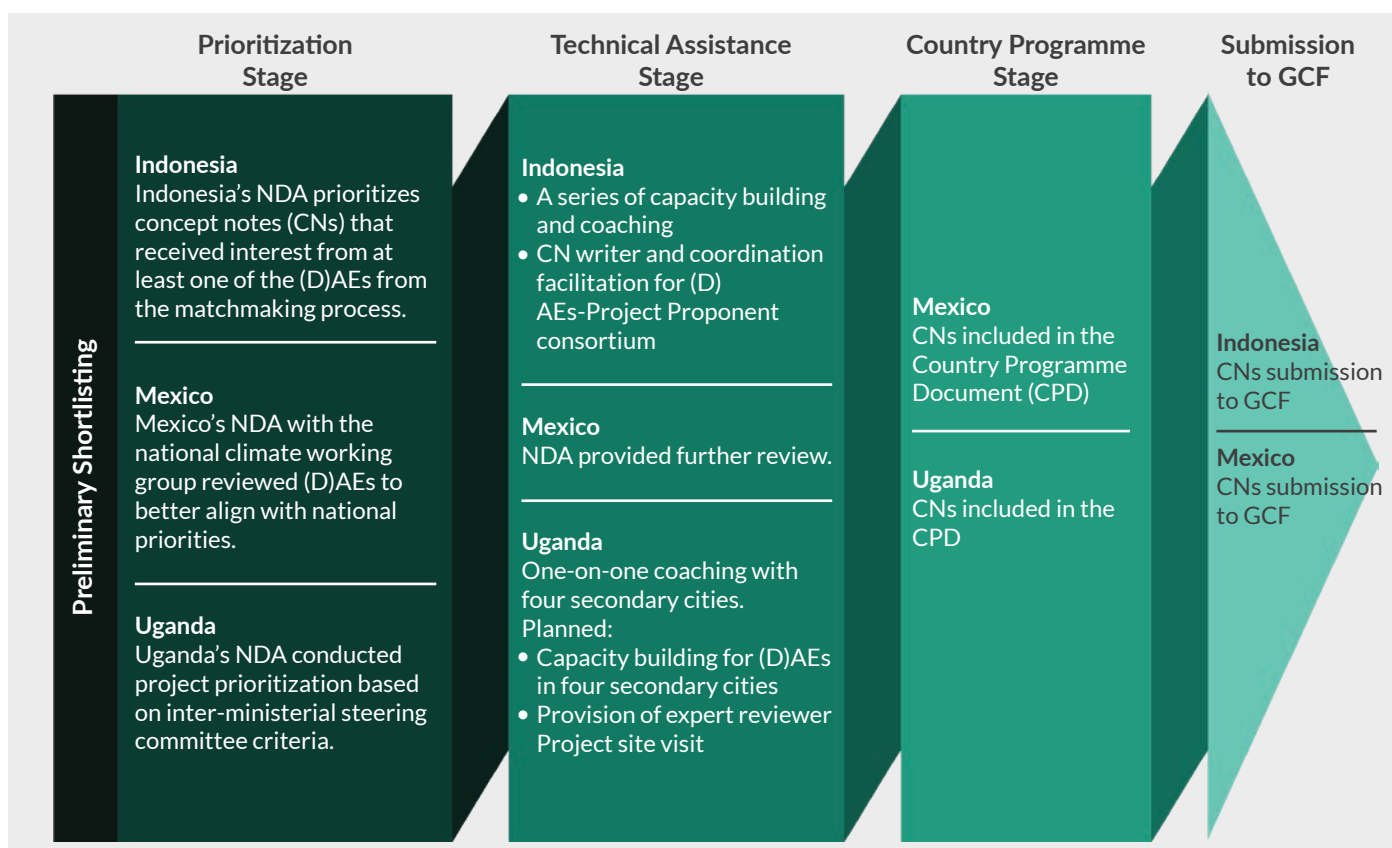
## The Process of the Call

Through the first GCF Readiness Programme in Indonesia (IDN-RS-001: “Strengthen the NDA and Indonesia’s engagement with the GCF”), Mexico (MEX-RS-001: “Readiness Support for Country Programming and Direct Access in Mexico”), and Uganda (UGA-RS-001: “Readiness Support to strengthen Uganda’s engagement with the GCF”), GGGI has implemented the Call for PCN as the Delivery Partner.

Looking directly at GGGI’s experience in these countries, the Call for PCN is generally adopted when the NDA plans to prioritize local projects to strengthen

the national project pipeline. Although the goal of each country is similar, the processes and end targets varied in accordance with the country’s needs and context. For instance, the audience for Indonesia’s Call is non-AE project proponents, enabling support in matchmaking with AE and technical assistance until the concept notes are ready to be submitted to the GCF. Meanwhile, Mexico utilizes its Call to identify priority projects for their GCF Country Programme. As for Uganda, the Call is initiated to provide project proponents with extensive technical assistance.

Figure 2 The Call for Project Concept Note processes in the three countries





Even with the variations of approaches taken during the Call process as shown in figure 2, there is a general line of process found in all three countries. Upon receiving the concept notes, all countries conducted a review to ensure the eligibility of the concept notes. Indonesia engaged a pool of experts who shortlisted 47 PCNs from the initial 165 PCNs. In Uganda, out of 66 received PCNs, 40 PCNs were shortlisted based on the conformity with the GCF concept note template and Uganda's national priorities. While in Mexico, the NDA worked together with the Ministry of Environment and National Resources (SEMARNAT) and the National Institute for Climate Change and Ecology (INECC) under the national climate working group to shortlist 22 PCNs.

After the initial shortlisting process, the countries employed different approaches to prioritize and improve the concept notes. Indonesia provided a series of capacity building and one-on-one coaching for project proponents and presented the revised concept notes to potential (D)AEs in a matchmaking format. Indonesia gave further technical assistance through concept note

writers for selected concept notes and coordination with wider stakeholders to strengthen the matched PCNs. While in Uganda, they developed a prioritization based on the criteria determined through an inter-ministerial steering committee and bundled projects with similar scope and activities. They also provided capacity building for four secondary cities, engaging the local government and stakeholders and the (D)AE. On the other hand, Mexico utilized its strong partnership with the climate working group to evaluate the concept notes, which received inputs from (D)AEs.

Uganda conducted the Call to complement their GCF Country Programme to include 11 PCNs in their project pipeline. Similarly, Mexico included seven PCNs in their GCF project pipeline, and the GCF has approved one under the Simplified Approval Process (SAP) mechanism. Lastly, Indonesia conducted the Call as a standalone activity and has resulted in five concept notes submitted to GCF by the (D)AEs.

### Box 1. Public Call for Project Concept Notes through empowering national stakeholders and enhancing partnerships: Indonesia's case study

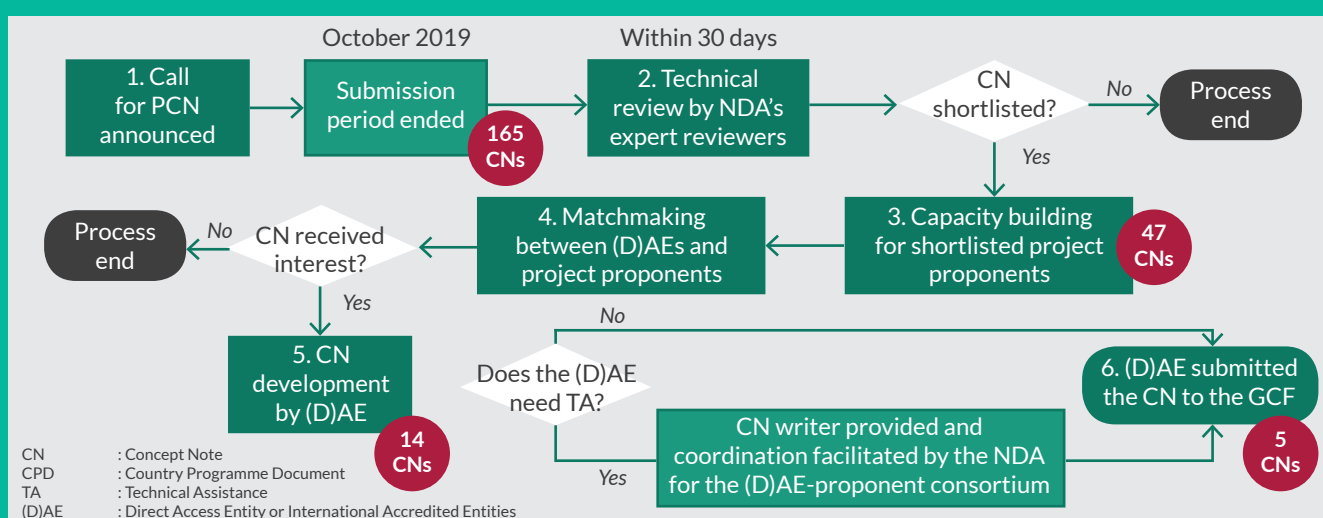


Figure 3 Indonesia's Call for PCN Process

Indonesia's NDA supported by GGGI applied a simplified GCF concept note format that gauges essential information for initial shortlisting. This approach received a positive response from Indonesian stakeholders, which resulted in the total submission of 165 PCNs from various project proponents (government ministries, local government, private sector, local NGOs, and research institutions). The independent panel review subsequently shortlisted the submissions, resulting in 47 shortlisted concept notes eligible for further technical assistance. The technical assistance included:

- A three-day PCN writing workshop.
- Matchmaking with potential (D)AEs.
- A series of webinars to further strengthen specific aspects of the shortlisted PCNs.
- Remote coaching for shortlisted PCNs.

This assistance is intended to ensure a high-quality PCN prior to a matchmaking session with (D)AEs, and

enhance partnership between national DAEs, project proponents, and international AEs.

Representatives of 13 (D)AEs attended the eight-day matchmaking clinic, with eight submitted positive responses expressing their interest to collaborate with 14 PCNs. This activity is unique to Indonesia and has successfully connected partners from sub-national, national, to international levels. Further technical assistance to strengthen the matched PCNs was given through the support of concept note writers for selected concept notes and coordination with wider stakeholders. Ultimately, two Indonesian DAEs and three International AEs submitted five PCNs to the GCF. The PCNs cover several sectors, including energy, energy efficiency, forestry and land-use, and adaptation. One concept note on an Energy Efficiency Facility resulting from the Call has been advancing to the Funding Proposal stage, waiting for review from the Secretariat.

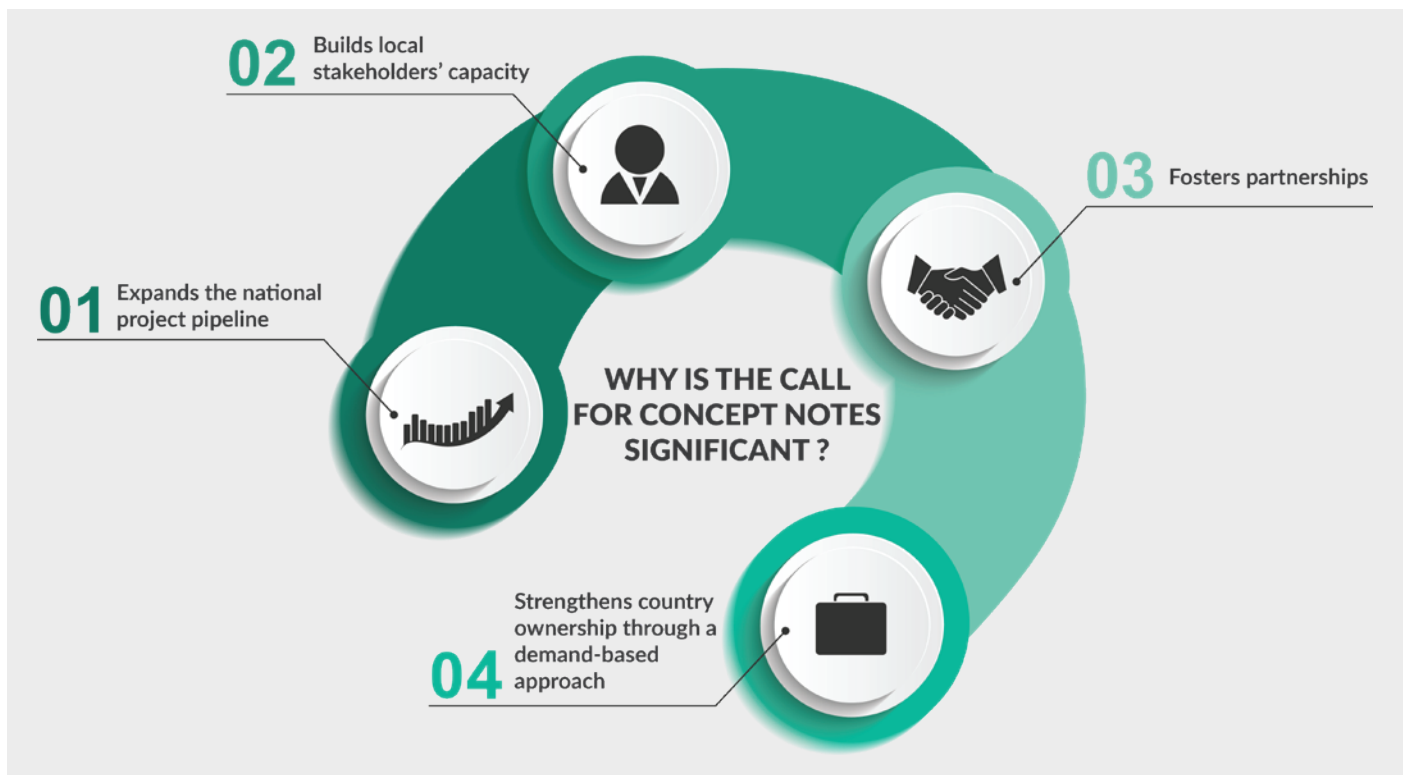
# 3

## Key Benefits of the Call for Project Concept Notes

Aside from the evident goal of expanding the national project pipeline, there are various key benefits that NDA and the stakeholders can obtain from holding a well-grounded Call for PCN. Starting from creating public interest, building national stakeholders' capacity,

strengthening concept note quality, and cultivating partnerships between the sub-national, national, and international stakeholders. The key benefits of the Call for PCN are outlined below.

Figure 4 Key benefits provided by the Call for Project Concept Notes





**a. Encourages participation of diverse stakeholders and various project ideas through a simplified concept note template and moderate eligibility criteria**

The public Call encourages participation from all types of entities. The Call for PCN by the NDA of Indonesia, Uganda, and Mexico successfully attracted submissions from government institutions, research institutions, universities, international and local non-governmental organizations (NGOs), and private companies. As a result, the NDA had a wide range of potential projects to select.

Evaluation criteria for the Call are set according to each country's needs and processes following the submission. In the beginning, criteria can be set as prerequisite to allow initial shortlisting of participants and a simple technical assistance process later. A simplified concept note template can be used by countries to encourage higher participation rates and build participants' knowledge through a more intense technical assistance process. There were similar criteria applied in all three countries, such as:

1. The type of eligible institutions.
2. The alignment of the project with GCF investment criteria and national priorities.
3. The project's compliance with GCF Environmental & Social Safeguards (ESS), including the gender policy.

The simplified template used in Indonesia was specifically designed to collect the minimum but sufficient level of information required for the NDA to conduct a first-level screening. By deliberately minimizing the entry-level requirements, the NDA can attract more stakeholders to participate in the Call. It has shown to effectively raise the number of submissions from various institutions, which would have otherwise opted out due to the challenging GCF-standard Concept Note.

**b. Identifies the project pipeline as part of the GCF Country Programme prioritization process**

Although there are shortlisted PCNs, which received thorough technical assistance and guidance from the development stage to submission to the GCF, the long list of shortlisted PCNs is maintained and included as a part of the country's pipeline. This acts as a reference for future (D)AEs or financiers seeking to develop a project in the country. Following this intent, a prioritization process is vital to determine which projects have higher potential.

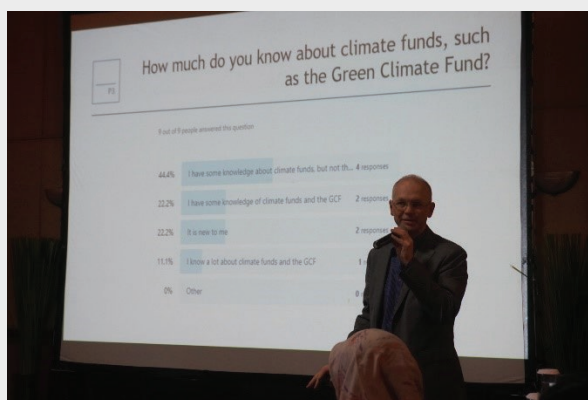
The project pipeline identification can be seen applied in the countries conducting the Call. Uganda underwent a systematic process by developing a matrix based on the criteria agreed by an inter-ministerial panel to determine their list of priority projects. The process identified 15 prioritized PCNs and 25 PCNs categorized as lower priority projects. Indonesia also depends on the matchmaking result between (D)AEs and project proponents in the prioritization mechanism in addition to the result of the assessment performed by independent evaluators based on the given criteria. Lastly, the NDA of Mexico, which included seven PCNs

in their project pipeline for the Country Programme, shared the remaining 15 PCNs to the AEs operating in the country and continued the PCN's development for submission to the GCF.

**c. Empowers local stakeholders**

The Call can be an avenue for the NDAs to build on the expertise and capacity of the national stakeholders to develop high-quality climate change projects and funding proposals. The NDAs offered technical assistance to encourage knowledge transfer and strengthen coordination between stakeholders in various sectors. The Call itself is a solicited national process that is merit-based according to the quality of ideas. It opens opportunities for climate actors with every level of knowledge to advance their skills in accessing international climate finance.

In Indonesia and Mexico, a series of training and workshops were conducted to discuss the GCF concept note components one by one. The series began with a three to four-day workshop to learn the fundamentals of developing a good climate project relevant to the GCF criteria, with exercises and tasks for deeper understanding. Uganda conducted workshops in four secondary cities as they are the frontline of climate change actions and impact. The workshops covered extensive GCF project standards and encouraged participants to develop the complete GCF concept note assisted by remote coaching to address questions and provide feedback.



(Above) Indonesia's shortlisted project proponents following the GCF Concept Notes Training;  
(Below) A trainer in the session gauges participants' level of understanding of the GCF in Indonesia.



(Left) Jinja City staff unraveling the complexity of PCN development, March 2021; (Right) Gulu City staff mock reviewing PCNs from the 15 prioritized list, March 2021; (Center) Mbarara City staff together with NDA reviewing priority PCN compliance with GCF Investment Criteria.

#### d. Provides effective awareness-raising activities

The public Call is also instrumental in raising the public's awareness of the financial mechanism. Through effective use of social media and communication platforms, it was possible to reach a wide range of audiences, including those who would not have encountered the information regarding GCF in other circumstances. In addition, the public is exposed to

international climate change finance mechanisms and acquires the knowledge to access them through capacity-building activities conducted in the process. They can learn how to design a good climate project, the government's priority on climate change, proposal writing standards, recent international development on climate change, and much more.



As part of GGGI's support as Delivery Partner of the Readiness Support Programme, various roundtables were held on the importance of the Country Programme Document (CPD) and the development of priority sectors for a country pipeline. In the image, a series of webinars were delivered to staff from BANOBRAS (Mexico's Public Works Development Banks) on the process of funding and No-Objection Letter.



**e. Builds partnerships under NDA coordination**

In leveraging GCF impact in a country, a coordinated effort in developing a project is required. Aside from building the technical skills of individual organizations, strong partnerships with other project proponents, ministries, and AEs will generate stronger, more impactful projects and programmes, which can address key national barriers. In Indonesia and Uganda, projects with similar goals, locations, or activities have been successfully merged and integrated into a bigger programme through discussion facilitation between project proponents. The NDA coordinated the discussions to strengthen the concept note. In addition to the project bundling, Uganda was able to guide the alignment of non-public proponents to the sector leads to provide effective engagement of all stakeholders and tracking of interventions.

Indonesia's NDA involved AEs early in the process through a matchmaking clinic, where they were presented with PCNs aligned with their work programme in the country. As a result of training and coaching, high-quality concept notes have increased buy-ins from respective AEs. As a result, the AEs' contribution further refined the PCN's readiness. The PCNs could then be submitted through the regular process under AEs. Beyond the matchmaking clinic, Indonesia's NDA also implemented coordination meetings between AEs, project proponents, ministries, and institutions to discuss strategy alignment and strengthen partnerships. The coordination provided an opportunity to discuss project bundling between project proponents, which raises the quality and impact of proposed projects in Indonesia.



(Left) Matchmaking High-level Kick-off participated by more than twenty Accredited Entities operating in Indonesia; (Right) Representative from Agency for the Assessment and Application of Technology, Indonesia presenting their revised concept note in a matchmaking session



## f. Enhances concept notes' quality

Based on its climate rationale, impact assessment,

Figure 4 Elements to improve concept notes' quality



theory of change, and other technical components, the concept notes must be at a high-quality standard to increase buy-ins from (D)AEs and ultimately from the GCF. There are several activities to increase a concept note quality standard, such as through providing rounds of reviews from experts or writers, collating input from relevant ministries, and handing over further PCN development to interested AEs.

The Call for PCNs focused primarily on improving the quality of the PCNs, from the development stage of the Terms of Reference to a range of technical assistance

provisions. Some countries, such as Indonesia, received hundreds of PCN submissions from organizations with varying quality, while Mexico had AEs as the majority of proponents. To uniform the quality of the PCNs, all of them went through at least one of the following activities: (1) Shortlisting process, (2) Writing workshop, (3) Administrative and technical reviews by experts or relevant government agencies, (4) Government agencies involvement in the shortlisting process or prioritization (5) Concept note writer or sector experts provision, and (6) Solicited AEs support to improve the concept notes.





# 4 Conclusion

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## 4.1. Summary and Results

There are various options in implementing each stage of the Call for PCNs, which can impact aspects such as public interest, types of proponents, the complexity of the shortlisting process, and finally, the result of the Call. The main objective of developing the country's project pipeline should be the basis of the Call's framework. However, additional goals such as building

local actors' capacity, complementing the Country Programme, or other agendas can be integrated and become a unique element to the Call. Learning from the process carried out by Mexico, Uganda, and Indonesia, we can compare the different implementations and result is shown in the table below.

**Table 1** A comparison of the Call for Project Concept Notes from the three countries

Aspect of the Call	Mexico	Uganda	Indonesia
Concept Note Template	GCF template	GCF template	Simplified template by the NDA
Submission Received	22 CNs	66 CNs	165 CNs
Main Proponents	<ul style="list-style-type: none"> <li>• AEs</li> <li>• Subnational Government</li> </ul>	<ul style="list-style-type: none"> <li>• Government institution</li> <li>• International NGOs</li> <li>• Local NGO/civil society organizations (CSOs)</li> <li>• Private sector</li> </ul>	<ul style="list-style-type: none"> <li>• Subnational Government</li> <li>• International NGOs</li> <li>• Local NGO/CSOs</li> <li>• Private sector</li> <li>• University/research institutions</li> </ul>
Reviewer	<ul style="list-style-type: none"> <li>• The NDA</li> <li>• Ministry of Environment and National Resources</li> <li>• National Institute for Climate Change and Ecology</li> </ul>	<ul style="list-style-type: none"> <li>• The NDA</li> <li>• NDA Inter Ministerial-Steering Committee</li> <li>• Independent expert reviewer</li> </ul>	<ul style="list-style-type: none"> <li>• The NDA</li> <li>• Independent expert reviewer</li> </ul>
Technical Assistance	CN review	<ul style="list-style-type: none"> <li>• CN review</li> <li>• One-on-one coaching undertaken with four secondary cities</li> </ul> <p>Planned:</p> <ul style="list-style-type: none"> <li>• Capacity building for DAEs, in secondary cities</li> <li>• Provision of technical experts</li> <li>• Project-site visit</li> </ul>	<ul style="list-style-type: none"> <li>• CN review</li> <li>• Capacity building workshop</li> <li>• One-on-one coaching</li> <li>• Provision of technical experts</li> <li>• Matchmaking with AEs</li> </ul>
Call for PCN Result	6 CNs and 1 SAP proposal included in the Country Programme's Priority Project Pipeline as national priority projects. 2 of them are from national DAE.	15 CNs emerged as proposed priority list, four were bundled into 11 CNs to be submitted to the GCF by the national DAE after no-objection from NDA.	5 CNs submitted by AEs to the GCF, 2 of which are with national DAE.

The Call for PCNs has proven to be an effective approach to significantly increase a country's project pipeline and the flow of GCF resources. As shown in the table above, through various stages of reviews and technical assistance provided in the programme, the NDA was able to strengthen the capacity of local stakeholders and guarantee the submission of high-quality concept notes to GCF. The inclusion of government institutions throughout the process also helps the NDA secure early buy-ins from related ministries/institutions and develop a list of prioritized

projects aligned with the national priorities and strategies. The continuous technical and coordination support was thus able to strengthen engagement with AEs to increase demand-based PCN submissions to GCF. However, looking at the whole aspect and duration of the programme, it needs to be kept in mind that the Call for PCNs is an exhaustive programme with a high degree of commitment required. It is also important to communicate the steps clearly to project proponents to manage their expectations.

## 4.2. Recommendations for Replication

The Call for PCNs can certainly be replicated in other countries that seek to expand their GCF project pipeline. Several activities are classified as key drivers and recommended to be taken into consideration to increase the probability of a successful Call:

- **Setting up clear eligible project criteria as the preliminary filter before the review process**, e.g., excluding pilot projects and requirement of an underlying project for capacity building and/or research study activities. Engaging AEs and ministries to determine their sector priorities before the publication of the Call can also establish buy-in and ensure the relevance of projects submitted to the national priorities. These requirements should also be communicated clearly to future proponents. Engagements through roadshows or webinars can be constructive.
- **Submitting PCNs through AEs.** Only AEs can access GCF funding; therefore, it is strongly suggested that all AEs operating in the country are involved in the Call process and have ascertained interests. By the end of the Call, the PCNs should be submitted by AEs to ensure its development into a full funding proposal.
- **Increasing collaboration between project proponents and DAEs.** The Call is well placed to drive demand-based PCN and funding proposal submissions from international AEs and strengthen DAE's pipeline by ensuring country ownership from the earliest phase of the project design.
- **Aiming for a streamlined result.** There is a high chance of receiving numerous project ideas through a nationwide Call. Although it is favorable to have a big pipeline as the Call's result and drive every project with potential, filtering or prioritization is crucial. This is so that only high potential projects are submitted to GCF and increase their chances to be developed into a full proposal. The NDA can also focus its capacity-building resources on those projects.
- **Ensuring high-quality results by conducting layered reviews and providing technical assistance.** The reviews can involve the NDA, independent sectoral experts, related ministries, government institutions, and/or the AEs. The technical assistance can be delivered through capacity-building workshops, coaching, or providing concept note writers for project proponents and AEs with limited resources.
- **Providing clear communication on the Call's stages and process.** In managing the expectation of project proponents and AEs, the NDA should provide clear and appropriate messaging. Caution on possible delays should be expressed as strengthening PCNs requires more time to reach high-level standards.
- **Ensuring ownership from the NDA and relevant government institutions** to enable knowledge transfer and the programme's sustainability. With high ownership, the NDA or other government institutions involved in the process can assess the urgency of the Call and adjust it to the relevant country's condition.



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