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# INDEPENDENT EVALUATION OF THE GCF'S PROJECT PREPARATION FACILITY

## Approach paper

February 2026



GREEN CLIMATE FUND  
INDEPENDENT EVALUATION UNIT

# Independent Evaluation of the GCF's Project Preparation Facility

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APPROACH PAPER

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## ABBREVIATIONS

<b>AE</b>	Accredited entity
<b>AF</b>	Adaptation Fund
<b>AI</b>	Artificial intelligence
<b>B.11</b>	Eleventh meeting of the Board
<b>DAE</b>	Direct access entity
<b>ESS</b>	Environmental and Social Safeguards
<b>FP</b>	Funding proposal
<b>GCF</b>	Green Climate Fund
<b>GEF</b>	Global Environmental Facility
<b>IAE</b>	International accredited entity
<b>IEU</b>	Independent Evaluation Unit
<b>IFAD</b>	International Fund for Agricultural Development
<b>KII</b>	Key informant interview
<b>LDC</b>	Least developed country
<b>NDA</b>	National Designated Authority
<b>PPF</b>	Project Preparation Facility
<b>RPSP</b>	Readiness and Preparatory Support Programme



## A. MANDATE AND SCOPE OF THE EVALUATION

### 1. MANDATE

This independent evaluation of the Green Climate Fund's (GCF) Project Preparation Facility (PPF) is undertaken by the Independent Evaluation Unit (IEU) of the GCF in accordance with the Board-approved IEU workplan for 2026 (decision B.43/07). The mandate for this evaluation is grounded in the Board's request for the independent assessment of core GCF modalities, and responds to the strategic importance of the PPF within the Fund's evolving operating model.

The PPF was established by the Board at its eleventh meeting (B.11; decision B.11/11) as a dedicated instrument to provide targeted financial and technical support to accredited entities (AEs), particularly direct access entities (DAEs), to support the preparation of high-quality funding proposals (FPs) for submission to the GCF. Since its inception, the PPF has played a critical role in addressing capacity and resource constraints in upstream project preparation, particularly for micro-to-small size projects and for countries with limited institutional readiness.

The IEU last conducted an in-depth assessment of the PPF in 2020 as part of the Independent Evaluation of the GCF's Environmental and Social Safeguards (ESS) and Environmental and Social Management System. That special study identified significant constraints affecting the effectiveness, efficiency and strategic focus of the PPF, including long processing times, weak monitoring of outcomes, limited evidence of improved quality at entry, and insufficient articulation of the PPF's strategic role vis-a-vis other upstream support instruments, notably the Readiness and Preparatory Support Programme (RPSP).

### 2. OBJECTIVES OF THE EVALUATION

Since the PPF assessment in 2020, the operating context of the PPF has changed substantially. The GCF Board has approved major revisions to the PPF's operating modalities (decision B.37/22), expanding the resource envelope to USD 90.3 million and introducing a differentiated architecture comprising PPF Funding, PPF Service and PPF Technical Assistance. These reforms were intended to address earlier bottlenecks, respond to procurement and implementation challenges faced by AEs, particularly DAEs, and strengthen the contribution of the PPF to pipeline development and project readiness.

At the same time, the GCF has revised other key components of its operating model, including the RPSP Strategy 2024–2027 (decision B.37/17), the Accreditation Strategy, and the Accreditation Framework, with explicit expectations that RPSP and PPF operate in a complementary and coherent manner. Recent IEU evaluations (notably the RPSP evaluation and the Simplified Approval Process (SAP) 2025 evaluation<sup>1</sup>) have underscored the importance of improved coordination across upstream support instruments and clearer articulation of their respective roles in strengthening country pipelines and accelerating access, particularly for vulnerable countries and DAEs.

Against this backdrop, the mandate of this small-sized rapid assessment is to provide the GCF Board and Secretariat with an independent, evidence-based assessment of whether the PPF, as currently designed and implemented, is fit-for-purpose, coherent with the Fund's broader suite of modalities, and positioned to effectively support the preparation of high-quality, country-driven FPs. The evaluation will focus on assessing the relevance, effectiveness, efficiency, coherence and emerging

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<sup>1</sup> Independent Evaluation Unit, *Evaluation of the Green Climate Fund's Simplified Approval Process* (2025).

impacts of the PPF, while drawing on lessons from earlier IEU work and situating findings within the GCF's current strategic and institutional context. The findings from this evaluation are scheduled to be submitted at B.45.

### 3. SCOPE OF THE RAPID ASSESSMENT

Specifically, the independent evaluation will examine the following seven criteria:

- **Coherence:** The degree to which the PPF operates alongside other internal GCF modalities and policies to achieve strategic goals and objectives (internal coherence – ensuring PPF adds value while not duplicating effort) and the level of consistency, complementarity, harmonization, and coordination with other climate funds and comparable international project preparation facilities (external coherence), ensuring that the PPF provides GCF with an instrument that is aligned with, and at least comparable to, those of its peers.
- **Relevance:** The degree to which the GCF's PPF is fit-for-purpose, sufficiently targeted and agile in meeting the needs for which it has been designed, with an emphasis on the extent to which the objectives, design and operationalization of the policy respond to and adapt to institutional needs.
- **Effectiveness:** The degree to which the PPF successfully delivers on its mandate to support the development of high-quality project and programme FPs for submission to GCF and the extent to which the PPF achieves its objectives and expected results.
- **Efficiency:** The extent to which the PPF modality delivers results using minimum financial and human resources and in a timely fashion compared to feasible alternatives in the GCF context.
- **Impact:** The extent to which the PPF has generated higher-level effects associated with its intended role in the GCF project pipeline.
- **Unintended consequences:** The extent to which the use of the PPF has generated positive or negative effects not foreseen in its design, including behavioural, institutional, or system-level effects.
- **Country ownership:** The extent to which PPF support strengthens country-led project preparation processes, including alignment with national priorities and engagement of national institutions.

These dimensions define the scope of the rapid assessment. The evaluation criteria framework in section C.2 sets out how each will be examined and interpreted for evaluative judgment.

The evaluation team will generate, triangulate and analyze evaluative evidence, insights and learning that respond to the evaluation questions. Evidence collected through all methods explained below, will be synthesized to form evaluative judgments and provide recommendations on the GCF PPF modality.

### 4. KEY USERS

The IEU aims to offer a PPF small-sized rapid assessment for consideration at B.45, which takes place from 29 June 2026 to 2 July 2026 in Dushanbe, Tajikistan. Table 1 identifies the key users of the key findings and recommendations from this assessment.

**Table 1. Key stakeholder groups for the rapid assessment**

Conference of the Parties to the United Nations Framework Convention on Climate Change
GCF Board
GCF Secretariat
GCF partners and stakeholders, with a particular focus on DAEs, executing entities, active observers
GCF beneficiaries, with a particular interest group being those in least developed countries (LDCs), African nations and small island developing States (SIDS)
External partners of the IEU (other evaluation offices and comparator organizations)

## 5. BOUNDARIES AND LIMITATIONS

Several choices have been made that define the scope of this small-sized rapid assessment.

The assessment covers PPF approvals and associated processes from the establishment of the PPF following Board decision B.11/11 (2016) through to 30 October 2025. PPF proposals approved, resubmitted, or substantially modified after this cut-off date are excluded from the analysis, even where earlier concept notes or preparatory work occurred prior to the cut-off.

The focus is on the operational design and implementation of the PPF as a GCF support modality including proposal application, review, approval of proposals, and the subsequent preparation processes including grants, the service modality, and targeted technical support financed through the PPF. Other GCF support instruments including the RPSP, the project-specific assessment approach, and accreditation processes are excluded except where their interaction with the PPF is directly relevant to understanding PPF processes or decision-making.

As PPF is an enabling instrument designed to support proposal preparation rather than to directly generate climate or development impacts, the evaluation does not assess the effectiveness, outcomes, or climate impact of GCF-funded projects approved with PPF support. The ability to attribute downstream outcomes (implementation performance, or longer term impacts) to PPF support is inherently limited, particularly given that approved PPF-supported projects remain at the early stage of the project cycle, on average only 13 per cent disbursed.

The PPF has undergone significant revisions since its establishment, including changes to operating modalities and the introduction of differentiated PPF tracks. These changes limit the feasibility of direct comparisons across time periods. The evaluation therefore does not apply uniform performance benchmarks across the full evaluation period. Findings are interpreted within the policy and institutional framework applicable at the time of PPF approval or implementation, with distinctions made between policy phases where relevant.

The evaluation does not seek to generate statistically representative findings at the country or entity level. Where documentation is incomplete or institutional memory is limited due to staff turnover, conclusions are framed in terms of plausible contribution rather than definitive judgments.

## B. BACKGROUND

### 1. PURPOSE OF THE PROJECT PREPARATION FACILITY

The GCF Board established the PPF at B.11 “to provide funding of up to 10 per cent of requested GCF funding with a maximum of USD 1.5 million for any single proposal” on the basis of a concept note and an initial assessment against the Fund’s investment criteria. The facility was introduced to close a specific gap in the project cycle: many AEs, particularly DAEs and those developing smaller projects, lacked the resources and technical expertise needed to turn early concept notes into FPs that could be submitted to the Board.

Through the operational modalities adopted at B.13/21, the Board decided that the PPF would “support project and programme preparation requests from all accredited entities, especially direct access entities, especially for projects in the micro-to-small size category”. The guidelines that were subsequently developed specify that PPF resources provide financial support to prepare full FPs, based on a concept note that has been cleared for project preparation support. Eligible activities include pre-feasibility and feasibility studies, project design work, environmental, social and gender assessments, risk analysis, identification of project-level indicators, and advisory services to structure the proposed activity.

The PPF is therefore a project-linked instrument. It is distinct from, but complementary to, readiness support, which targets institutional capacities, strategic frameworks and enabling environments rather than individual project proposals.

### 2. EVOLUTION OF THE PROJECT PREPARATION FACILITY (B.11/11 THROUGH B.37/22)

Since its establishment in 2015, the PPF has undergone one major revision following a critical IEU assessment in June 2020. The following Board milestones define this evolution.

**B.11/11 – Establishment of the PPF (2015).** Established by the Board as a dedicated instrument to help AEs, especially DAEs, prepare high-quality FPs. B.11/11 created the facility, setting an initial resource envelope and authorizing the Secretariat to operationalize the mechanism.

**B.12/25 – Request for operational guidelines (2016).** Requested the Secretariat to prepare detailed operational guidelines covering eligibility, supported activities, documentation requirements, approval processes, fiduciary arrangements, and monitoring. Importantly, PPF requests were received during this interim period (PPF001 was approved by the Board in March 2016) signalling demand for project preparation support even before the guidelines were approved.

**B.13/21 – Adoption of the operational guidelines (2016).** The process for PPF applications and approvals were formalized at B.13, streamlining PPF requests as a single modality grant instrument with standardized templates and documentation requirements. The link between concept notes and expected FP submission was articulated.

**B.19-B.31 – Progressive incremental adjustments (2018–2021).** The PPF continued as a single modality grant. The Secretariat began experimenting with a roster of consultants to facilitate procurement of services, but without formalizing this through a Board decision. Later in this period discussions began around the need for simplifying the PPF to improve access for DAEs.

**B.33/03 – Request to review the PPF modality (2022).** Portfolio performance reports discussed at B.30, B.31 and B.32 highlighted delayed “upstream processes” for PPF supported proposals which was resulting in slower than expected movement through the project pipeline. At B.32 the

Secretariat presented a major project cycle revision and during this discussion Board members explicitly pointed to PPF constraints especially affecting DAEs.

**B.36/05 – Consideration of revised PPF modalities (2023).** The Secretariat document GCF/B.36/05 (“Project Preparation Facility: revised operating modalities, activities and funding”) presented a review of the PPF performance and proposed revised operating modalities. Although no decision was taken at this meeting, the document summarized lessons learned from the facility’s implementation and incorporated evaluative insights from previous IEU analyses and Secretariat observations. The discussion at B.36 was a foundation for reform, highlighting inefficiencies in the grant-only model, procurement challenges faced by AEs and the need for differentiated preparation support structures.

**B.37/22 – Adoption of PPF reforms (2023).** The Board endorsed a revised PPF architecture aligned with the B.36 proposals creating three separate PPF tracks:

- PPF Funding (updated grant modality)
- PPF Service (Secretariat-managed consultant deployment)
- PPF Technical Assistance (targeted analytical support)

The PPF reforms directly reflect concerns echoed in the SAP2025 evaluation that identify fragmentation across GCF’s upstream support instruments and access challenges for DAEs. The revised PPF architecture (Funding, Service, and Technical Assistance) is a response to the IEU’s recommendation to streamline, differentiate, and better-target project preparation support.

### 3. EARLY HYPOTHESES

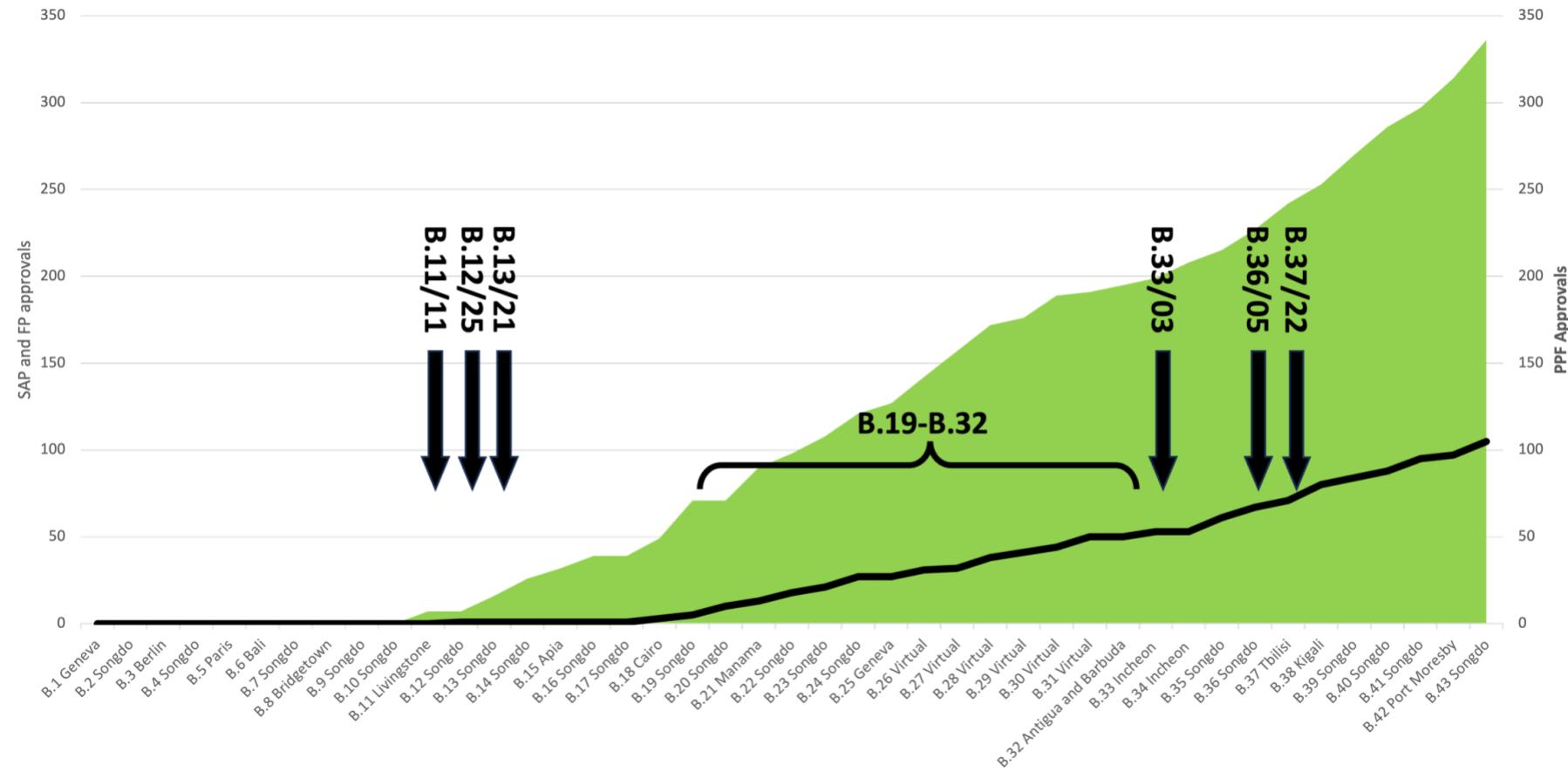
Across internal reflections on the evolution and functioning of the PPF, several potential analytical pathways emerge that may guide the evaluation’s inquiry. First, questions arise regarding the underlying rationale and additionality of the PPF. These include whether the facility is serving primarily to navigate the complexity of GCF’s own policy and procedural requirements, the extent to which it fills gaps that AEs would otherwise address through other means, and what specific types of preparatory work appear most critical to proposal development. These considerations also relate to differentiated incentives among entities and whether PPF functions as an access-enhancing mechanism, a source of early-stage financing, or a substantive technical input that improves proposal quality.

A second set of questions concerns the contribution of the PPF to the robustness and reliability of FPs. Internal discussions have highlighted the need to understand whether PPF support leads to demonstrably better feasibility assessments, stronger methodological foundations (e.g. greenhouse gas analysis), clearer safeguard and gender integration, or more informed no-go decisions. This includes exploring whether the PPF effectively acts as a de-risking tool within the project cycle and how its influence compares across modalities (grants, service windows, technical assistance).

A third area relates to coherence within the wider upstream support landscape. Issues worth exploring include the functional boundaries between PPF and readiness support, the extent to which governance or operational arrangements (such as delegated authority) influence efficiency, and whether fragmentation across climate funds creates duplication that could be mitigated through shared or co-funded preparation mechanisms.

Together, these themes constitute potential research questions for the evaluation. They provide a structured basis for examining where the PPF adds value, where it may overlap with other instruments, and how its architecture could be refined to enhance efficiency, predictability, and quality-at-entry across the GCF portfolio.

**Figure 1. Milestones in the development of the Project Preparation Facility**



Source: GCF project approval data, Board documentation.

Note: Left hand axis scale: cumulative SAP and FP approvals; right hand axis scale: cumulative PPF approvals.

## C. METHODS

### 1. EVALUATION APPROACH

#### a. Overall approach

This evaluation is designed as a rapid, small-sized assessment of the PPF that is intended to generate timely, policy-relevant insights rather than comprehensive or summative conclusions. The approach reflects both the upstream nature of the PPF and the practical constraints of data availability, institutional memory and assessment timeframe. Accordingly, the evaluation prioritizes focused lines of inquiry, selective use of evidence and selected engagement with key stakeholders, while maintaining analytical rigour through systematic triangulation.

The assessment does not seek to assess systematically downstream project performance or climate impacts, nor to produce definitive quantitative metrics of success. Instead, it focuses on understanding how the PPF functions in practice, how it is used by different actors, and how it contributes to project preparation processes and decisions within the GCF ecosystem.

#### b. Analytical strategy

The analytical strategy is grounded in a mixed-methods approach with a criterion-based design, structured around the seven evaluation criteria set out in section C.2. Evidence is drawn from multiple sources and methods, utilized selectively according to the key question being asked by each criterion, rather than applying evidence uniformly across all questions. This selective deployment is intentional and reflects the differing analytical demands across the different criteria.

Analysis will emphasize pattern and theme identification using comparisons and explanations, rather than measurement or attribution. Portfolio-level descriptive analysis is complemented by outcome-oriented case inquiry and stakeholder perspectives, allowing the evaluation to explore how and why observed patterns emerge. Comparator benchmarking is used to situate findings within a broader institutional context, rather than to assess relative performance.

#### c. Evaluative reasoning and judgement

Evaluative judgments are formed through a triangulation-based reasoning process, in which evidence from different sources is weighed and interpreted collectively. No single method or dataset is treated as determinative. Instead, judgments are based on the consistency, complementarity and explanatory value of evidence across sources, as illustrated in the triangulation framework presented in section C.4.

Given the scope and timeframe of a rapid assessment, evaluative reasoning focuses on the weight of evidence rather than exhaustive coverage or definitive causal claims. Where evidence is partial, inconsistent or evolving, findings are qualified accordingly, and uncertainty is treated as an analytical input rather than a limitation to be obscured.

## 2. EVALUATION CRITERIA FRAMEWORK

The objective of this rapid assessment is to examine how effectively the GCF PPF functions as an upstream support instrument for the development of high-quality, country-relevant FPs. The assessment focuses on whether, how, and under what conditions the PPF contributes to improved project preparation processes, institutional capability, and decision-making along the GCF project cycle.

The assessment is structured around a set of core evaluative issues, aligned to seven evaluation criteria:

- **Relevance:** Whether the PPF remains fit-for-purpose in addressing the project preparation constraints faced by AEs, particularly DAEs and countries with limited institutional capacity.
- **Effectiveness:** Whether PPF support leads to better-quality, more complete and more decision-ready FPs, including cases where PPF-supported analysis results in a decision not to proceed.
- **Efficiency:** Whether the PPF reduces transaction costs and delays in project preparation, or whether it introduces additional procedural or coordination burdens for AEs and the Secretariat.
- **Coherence:** Whether the PPF operates coherently with other GCF support modalities and policies, and whether it functions as part of an integrated, end-to-end support pathway for project preparation.
- **Impact:** Whether sustained use of the PPF is associated with observable higher-level effects in the GCF project pipeline, including changes in the composition, characteristics or distribution of proposals reaching the Board.
- **Unintended consequences:** Whether the use of the PPF generates positive or negative effects not foreseen in its design, including behavioural, institutional or system-level effects.
- **Country ownership:** Whether PPF support strengthens country-led project preparation, including alignment with national priorities and the engagement of national institutions in the preparation process.

Together, these evaluative issues define the analytical framework for the assessment and establish the basis for evaluative judgment. They are elaborated through corresponding evaluation questions and methods, which specify how each issue will be examined within the scope and constraints of the assessment.

### 3. EVALUATION MATRIX AND QUESTIONS

Table 2 presents the evaluation criteria mapped onto key evaluation questions along with a brief description of the methodological approach.

**Table 2. Evaluation criteria, key evaluation questions and evaluative approaches**

EVALUATION CRITERION	EVALUATION QUESTION	HOW THE QUESTION WILL BE ADDRESSED THROUGH EVALUATION METHODS
Relevance	To what extent is the PPF fit-for-purpose in addressing current project preparation constraints faced by AEs, particularly DAEs and countries with limited institutional capacity?	Document and policy review; secondary data analysis of the PPF portfolio; key informant interviews (KIIIs) with Secretariat staff, AEs and national designated authorities (NDAs); comparator benchmarking
Effectiveness	To what extent does PPF support contribute to the preparation of better-quality, more complete and more decision-ready FPs, including cases where PPF-supported analysis results in a decision not to proceed?	Outcome profiling of selected PPF-supported proposals; document review of preparatory outputs and FP submissions; secondary data analysis of pipeline progression; KIIIs
Efficiency	To what extent does the PPF reduce transaction costs and delays in project preparation, relative to feasible alternatives within the GCF and comparator institutions?	Secondary data analysis of preparation timelines; document review; KIIIs; comparator benchmarking
Coherence	To what extent does the PPF operate coherently with other GCF support modalities and policies, and function as part of an integrated end-to-end project preparation pathway?	Document and policy review; KIIIs with Secretariat staff and AEs; comparator benchmarking
Impact	To what extent is sustained use of the PPF associated with observable higher-level effects in the GCF project pipeline, including changes in the composition and characteristics of proposals reaching the Board?	Secondary data analysis of the PPF portfolio and FP pipeline; outcome profiling; document review; KIIIs
Unintended consequences	What positive or negative effects, not foreseen in the design of the PPF, emerge from how the facility is used in practice?	Outcome profiling; KIIIs; document review
Country ownership	To what extent does PPF support strengthen country-led project preparation, including alignment with national priorities and engagement of national institutions?	Document review of project documentation; outcome profiling; KIIIs with AEs and country stakeholders; online survey

## 4. EVALUATION QUESTIONS/INDICATORS

The evaluation questions set out in the matrix above operationalize the agreed scope of the rapid assessment and support evaluative judgment across the seven evaluation criteria. They are not intended to be exhaustive, nor do they imply the use of fixed or quantitative performance indicators. Rather, they guide analysis across multiple sources of evidence, with findings assessed in terms of patterns, consistency and explanatory strength, in line with the scope and timeframe of the assessment.

## 5. DATA SOURCES

The rapid assessment draws on a combination of documentary evidence, portfolio-level data and stakeholder perspectives to support evaluative judgment across the seven evaluation criteria. In light of the PPF's upstream role in the GCF project cycle and the known limitations in the availability and consistency of data, the approach prioritizes the use of existing information complemented by selective, in-depth examination of a small number of PPF-supported cases. Data collection and analysis are designed to be proportionate to the scope and timeframe of the assessment, with emphasis placed on triangulation across data sources rather than comprehensive coverage within any single method.

### a. Document and policy review

A review of relevant GCF policies, Board decisions, operational guidelines and internal documentation will be carried out to establish the mandate, design and evolution of the PPF, and to situate it within the broader set of GCF support modalities. The review will focus on documents directly relevant to the objectives, processes and decision-making arrangements of the PPF, including how these have evolved over time, rather than providing an exhaustive inventory of GCF policies. Documentary evidence will be used to inform analysis of relevance, coherence and institutional intent, and to provide contextual grounding for findings derived from other data sources (see Appendix 1).

### b. Secondary data analysis

Secondary data analysis for this rapid assessment is based on the construction of a bespoke dataset, as no consolidated PPF portfolio or end-to-end project pipeline dataset currently exists. Available information is drawn from GCF reporting to the Conference of the Parties, Board documentation, and proposal-by-proposal review of publicly available PPF, concept note and FP materials on the GCF website.

The constructed dataset is used to examine descriptive patterns in PPF use, including the types of support provided, the characteristics of recipient entities and countries, and the modalities through which PPF resources are deployed (see Table 3). While, in principle, a timestamp analysis tracing the progression from PPF request submission through approval, disbursement and subsequent FP milestones would be analytically valuable, such analysis is not feasible given limitations in data availability, completeness and consistency over time, including changes in reporting formats.

**Table 3. Indicative secondary data available for PPF analysis**

DATA FIELD	DESCRIPTION OF AVAILABLE DATA
PPF approval number	Sequential PPF identifiers (e.g. PPF001 to PPF107), as reflected in approval documentation
Approval date	Date of PPF approval by the GCF Executive Director, where available
AE	Name of the AE associated with the PPF request
AE type	DAE or international access entity
Country or countries	Recipient country or countries associated with the PPF
Region	GCF regional classification
Country category	LDC, SIDS or other developing country, where applicable
PPF support modality	Grant, service modality or targeted technical support
Approved PPF amount	Approved amount of PPF funding
Type of preparatory support	Broad categorization of supported activities (e.g. feasibility studies, ESS and gender assessments, climate rationale, financial modelling), based on proposal documentation
Associated concept note	Reference to linked concept note, where identifiable
Associated FP	Reference to linked FP, where submitted
FP approval date	If applicable
FP GCF financing	If applicable
Project focus	Adaptation, mitigation or cross-cutting
Status in project cycle	Descriptive indication of progression (e.g. FP submitted, under preparation, not yet submitted), based on publicly available information

Given the upstream and non-linear nature of project preparation, and the wide variation in intended preparation timelines across proposals, secondary data analysis is therefore not used to derive definitive success rates or causal conclusions regarding progression to FP approval. Instead, it serves a contextual and sense-making function, supporting triangulation with documentary evidence, outcome profiling and stakeholder perspectives, rather than acting as a standalone basis for evaluative judgment.

### **c. Outcome profiling of selected PPF-supported proposals**

A case study approach will be used to examine how PPF support has contributed to changes in project preparation processes, decisions and behaviours in a small number of purposively selected cases. The focus is on identifying intended and unintended outcomes associated with PPF support, including cases where preparatory work informed a decision not to proceed to an FP.

The approach draws on outcome-oriented evaluative logic, while being adapted to the scope and timeframe of a rapid assessment. Rather than undertaking a full “Outcome Harvest”, outcome profiling is used to structure focused case-based inquiry, tracing how PPF-supported inputs interacted with institutional, technical and contextual factors to influence preparation processes and decision-making. The outcome profiling framework and guiding questions are presented in Appendix 3.

Cases will be selected using purposive sampling to reflect variation in PPF use and context, including differences in support modality, AE type, country context and stage of progression in the

project cycle. The number of cases will be limited, with selection guided by analytical relevance and data availability rather than representativeness. Findings from outcome profiling will be used to inform analysis under multiple evaluation criteria and to support triangulation with documentary evidence, secondary data analysis and stakeholder perspectives.

#### **d. Key informant interviews**

KIIs will be conducted to gather perspectives on the design, use and effects of the PPF, and to support interpretation of documentary evidence and secondary data analysis. Given limitations in available quantitative data and the upstream nature of the PPF, interviews will play a central role in explaining observed patterns, identifying enabling and constraining factors, and exploring intended and unintended effects of PPF support.

Interviews will be undertaken with a purposively selected set of stakeholders, reflecting different roles in the PPF lifecycle and project preparation process. Selection will be guided by relevance to the evaluation questions and experience with PPF-supported activities, rather than by representativeness.

**Table 4. Indicative categories of key informants**

CATEGORY	FOCUS AND RATIONALE
Board members and observers	Original design/purpose, evolution, and alignment of PPF
GCF Secretariat staff	Design, review, approval and management of PPF support
Former Secretariat staff	Institutional memory and evolution of PPF processes
AEs (DAEs and IAEs [international accredited entities]) and project-specific assessment approach	Experience applying for and using PPF support
NDAs	Country ownership, alignment with national priorities
PPF service providers or consultants	Delivery of PPF-supported studies and analyses
Comparator institutions or funds	Perspectives on project preparation support from other climate funds (e.g. Global Environmental Facility (GEF)) and MDBs [multilateral development banks] (e.g. International Fund for Agricultural Development (IFAD))

The proposed interview list and sampling approach are presented in Appendix 2, and will be refined during the inception phase to reflect data availability and emerging lines of inquiry.

#### **e. Workshop**

A facilitated workshop will be used to support integration and interpretation of emerging findings from across the assessment. The workshop will be timed after initial documentary review, secondary data analysis, and early inputs from key informant interviews and the online survey, so that discussion is grounded in preliminary evidence rather than exploratory questioning.

The workshop is intended as a structured sense-making exercise to discuss preliminary observations, explore explanatory factors, and identify areas of convergence or divergence across data sources. Participants will be drawn from selected stakeholder groups with direct experience of the PPF and will be treated as key informants within the overall evaluation design. The workshop will not serve as a formal validation exercise, but as a forum to test and refine emerging analytical insights prior to finalization of findings. Subject to feasibility, it may be convened in person to facilitate focused

discussion and complementary key informant interviews, with timing and format determined to ensure proportionality and to avoid overlap with Board-related processes during the first quarter of 2026.

### **f. Comparator benchmarking**

Comparator benchmarking will be used to situate the PPF within the broader landscape of project preparation support provided by other climate funds and relevant institutions. The purpose of the benchmarking is to provide external reference points for interpreting the design and operation of the PPF, rather than to assess comparative performance or identify best practices for direct replication.

The analysis will focus on selected design and process features relevant to the evaluation criteria, including the positioning of preparation support within the project cycle, the use of grant and service-based modalities, and approaches to managing transaction costs and timelines.

Benchmarking findings will be used primarily to inform judgments on relevance, efficiency and coherence, and to help distinguish issues that are systemic to upstream preparation support from those specific to the GCF context. Details on the selection of comparator institutions, sources reviewed and dimensions of comparison are provided in Appendix 4.

### **g. Integration and triangulation strategy**

Evidence generated through the data sources and methods described above will be integrated to support evaluative judgment across the evaluation criteria. Triangulation is the primary analytical strategy, with evidence assessed in terms of its consistency, complementarity and explanatory value across sources, rather than on the basis of any single dataset or method.

Table 5 summarizes, at the level of evaluation criteria, how different data sources contribute to the assessment. The table is intended to illustrate coverage and complementarity across methods, reflecting the selective and criterion-specific use of evidence rather than equal weighting or exhaustive application of all methods. In line with the scope and timeframe of a rapid assessment, evidence integration focuses on identifying patterns, areas of convergence and divergence, and plausible explanatory factors, with evaluative judgments based on the weight of evidence across sources rather than definitive attribution.

**Table 5. Triangulation of evidence sources across evaluation criteria**

EVALUATION CRITERION	DOCUMENTS	SECONDARY DATA	OUTCOME PROFILING	KIIs	WORKSHOP	BENCH-MARKING
Relevance						
Effectiveness						
Efficiency						
Coherence						
Impact						
Unintended consequences						
Country ownership						

*Note:* Shading indicates contribution to the analysis; it does not imply equal weight will be placed on each method.

## D. TIMELINE

### 1. KEY DELIVERABLES

The rapid assessment will generate a limited number of clearly defined deliverables, sequenced to support timely analysis, iterative sense-checking, and submission of the final evaluation report to the Board at B.45 (mid-2026). Deliverables are aligned with the evaluation timeline and with the GCF's internal review, editorial, and Board documentation processes. The emphasis is on analytical quality and proportionality, consistent with the rapid and small-scale nature of the assessment. Table 6 presents the key deliverables in sequence.

**Table 6. Key deliverables and indicative timing**

INDICATIVE TIMING	DELIVERABLE	DESCRIPTION
December 2025	Draft approach paper	Initial articulation of evaluation scope, questions, methods, timeline, and risks, prepared for internal review and consultation.
January 2026	Final approach paper	Revised and finalized approach paper, incorporating comments from IEU management and key stakeholders, and serving as the basis for implementation.
January–February 2026	Data collection tools and protocols	Finalized interview guides, sampling framework, case study selection, and analytical templates to support consistent data collection and analysis.
February 2026	Primary data collection	KIIs with Secretariat staff, AEs, NDAs and other relevant stakeholders.
Mid-March 2026	Sensemaking workshop (internal)	Structured analytical discussion to synthesize evidence, test emerging findings, and inform drafting of the factual report.
Late-March 2026	Factual draft evaluation report	Draft report presenting factual findings and preliminary analysis, circulated for factual validation and comments.
April 2026	Refined findings, conclusions, and recommendations	Iterative development and refinement of evaluative findings, conclusions, and recommendations based on comments and internal discussions.
May 2026	Final evaluation report	Finalized evaluation report, incorporating all comments and edits, cleared for Board documentation processes.
June–July 2026	Board submission and dissemination (B.45)	Submission of the final evaluation report to the Board at B.45, accompanied by presentation materials and initial dissemination activities.

### 2. TIMELINE TO B.45

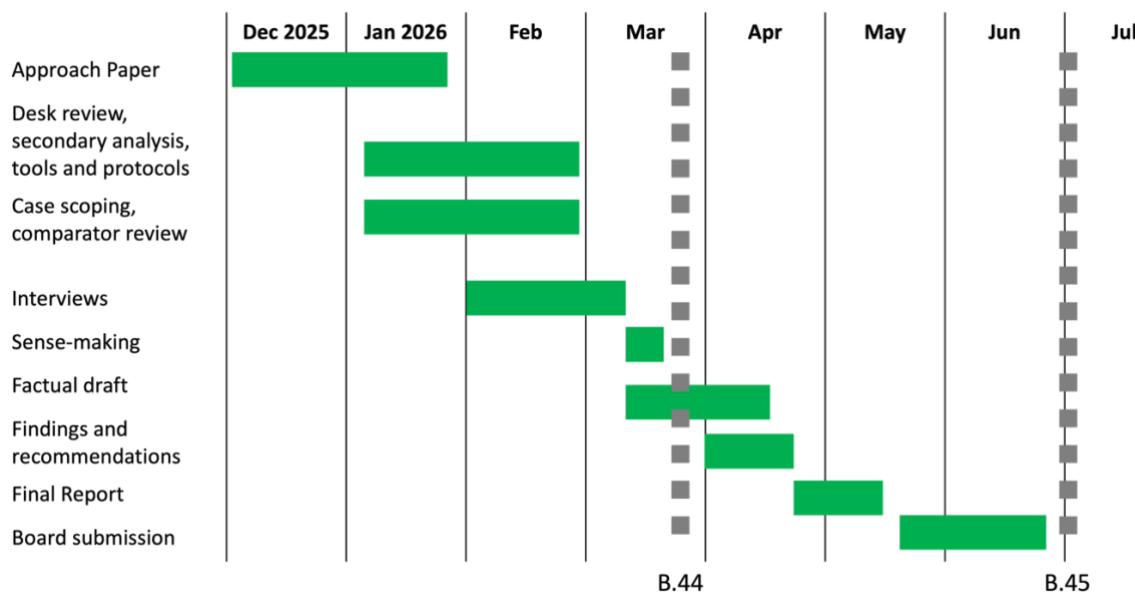
Figure 2 presents the indicative timeline for the evaluation. The timeline reflects the small-scale and rapid nature of the assessment, with desk-based analysis and comparator work undertaken in parallel prior to primary data collection.

Primary data collection is concentrated within a defined window, followed by a structured sensemaking step to support analytical synthesis before preparation of the factual report.

Finalization of findings, conclusions, and recommendations is sequenced to allow sufficient time for internal quality assurance, editorial review, and Board documentation processes ahead of B.45.

Dates are indicative and expressed at the month level.

**Figure 2. Indicative evaluation timeline to B.45**



### 3. TRAVEL AND IN-PERSON DATA COLLECTION

The evaluation is designed as a small-scale and rapid assessment, thus relies primarily on desk-based analysis and remote data collection methods. The majority of KIIs will be conducted virtually, minimizing the need for travel while ensuring timely and proportionate engagement with relevant stakeholders.

In-person data collection is not anticipated as a core component of the evaluation. However, limited in-person engagement may be undertaken on an opportunistic and value-adding basis, where it can strengthen analytical sensemaking without extending the scope or duration of the assessment. This may include informal in-person discussions with Secretariat staff or AE representatives who are already present in Songdo, Korea during the evaluation period, for example in connection with the planned sensemaking step.

Any such in-person engagement would be tightly focused, complementary to remote interviews, and undertaken only where it contributes directly to analytical synthesis and evaluative reasoning. No dedicated field missions are envisaged as part of the evaluation.



## APPENDICES



## Appendix 1. GCF POLICIES, DECISIONS, GUIDELINES, TEMPLATES AND OTHER SOURCES TO BE REVIEWED

1. Green Climate Fund (2011). Governing Instrument for the Green Climate Fund.
2. Green Climate Fund (2015). B.11/11: Consideration of Funding Proposals.
3. Green Climate Fund (2016). B.12/32, Annex I: Initial Strategic Plan for the Green Climate Fund.
4. Green Climate Fund (2016). B.13/14: Operational Guidelines for the Project Preparation Facility: Operational Guidelines.
5. Green Climate Fund (2016). B.13/21: Funding proposals: Project Preparation Facility.
6. Green Climate Fund (2020). Project Preparation Facility Guidelines.
7. Green Climate Fund (2020). Project Preparation Facility Progress Report Template.
8. Green Climate Fund (2020). Project Preparation Facility Completion Report Template.
9. Green Climate Fund (2022). B.31/06, Annex IV: Accreditation Framework of the Green Climate Fund.
10. Green Climate Fund (2023). B.33/03: Project Preparation Facility: Implementation Report and Review.
11. Green Climate Fund (2023). B.36/05: Project Preparation Facility: Revised Operating Modalities, Activities and Funding.
12. Green Climate Fund (2023). B.37/05: Project Preparation Facility: Revised Operating Modalities, Activities and Funding.
13. Green Climate Fund (2023). B.37/25, Annex XI: Revised Operating Modalities and Activities of the Project Preparation Facility.
14. Green Climate Fund (2023). B.37/17: Readiness Strategy 2024–2027.
15. Green Climate Fund (2024). B.40/Inf.06: Status of the GCF Pipeline, Including PPF Applications.
16. Green Climate Fund (2025). Project Preparation Funding Application Template.
17. Green Climate Fund (2025). PPF Procurement Plan Template.
18. Green Climate Fund (2025). No-Objection Letter Template.
19. Green Climate Fund. Overview of the Project Preparation Facility.
20. Green Climate Fund. Process for PPF Support.
21. Green Climate Fund. PPF Template and Documents.
22. Green Climate Fund. Overview (PPF Service).
23. Independent Evaluation Unit (2020). Independent evaluation of the GCF's Environmental and Social Safeguards and the Environmental and Social Management System: Project Preparation Facility Review.

## Appendix 2. PROPOSED INTERVIEW LIST AND SAMPLING STRATEGY

### Sampling strategy

Key informant interviews will be conducted using a purposive and stratified sampling strategy, designed to capture diverse perspectives across the PPF lifecycle and to support explanation of observed patterns rather than statistical representation. Interviewees will be selected based on their direct experience with PPF design, implementation, decision-making or use, and their relevance to the evaluation questions. The sampling strata is described in Table A - 1.

*Table A - 1. Sampling strata*

CATEGORY	FOCUS AND RATIONALE
Board members and observers	Original design/purpose, evolution, and alignment of PPF
GCF Secretariat staff	Design, review, approval and management of PPF support
Former Secretariat staff	Institutional memory and evolution of PPF processes
AEs (DAEs and IAEs)	Experience applying for and using PPF support
NDAs	Country ownership, alignment with national priorities
PPF service providers or consultants	Delivery of PPF-supported studies and analyses
Comparator institutions or funds	Perspectives on project preparation support from other climate funds (e.g. GEF) and MDBs (e.g. IFAD)

Table A - 2 outlines the KII sampling framework. Interviews with GCF Secretariat staff will focus on roles involved in the design, review, approval and management of PPF support. Former Secretariat staff will be included, where appropriate, to strengthen institutional memory and support reconstruct of how PPF processes have evolved across policy phases and organizational changes. In addition, a limited number of Board members and observers will also be interviewed to capture strategic perspectives on the role and evolution of the PPF within the GCF operating model, particularly in relation to access, efficiency and pipeline development.

*Table A - 2. Indicative sampling framework for GCF KIIs*

INTERVIEW GROUP	FUNCTIONAL FOCUS	INDICATIVE NUMBER	RATIONALE
Current Secretariat staff	Design, review, approval, and post-approval management of PPF	12–18	Capture operational practices across the PPF lifecycle, with representation from country programming, portfolio management, technical review, and risk/compliance functions
Former Secretariat staff	Historical design intent; process evolution across policy phases	3–5	Strengthen institutional memory and reconstruct changes in PPF processes not fully documented
Board members and alternates	Strategic oversight of PPF within the GCF operating model	3–4	Understand Board-level expectations regarding access, efficiency, and pipeline development

INTERVIEW GROUP	FUNCTIONAL FOCUS	INDICATIVE NUMBER	RATIONALE
Board observers	Comparative and external perspectives on PPF functioning	2–3	Provide triangulation and cross-fund perspectives on the role of PPF
DAE/IAE	Use and application of PPF	20-30	Capture operational practices, challenges, and opportunities

**AEs (DAEs and IAEs)** constitute a primary focus of the interview programme. Sampling within this group will be explicitly stratified to reflect different PPF trajectories, including: (i) proposals that progressed to FP approval; (ii) cases where preparation advanced but was halted due to institutional or management changes; (iii) cases where PPF-supported analysis led to a decision not to proceed; (iv) unsuccessful or rejected PPF requests; and (v) entities that have accessed multiple PPF approvals. The sample will ensure coverage of both DAEs and IAEs, and variation across regions and country contexts.

**NDAs** will be selected from countries that have engaged with the PPF, including both approved and unsuccessful cases. Interviews will focus on country ownership, alignment with national priorities, and the role of NDAs in PPF decision-making and oversight.

Interviews with **PPF service providers and consultants** will be stratified between: (i) a small, purposively selected subset of firms included in the GCF's PPF Service roster; and (ii) independent consultants or firms engaged directly by AEs for PPF-supported work, where identifiable. This will allow exploration of differences in delivery models and perceived value added across modalities.

Finally, a limited number of interviews will be conducted with **comparator institutions or funds** (approximately four to six), including the GEF, Adaptation Fund (AF), Climate Investment Funds, IFAD and selected MDBs. These interviews will inform the benchmarking component and focus on comparable project preparation support mechanisms rather than comprehensive institutional review.

Across all categories, interview selection will remain flexible and iterative, allowing refinement during implementation. Findings from KIIs will be triangulated with documentary evidence, secondary data analysis, outcome profiling and survey results, and will be used to support explanation and evaluative judgment rather than standalone conclusions.

## Appendix 3. OUTCOME PROFILING TEMPLATE

ELEMENT	DEFINITION (IN THE PPF CONTEXT)	KEY QUESTIONS FOR DATA COLLECTION
Description of the outcome	A concise, factual description of a change that occurred as a result of, or in connection with, a PPF process (e.g. decision to advance to FP, decision not to proceed, altered preparation pathway, procedural or institutional shifts).	<ul style="list-style-type: none"> <li>• What happened, and when?</li> <li>• What changed in policy, behaviour, relationships or practices?</li> <li>• At what stage of the PPF–FP pathway did this change occur?</li> <li>• How was the change observed or evidenced?</li> </ul>
Actor(s) who changed	The individual, team, institution, or stakeholder group whose behaviour or practice changed (e.g. AE technical teams, NDA focal points, GCF Secretariat divisions, external consultants).	<ul style="list-style-type: none"> <li>• Who altered their behaviour, decisions or practices?</li> <li>• Who was directly or indirectly affected by this change?</li> <li>• Did the change occur within the AE, NDA, GCF Secretariat or among external stakeholders?</li> </ul>
Significance of the outcome	Why the change matters for the effectiveness, efficiency, predictability, or relevance of PPF support, whether it strengthened or constrained the preparation of FPs.	<ul style="list-style-type: none"> <li>• Why is this change important?</li> <li>• Did it enable or hinder the timely preparation of a high-quality FP?</li> <li>• Did it influence country ownership, AE capacity or the feasibility of a successful project?</li> </ul>
Contribution of the PPF	The plausible influence of PPF inputs, requirements, or processes on the observed change; distinguishes contribution from attribution.	<ul style="list-style-type: none"> <li>• Which PPF activities, studies, processes or consultations contributed to this change?</li> <li>• Would the change likely have occurred without PPF support?</li> <li>• Which elements of PPF design (grants, services window, technical support) were most influential?</li> </ul>
Other influencing factors	External or internal conditions, either technical, political, financial, institutional, procedural (or some combination) that shaped the outcome alongside the PPF.	<ul style="list-style-type: none"> <li>• What other factors influenced the outcome (e.g. government priorities, AE capacity constraints, procurement timelines, consultant performance, climate events)?</li> <li>• Did these factors enhance, dilute, or override the effects of PPF support?</li> </ul>
Verification/substantiation	Evidence sources that confirm the occurrence and significance of the outcome (documents, emails, timelines, internal reviews, interviews, feasibility analyses).	<ul style="list-style-type: none"> <li>• What evidence confirms that the change took place?</li> <li>• Which sources triangulate (AE, NDA, Secretariat, documentation)?</li> </ul>

ELEMENT	DEFINITION (IN THE PPF CONTEXT)	KEY QUESTIONS FOR DATA COLLECTION
Insights and implications for the PPF	Lessons on how PPF processes shape proposal pathways and how the modality might be refined to strengthen efficiency, predictability, accessibility, or quality.	<ul style="list-style-type: none"> <li>• Are there conflicting accounts requiring further verification?</li> <li>• What does this case reveal about how the PPF functions in practice?</li> <li>• Were there unintended consequences, either positive or negative?</li> <li>• What implications does this have for future PPF design, resource allocation, or guidance?</li> </ul>

*Notes:* The framework is a proposed common extraction template across selected PPF outcome cases, enabling a systematic capture of both successful and unsuccessful proposal trajectories.

Key questions envisage two respondent groups: (D)AEs and Secretariat staff. The outcome harvest approach is:

- Traceable
- Evidence-oriented
- Appropriate for a short evaluation timeframe
- Suited to capturing less visible PPF consequences

## Appendix 4. COMPARATOR BENCHMARKING

To contextualize the GCF PPF, the evaluation will undertake a light comparative review of preparation facilities used by other climate and development finance institutions. Unlike the broader landscape matrix used in the SAP2025 evaluation, this annex focuses only on mechanisms that share the core features of the PPF: (i) upstream project preparation support; (ii) targeting institutions with capacity constraints; and (iii) enabling the production of feasibility and design studies for climate-related investments. Four comparators meet these criteria: GEF Project Preparation Grants; GEF Least Developed Countries Fund/Special Climate Change Fund (LDCF/SCCF) preparation support; the AF Project Formulation Grants; and IFAD Project Preparation Facility. These facilities will be examined to generate insights on the purpose, use, and performance of comparable preparation support modalities.

***Table A - 3. Facilities used by other climate and development finance institutions***

INSTITUTION/FUND FACILITY	PURPOSE OF FACILITY	REFERENCE
GEF	Project Preparation Grants	Provide upstream financing for feasibility studies, technical assessments, and incremental cost analyses to improve the quality of GEF project designs
GEF LDCF/SCCF	Project Preparation Support	Support adaptation project formulation in vulnerable countries through financing for feasibility work, vulnerability assessments, and environmental and social screening
AF	Project Formulation Grants	Enable National Implementing Entities to prepare technically sound adaptation proposals, including pre-feasibility and environmental/social analyses
IFAD	Project Preparation Facility	Enhance quality-at-entry of IFAD loan projects by funding early design work, feasibility studies, market assessments, and environmental/social due diligence

### Key dimensions for comparison

The evaluation will examine a focused set of comparison aspects that reflect the PPF's operational and evaluative priorities.

- 1) Purpose and problem focus
  - a) What specific preparation challenges the facility was designed to address (e.g. feasibility gaps, weak technical capacity, delays in loan/proposal design).
  - b) Whether the modality is intended to improve proposal quality, decision-making (including “not to proceed”), or timeline predictability.
- 2) Target users and capacity considerations

- a) Which types of entities can access the facility and what constraints they face (e.g. procurement capacity, technical expertise).
- b) Whether the fund or the recipient procures consultants and how this affects uptake.
- 3) Scope of preparation financed
  - a) Types of studies normally supported: pre-feasibility, full feasibility, engineering design, environmental and social analyses, economic assessments, and early stakeholder engagement.
  - b) Whether outputs are used to advance proposals, reshape concepts, or support decisions not to proceed.
- 4) Process and delivery mechanisms
  - a) How long it typically takes to access preparation funding from initial concept to approval, and whether approval is embedded in the main proposal cycle or operates independently.
  - b) How quickly preparation funding becomes available once approved.
  - c) Whether consultants are procured by the implementing entity or centrally by the institution (e.g. through framework agreements, rosters, or direct contracting).
  - d) Any mechanisms used to streamline early-stage preparation – such as template terms of reference, standardized feasibility packages, rolling approvals, or delegated authority.
  - e) Whether early preparation enables decisions to stop, reshape, or accelerate proposals before full design.
- 5) Evidence of effectiveness
  - a) Findings from existing evaluations regarding improvements in quality-at-entry, reductions in late-stage redesign, or challenges in implementation.
  - b) Observed bottlenecks, including procurement delays or non-use of preparation outputs.

## Appendix 5. USE OF ARTIFICIAL INTELLIGENCE

Artificial intelligence (AI) will be used in this evaluation to support analysis of documentary evidence and to improve the efficiency and consistency of data processing. The team will follow principles designed to ensure transparency, accountability and methodological rigor. The evaluation team will take steps to make the use of AI visible and traceable.

In a multilateral climate finance institution with balanced representation of developed and developing countries, it is essential that analytical tools are not perceived as obscuring evaluative reasoning. The evaluation therefore commits to a transparent, auditable and reproducible use of AI to enhance the credibility and efficiency of the IEU's processes and findings.

### Core principles

- **Transparency and traceability.** All AI-supported steps will be documented. Prompts, extraction parameters, and data sources will be retained so that analytical steps can be reviewed, explained, and reproduced.
- **Human validation and accountability.** AI outputs will not be treated as evidence on their own. Evaluation team members will manually review and interpret all AI-generated summaries or classifications.
- **Non-intrusiveness and consent.** Where AI tools are used in transcription (e.g. a KII which is recorded) this will occur only with explicit consent from interviewees and in line with IEU data protection practices.
- **Bias awareness and mitigation.** AI tools may reproduce biases embedded in their training data. Outputs will be cross-checked against primary documents and interview evidence to ensure balanced interpretation.
- **Purpose-limitation.** AI will only be used for tasks where it improves efficiency, consistency or scalability. It will not be applied to make evaluative judgements, assess performance, or rate the quality of proposals.

### Intended uses of AI in the PF small-sized rapid assessment

AI will be applied to support the following analytical tasks:

- **Structured extraction from documentary sources.** Generative synthesis will be used to identify relevant segments of PPF approval documents, project preparation records, guidelines and Board documents. Outputs will support mapping of PPF processes, expectations, and observed patterns.
- **Identification of outcome patterns (intended and unintended).** AI-assisted text analysis will help surface decisions, bottlenecks, divergent preparation pathways, or instances where PPF activities contributed to: (i) the timely development of FPs; (ii) decisions not to proceed; or (iii) other unanticipated outcomes. These findings will inform the design of KIIs consistent with an “Outcome Harvesting” approach.
- **Comparative review of PPF-supported and non-PPF projects.** Automated text comparison will support systematic review of proposal narratives, feasibility assessments, and revision histories to understand whether PPF activities shaped clarity, quality or feasibility of project design.
- **Portfolio-level pattern recognition.** Machine-assisted clustering may be used to explore patterns across the PPF portfolio (e.g. AE type, region, readiness context, access modality, and

proposal timelines). Any emerging patterns will be validated through triangulation with Secretariat staff and AEs.

- **Document summarization for benchmarking.** Generative AI will help condense comparator-fund documentation (e.g. preparatory support mechanisms, project development facilities) to enable consistent cross-comparison.

#### **Quality assurance**

All AI-supported analyses will feed into human-led synthesis. The evaluation team will verify extracted patterns, validate interpretations and ensure that conclusions reflect corroborated evidence.

## Appendix 6. OPERATIONAL RISKS AND MITIGATION MEASURES

The evaluation of the PPF will be implemented in a context where several operational risks may affect the depth, timing, and completeness of evidence collection. The evaluation team will monitor these risks throughout implementation and apply the mitigation measures outlined below.

***Table A - 4. Operational risks and mitigation measures***

OPERATIONAL RISKS	MITIGATION MEASURES
Insufficient or inconsistent PPF process data	<p>The central operational risk is the limited availability of systematic data on key PPF processes, including:</p> <ul style="list-style-type: none"><li>• Timelines from concept note submission to PPF approval</li><li>• Milestones during PPF implementation</li><li>• Use and performance of the Technical Assistance modality</li><li>• Outcomes of feasibility studies and reasons for proceeding or not to full proposals</li></ul> <p>Data are dispersed across systems or not recorded consistently. These gaps constrain process reconstruction and limit the ability to draw conclusions about efficiency, timeliness, and contribution.</p> <ul style="list-style-type: none"><li>• Compile a consolidated dataset using PPF approval documents, Secretariat tracking sheets, Board submissions, and AE/NDA documentation.</li><li>• Apply triangulation across sources to reconstruct missing steps (including interview testimony and archival documentation).</li><li>• Use bounded analysis and explicit assumptions where data gaps cannot be resolved.</li><li>• Employ outcome profiling-style inquiry to capture results – positive, negative, or unintended – that arise from PPF processes even when administrative data are incomplete.</li></ul>
Difficulty identifying and securing interviews with key informants	<p>The PPF portfolio spans diverse AEs, countries and sectors. Some AEs have low capacity or limited availability. Several individuals centrally involved in PPF processes – within both the Secretariat and AEs – may have changed roles or left their organizations. This may reduce participation rates and limit access to individuals with direct operational knowledge.</p> <ul style="list-style-type: none"><li>• Begin early outreach to AEs, NDAs and Secretariat units to secure interview commitments.</li><li>• Use snowball identification to locate staff formerly involved in PPF design or implementation.</li><li>• Offer flexible interview modalities (asynchronous questionnaires, short-structured interviews, or written clarifications).</li><li>• Translate materials and provide interpretation support where necessary.</li></ul>
Loss of institutional memory	<p>Staff turnover at the Secretariat and among AEs has resulted in loss of institutional memory regarding early PPF practices, rationale for procedural steps, and the historical evolution of the modality. Without access to individuals familiar with prior operational choices, key aspects of PPF functioning may be difficult to reconstruct.</p> <ul style="list-style-type: none"><li>• Prioritise interviews with long-tenured staff and former staff,</li></ul>

OPERATIONAL RISKS	MITIGATION MEASURES
	<p>identified through Secretariat referrals.</p> <ul style="list-style-type: none"> <li>• Use documentary reconstruction, drawing on Board papers, archived Secretariat guidance, and PPF approval histories.</li> <li>• Compare accounts across multiple informants to strengthen reliability and detect inconsistencies.</li> </ul>
Limited access to implementation records from AEs	<p>Some AEs may not maintain complete documentation on PPF-supported activities (e.g. consultant recruitment, procurement steps, delivery timelines, feasibility outcomes). Others may be unwilling or unable to share internal documents within the evaluation timeframe. This creates a risk of uneven evidence across cases.</p>
Short evaluation timeframe and sequencing constraints	<ul style="list-style-type: none"> <li>• Request documentation through structured evidence templates to minimize burden.</li> <li>• When documentation is unavailable, conduct process tracing through interviews to reconstruct critical steps.</li> <li>• Use targeted case selection where more complete data are available to illustrate specific operational patterns.</li> </ul>
Limited availability of comparator information for benchmarking	<p>The requirement to deliver the evaluation to the GCF Board within a fixed window limits the time available for data collection, document review, and iterative validation with the Secretariat and AEs. Delays in obtaining data or securing interviews could compress the analysis phase.</p>
Potential stakeholder expectations or sensitivities	<ul style="list-style-type: none"> <li>• Launch parallel workstreams (data assembly, interview scheduling, documentary review) early.</li> <li>• Define minimum evidence thresholds for each analytic question to support timely drafting.</li> <li>• Build buffer periods into the schedule for verification and quality assurance.</li> <li>• Use rapid analysis methods (standardized coding templates, structured interview notes) to accelerate synthesis.</li> </ul> <p>Some peer institutions may not share internal information about their project preparation mechanisms. Public documentation may be insufficient for detailed process comparison.</p> <ul style="list-style-type: none"> <li>• Focus benchmarking on publicly documented process steps rather than full procedures.</li> <li>• Conduct targeted outreach to a small number of willing institutions to provide insight into relevant elements.</li> <li>• Clarify the scope and limitations of benchmarking in reporting.</li> </ul> <p>Given the operational nature of PPF processes – procurement, technical review, project pipeline strategy – some stakeholders may be cautious in sharing candid views, particularly concerning bottlenecks or coordination challenges.</p> <ul style="list-style-type: none"> <li>• Clearly communicate confidentiality practices and how information will be used.</li> <li>• Conduct interviews in neutral, non-evaluative tones, emphasizing the learning objective.</li> <li>• Offer anonymous contribution channels where appropriate.</li> </ul>

## Appendix 7. KNOWLEDGE MANAGEMENT AND DISSEMINATION PLAN

### Background

Paragraph 64(a) of the Evaluation Policy for the GCF, which is contained in annex I of decision B.BM-2021/07, states that “The IEU and the Secretariat will include a dissemination/knowledge management plan for evaluations in their respective work programmes. The Secretariat’s knowledge management function will also play a critical role in this space.”

Further, paragraph 64(d) of the Evaluation Policy goes on to say that “The GCF will promote the sharing of evaluative evidence across GCF partners through different modes of dissemination and communication”.

In this context, this draft knowledge management plan has been developed. This plan outlines how the IEU aims to disseminate the findings and learnings from this evaluation, including information about suggested modes of dissemination and communication, and provides an indicative timeline for key activities and engagement opportunities specific to the PPF2026 evaluation.

### About the evaluation

This evaluation aims to assess the progress, gains, effectiveness and efficiency of the PPF, while assessing the extent to which the PPF has led to transformational projects and programmes in the GCF. The IEU will deliver, in time for B.45 in June 2026, the evaluation report of the PPF.

### Objectives of the plan

The draft plan focuses on raising awareness of the evaluation during the evaluation period and after the completion of the evaluation. It aims to promote and disseminate the evaluation’s findings and recommendations, primarily to decision-makers and other key stakeholders in the GCF ecosystem.

### Communications and knowledge materials and outputs with indicative timeline

OUTPUT	KEY AUDIENCE	CONTENT/COMMENTS	EXPECTED DELIVERY
IEU website	All	Serves as a hub for all public resources generated by the evaluation; updated immediately once new content becomes available	A designated web page will be created, and updated throughout 2026
Approach paper	Board, Secretariat	Approach, questions, methods and timeline of the evaluation	February 2026
Approach webinar(s)	Board, CSOs, PSOs, discussion with the audience AEs, Secretariat	Presentation of the content of the approach paper and	February 2026
Draft evaluation report	All	Contains evaluation questions, in-depth data analyses, findings/conclusions	April 2026
Webinars to present key findings	Board, CSOs, AEs, Secretariat	In these webinars or Board (virtual) side events, the evaluation team will present the evaluation’s key findings and answer any questions the attendees may have	April 2026
Final evaluation report	All	Contains the evaluation questions, in-depth data analyses, conclusions, findings and recommendations	May 2026

OUTPUT	KEY AUDIENCE	CONTENT/COMMENTS	EXPECTED DELIVERY
Executive summary	All	A 10–15-page executive summary of the final evaluation report	May 2026
4-page summary brief (GEvalBrief )	All	A 4-page summary brief focusing on the evaluation's background, key questions, findings and recommendations; designed for busy readers	May 2026
Social media	All	Key updates for every product/event related to the evaluation	Throughout the evaluation cycle

*Note:* CSOs = civil society organizations; PSOs = private sector organizations.

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