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A RAPID ASSESSMENT OF THE GREEN CLIMATE FUND'S REQUEST FOR PROPOSALS MODALITY

APPROACH PAPER

May 2021

GREEN CLIMATE FUND
INDEPENDENT EVALUATION UNIT

A rapid assessment of the Green Climate Fund's request for proposals modality

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ABBREVIATIONS

AEs	accredited entities
B.27	the twenty-seventh meeting of the Board
CN	concept note
CSO	civil society organization
DAEs	direct accredited entities
DCP	Department of Country Programming
DMA	Department of Mitigation and Adaptation
EDA	enhancing direct access
FAO	Food and Agriculture Organization of the United Nations
FP	funding proposal
GCF	Green Climate Fund
IEU	Independent Evaluation Unit
ISP	Initial Strategic Plan
iTAP	independent Technical Assessment Panel
LDCs	least developed countries
MFS	mobilizing funds at scale
MSMEs	micro-, small- and medium-sized enterprises
NDA s	national designated authorities
OPM	Office of Portfolio Management
PAP	Project approval process
PPF	Project Preparation Facility
PSF	Private Sector Facility
PSO	private sector organization
REDD+ RBPs	REDD+ results-based payments
RfP	request for proposal
SAP	Simplified Approval Process
SIDS	small island developing States
ToC	theory of change
ToR	terms of reference
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar
USP	updated Strategic Plan

A. INTRODUCTION

1. OBJECTIVES AND SCOPE OF THE IEU ASSESSMENT

The Green Climate Fund (GCF) is a multilateral fund created to make significant and ambitious contributions towards global efforts to combat climate change. The GCF contributes to achieving the objectives of the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement. In the context of sustainable development, the GCF aims to promote a paradigm shift towards low-emission and climate resilient development pathways, by providing support to developing countries to limit or reduce their greenhouse gas emissions and to adapt to climate change, while accounting for their needs and providing focused support to those that are particularly vulnerable to the adverse effects of climate change.

At the twenty-seventh meeting of the Board (B.27) in October 2020, the Board of GCF approved the Independent Evaluation Unit (IEU) workplan for 2021.¹ Following that Board decision, the IEU will conduct a rapid assessment of the GCF's request for proposal (RfP) modality (hereinafter referred to as the 'RfP modality'). The objective of this assessment is to examine, primarily, the relevance of the RfP modality to the mandate of the GCF, to look at its effectiveness, and to inspect the implementation process of the modality. It will look at past RfPs to draw lessons from their implementation and find recommendations for the modality's improvement. The assessment will not, however, focus on recommending topics for future RfPs.

This assessment will cover the RfP modality since its adoption, and will feature data until the end of March 2021, including GCF projects that have gone through the RfP modality process and will have potentially been approved at the twenty-eighth meeting of the Board (B.28) in March 2021, and those in the pipeline (as of the same date). The data presented in the approach paper does not include these projects since it was prepared before B.28. The review also does not include an assessment of topics for future RfPs.

2. KEY ROLES AND RESPONSIBILITIES FOR THE ASSESSMENT

The IEU leads this evaluation, and the consultancy firm Baastel was selected through a competitive procurement process to carry out the evaluation in partnership with the IEU. The overall evaluation team consists of IEU staff and the evaluation consultants from Baastel. The team of IEU and Baastel members will be responsible for data collection and analysis and preparing the final evaluation report under the oversight of and in full collaboration with the IEU. The IEU will bear full responsibility for the evaluation.

3. STRUCTURE OF THIS APPROACH PAPER

Section B of this approach paper provides background and context on the GCF's RfP modality, the key features of each pilot programme under the RfP modality, as well as the current portfolio and pipeline of each pilot programme. Section C presents the key evaluation questions and the detailed methods that will be employed to answer them. Section 0 gives the workplan for the evaluation, including key deliverables and milestones. A series of annexes offer additional detail: Appendix 1 provides the full evaluation matrix; Appendix 2 presents the interview protocols for the focused interviews; and Appendix 3 is the online survey protocol.

¹ Decision B.27/08

B. BACKGROUND OF GCF RfP MODALITY

1. OBJECTIVE

In addition to the regular project approval process, the GCF has developed another funding modality to access the GCF: request for proposals. In decision B.10/11, the Board noted that the use of RfPs is complementary and not a substitute for proposals submitted to the GCF by accredited entities (AEs) and national designated authorities (NDAs) or focal points. Submissions responding to RfPs have been considered and have used the Fund's proposal approval process.² The RfP modality is considered a key instrument for accessing GCF funding, in particular for the private sector. The following four RfPs have been approved by the Board: the enhancing direct access (EDA) pilot programme; the pilot programme to support micro-, small- and medium-sized enterprises (MSMEs); mobilizing funds at scale (MFS); and REDD+ results-based payments (REDD+).

2. KEY FEATURES OF EACH OF THE RfPs

Pilot programme for enhancing direct access

In decision B.10/04, the Board approved the EDA to channel climate financing to homegrown organizations in developing countries. The Board approved an initial allocation of USD 200 million for 10 pilot funding proposals (FPs) adopting EDA implementation modalities (at least four of them should be within small island developing States (SIDS), least developed countries (LDCs), or African States).³ One objective of the EDA is to strengthen country ownership of projects, and it is characterized by an enhanced devolution of decision-making whereby both funding decisions (e.g. screening, assessment and selection of specific activities) and project oversight take place at the national or regional level. The EDA was deemed necessary mainly so that decision-making on the specific projects and programmes to be funded will be made at the national or subnational level, and such direct access is a means to increase the level of country ownership over those projects and programmes. This implies that the screening, assessment and selection of specific activities is to be made at the regional, national or subnational level. At the same time, mechanisms will be set up to increase national oversight and multi-stakeholder engagement at the country level. The EDA RfP was launched in June 2016. The terms of reference (ToR) for the EDA pilot are contained in annex I of decision B.10/04.⁴ As of December 2020, the Board has approved 2 FPs for USD 30 million. The pipeline has nine concept notes (CNs) and five FPs for USD 283.5 million of GCF financing.

Pilot programme to support MSMEs

In decision B.10/11, the Board decided to establish a pilot programme to support MSMEs through the MSME RfP. The Board allocated up to USD 200 million for this RfP over the course of the GCF's initial resource mobilization period. In decision B.13/22, the Board limits the allocation to the first phase of this RfP to USD 100 million. The MSME RfP is open to projects and programmes supporting MSMEs that fit within national climate priorities, as well as the eight GCF key result areas (e.g. MSMEs that work in any area of the supply chain for climate goods and services, ranging from production and services to distribution or retail). The MSME RfP aims to support MSMEs in addressing mitigation and adaptation challenges. The pilot programme seeks to encourage strong proposals for private sector investment in support of MSME climate activities, from both new and existing partners so as to find innovative solutions.

² Related decisions: B.10/04, para. (e), B.13/32, B.13/22, paragraph (e)

³ Decision B.10/04

⁴ Available at <https://www.greenclimate.fund/sites/default/files/decision/b10/decision-b10-04-b10-a1.pdf>

Following the call for proposals in August 2016, three FPs have been approved and are active under the MSME phase I pilot programme as of December 2020, for an amount of USD 60 million.⁵ There is a pipeline with 22 FPs for around USD 660 million. A second tranche of the pilot programme may be announced in the future. The MSME RfP is contained in annex II of decision B.13/22.⁶

Pilot programme for MFS

In decision B.10/17, the Board decided to establish the MFS RfP, with an allocation of up to USD 500 million for innovative, high-impact projects and programmes. The MFS RfP is aimed at unlocking private sector finance in developing countries. The call for proposals was successful, with 350 total submissions received from more than 70 countries. A limited distribution decision was adopted for the MFS RfP at the sixteenth meeting of the Board (B.16) on potential approaches to mobilizing funding at scale (the decision is not publicly available). As of December 2020, the Board has approved five funding projects for around USD 260 million. The GCF pipeline has 9 FPs and 19 CNs for about USD 2.5 billion.

Pilot programme for REDD+ results-based payments

The REDD+ refers to a process moderated by the UNFCCC that supports countries' efforts to reduce emissions from deforestation and forest degradation, and to foster conservation, the sustainable management of forests and enhancement of forest carbon stocks. In October 2017, the GCF launched the REDD+ RfP, consistent with the Warsaw Framework for REDD+ and other REDD+ decisions under the UNFCCC. The objective of the REDD+ RfP is to operationalize REDD+ results-based payments and test the procedural and technical elements of results-based payments using GCF resources in the learning stage.

The ToR for the pilot programme for REDD+ results-based payments were adopted by the Board in decision B.18/07 (as annexes XI and XII to document GCF/B.18/23), with an allocation of up to USD 500 million. As of December 2020, the Board has approved eight funding projects for close to USD 500 million. There are four CNs in the pipeline. The GCF Secretariat is analysing opportunities for the continuation of the REDD+ results-based payments (RBPs) programme for Board consideration during 2021.⁷

3. ELIGIBLE ENTITIES

EDA: Although the Board approved ToR of the EDA (GCF/B.09/05) do not explicitly indicate eligibility, the GCF website for direct accredited entities (DAEs) announces only DAEs accredited for the grant-award function or other financial mechanisms – such as on-lending and/or blending functions – that are eligible to apply for the EDA pilot. Direct access entities can submit FPs under the EDA RfP, although national or regional entities that are not yet accredited can submit an EDA CN. However, they should be accredited before the Board considers their FP. NDA and focal points can also submit an EDA CN.

MSMEs and MFS: Accredited entities, non-accredited entities working in partnership with an AE, and entities that intend to apply for GCF accreditation are all eligible to apply. The project proponents must either become accredited by the GCF or work through an AE.

REDD+: CNs should be submitted by AEs. A complete FP should be submitted by the selected AE or the NDA.

⁵ Four proposals have been approved for a total of USD 72.2 million of GCF funding. However, one of them lapsed in October 2017.

⁶ Available at <https://www.greenclimate.fund/sites/default/files/decision/b13/decision-b13-22-b13-a2.pdf>

⁷ GCF/B.28/Inf.08 (Feb. 2021). Status of the GCF pipeline, including the status of Project Preparation Facility requests.

4. PROJECT CYCLE

The submission of CNs is mandatory for all projects or programmes under the RfP modality. The Secretariat undertakes a CN review process according to the ToR of each pilot programme. The first-level review is a preliminary review on the completeness and repetitiveness of the CNs, followed by an in-depth review based on Board-approved scorecards for the MSME, MFS and REDD+ pilot programmes (the EDA RfP did not use scorecards).⁸ If the proposal is cleared, the GCF regular project cycle is subsequently applied. If a proposal, in any of the RfPs, applies for the simplified approval process (SAP) and is eligible, then the proposal and eventually the approved funding project go through the SAP processing cycle.

5. CURRENT PORTFOLIO AND PIPELINE

Table A - 1 shows the approved projects under the four RfPs with some key indicators. As of B.27 in November 2020, 18 projects have been approved through the four RfPs, totalling USD 850.2 million in GCF investment. It represents about 65 per cent of the total available funding allocated to the four RfPs, 11 per cent of the total number of projects approved by the GCF (18 out of 159) and 12 per cent of the total funding approved by the GCF so far. Most of these projects (44 per cent) are in the early stages of implementation (first disbursement), as illustrated in Figure A - 1.

In the current portfolio of projects approved through the RfP modality, 67 per cent focus on mitigation, 22 per cent have a cross-cutting focus, and 11 per cent focus on adaptation. Among these projects, 61 per cent are public sector projects and 39 per cent are private sector projects, and seven target at least one of the categories of GCF priority countries (LDCs, SIDS, and African States).

The range of financial instruments varies by RfP. GCF contributions are grants to all projects approved under EDA. The MFS projects are mostly financed using equity and grants. Two MSME projects use a combination of grants and senior loans and one FP uses grants, senior loans, equity and guarantees. The REDD+ FPs use RBPs.

⁸ REDD+ has two scorecards. REDD+ proposals undergo a second stage scorecard on the FP review stage along with the assessment of investment criteria and compliance with GCF policies.

Table A - 1. GCF portfolio of approved RfP projects (as of B.27, November 2020)

RfP TYPE	FP ID	PROJECT NAME	AE NAME	COUNTRY LIST	APPROVAL DATE	PROJECT AMOUNT	GCF FUNDED AMOUNT
EDA (2)	FP024	Empower to Adapt: Creating Climate Change Resilient Livelihoods through Community-Based Natural Resource Management in Namibia	Environmental Investment Fund of Namibia	Namibia	14/10/2016	USD 10 million	USD 10 million
	FP061	Integrated physical adaptation and community resilience through an enhanced direct access pilot in the public, private, and civil society sectors of three Eastern Caribbean small island developing States	Department of Environment, Ministry of Health and the Environment, Government of Antigua and Barbuda	Antigua and Barbuda, Dominica, Grenada	01/03/2018	USD 22.6 million	USD 20 million
MSME ⁹ (3)	FP028	MSME Business Loan Programme for greenhouse gas emission reduction	XacBank LLC	Mongolia	15/12/2016	USD 60 million	USD 20 million
	FP048	Low Emissions and Climate Resilient Agriculture Risk Sharing Facility	Inter-American Development Bank	Guatemala, Mexico	02/10/2017	USD 158 million	USD 20 million
	FP114	Programme on Affirmative Finance Action for Women in Africa: Financing Climate Resilient Agricultural Practices in Ghana	African Development Bank	Ghana	08/07/2019	USD 25.6 million	USD 20 million
MFS (5)	FP115	<i>Espejo de Tarapacá</i>	MUFG Bank, Ltd.	Chile	08/07/2019	USD 1,094 million	USD 60 million
	FP128	Arbaro Fund – Sustainable Forestry Fund	MUFG Bank, Ltd.	Ecuador, Ethiopia, Ghana, Paraguay, Peru, Sierra Leone, Uganda	12/03/2020	USD 200 million	USD 25 million
	SAP013	Scaling Smart, Solar, Energy Access Microgrids in Haiti	Nordic Environment Finance Corporation	Haiti	12/03/2020	USD 45.7 million	USD 9.9 million

⁹ FP029 was approved at the fifteenth meeting of the Board (B.15). However, that project lapsed in October 2017.

RFP TYPE	FP ID	PROJECT NAME	AE NAME	COUNTRY LIST	APPROVAL DATE	PROJECT AMOUNT	GCF FUNDED AMOUNT
	FP151	Technical Assistance Facility for the Global Subnational Climate Fund	International Union for the Conservation of Nature	Multiple countries (42)	13/11/2020	USD 28 million	USD 18.5 million
	FP152	Global Subnational Climate Fund (SnCF Global)–Equity	Pegasus Capital Advisors	Multiple countries (42)	13/11/2020	USD 750 million	USD 150 million
REDD+ (8)	FP100	REDD-plus results-based payments for results achieved by Brazil in the Amazon biome in 2014 and 2015	United Nations Development Programme (UNDP)	Brazil	28/02/2019	USD 96.5 million	USD 96.5 million
	FP110	Ecuador REDD-plus RBP for results period 2014	UNDP	Ecuador	08/07/2019	USD 18.6 million	USD 18.6 million
	FP120	Chile REDD-plus results-based payments for results period 2014–2016	Food and Agriculture Organization of the United Nations (FAO)	Chile	14/11/2019	USD 63.6 million	USD 63.6 million
	FP121	REDD+ Results-based payments in Paraguay for the period 2015–2017	United Nations Environment Programme	Paraguay	14/11/2019	USD 50 million	USD 50 million
	FP130	Indonesia REDD-plus RBP for results period 2014–2016	UNDP	Indonesia	21/08/2020	USD 103.8 million	USD 103.8 million
	FP134	Colombia REDD+ Results-based Payments for results period 2015–2016	FAO	Colombia	21/08/2020	USD 28.2 million	USD 28.2 million
	FP142	Argentina REDD-plus RBP for results period 2014–2016	FAO	Argentina	13/11/2020	USD 82 million	USD 82 million
	FP144	Costa Rica REDD-plus Results-Based Payments for 2014 and 2015	UNDP	Costa Rica	13/11/2020	USD 54.1 million	USD 54.1 million
		Total number of approved RfP projects: 18 Total GCF funding amount: USD 850.1 million					

Source: IEU DataLab, GCF website

Figure A - 1. Key characteristics of the current portfolio of approved projects under the RfP modality

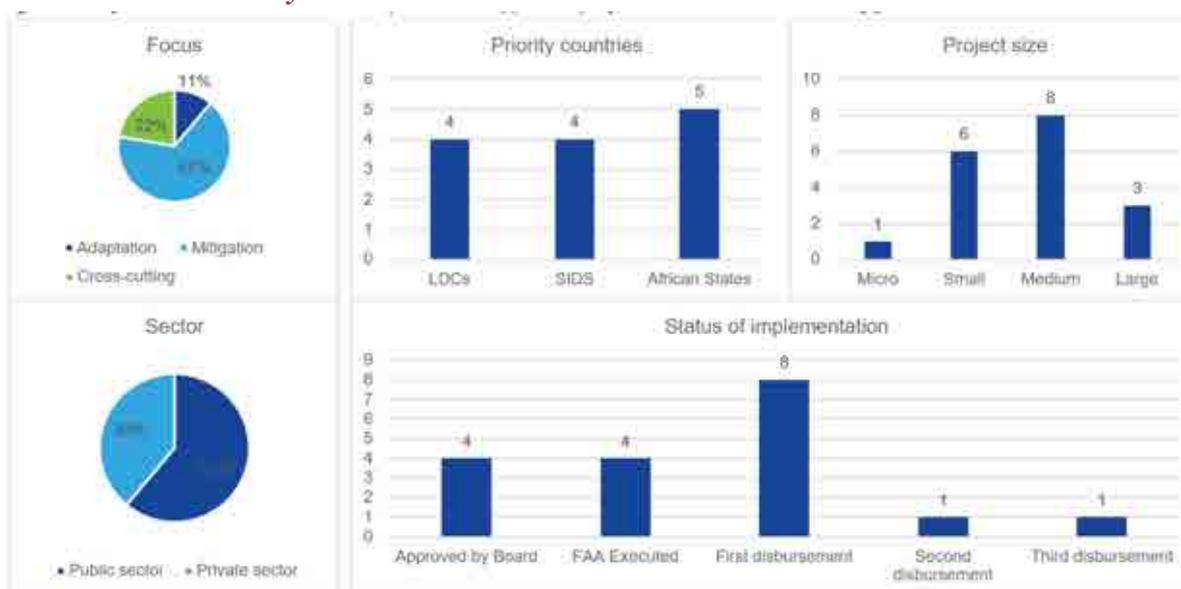


Figure A - 1 provides an overview of the portfolio and pipeline of each pilot programme. Table A - 2 gives the specific details of proposals and projects approved for each of the four RfPs.

Among 27 pipeline proposals under MFS, seven projects are proposed by international AEs (IAEs), three are by regional DAEs, and one is by a national DAE. Some 16 CNs have not yet identified their AEs. Within the 22 proposals in the MSME pipeline, seven are from IAEs and three are from national DAEs, whereas 12 CNs do not indicate AEs. The REDD+ pipeline contains only four CNs as of B.27, three of which have been submitted via IAEs while one has no affiliation to an AE.

Figure A - 2 shows the time taken from CN submission to FP approval for each respective RfP. MFS projects take the longest time, with a median number of days of 970, followed by MSMEs with a median number of days of 515. The REDD+ and EDA projects take less than a year with 310 and 327 median days respectively.

Table A - 2. Overview of operations in each of the RfPs (as of B.27, November 2020)

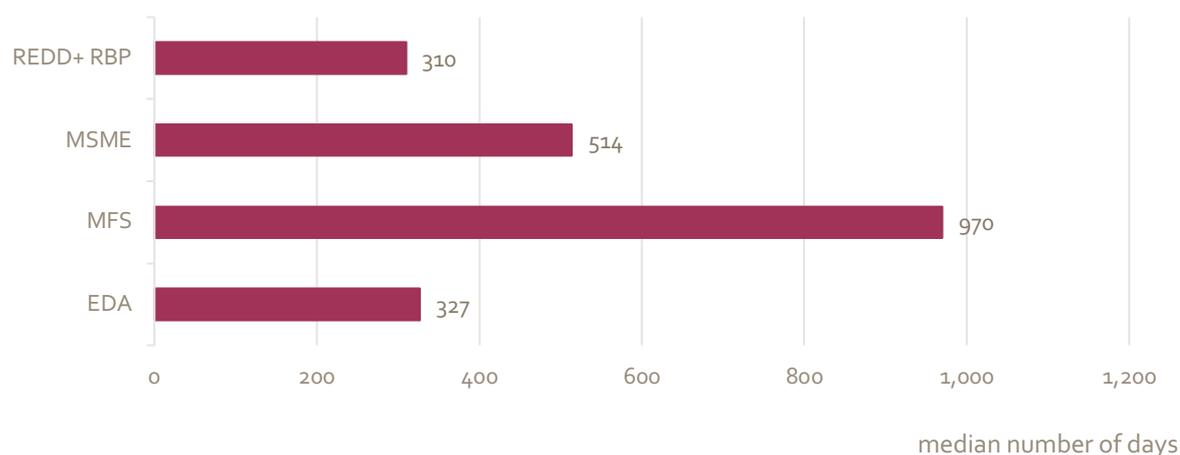
	EDA	MSME	REDD+	MFS
Number of projects				
Number of projects ¹⁰	23	26	12	32
Stage				
Approved	2	3	8	5
Pipeline FP	5	0	0	8
Pipeline CN	10	22	4	19
Withdrawn	6	1	0	0
Approval process modality				
project approval process (PAP)	21	26	12	31
SAP	2	0	0	1

¹⁰ This includes pipeline proposals and approved projects which can be active, inactive and withdrawn.

	EDA	MSME	REDD+	MFS
Entity access type				
IAE	1 ¹¹	9	11	12
DAE	23	5	0	4
Unidentified AE	0	12	1	16
Scheme				
Programme	11	11	1	21
Project	12	15	11	11
Vulnerable group				
SIDs	4	2	1	6
LDCs	8	7	1	18
AFs	11	8	0	15
Theme				
Adaptation	12	1	0	2
Mitigation	1	4	12	14
Cross-cutting	10	21	0	15
Unidentified	0	0	0	1

Source: IEU DataLab, GCF website

Figure A - 2. Timeline for each RfP project from CN submission to Board approval



Source: GCF portfolio data as of B.27, analysed by IEU DataLab

¹¹ One withdrawn project had both national and international AE in the CN (CSE and IFC).

C. ASSESSMENT FRAMEWORK AND METHODOLOGY

1. ANALYTICAL FRAMEWORK

The assessment's analytical framework will be structured along six areas of assessment and will use specific questions to guide it (see Table A - 3). A more detailed assessment framework is provided in the assessment matrix (see Appendix 1) which details in addition the sources of data, and methods of data collection and analysis for each area of review and question.

Table A - 3. Specific areas of analysis and questions

1. DESCRIPTION OF RfP MODALITY
1.1. What is the strategic objective of the GCF RfP modality? What are the objectives of the four pilot programmes?
1.2. How did the GCF operationalize the RfP modality? ToR for each of the four RfPs; eligibility criteria for projects; campaigns and communication strategies; level of responses, expected outputs and outcomes, etc.
1.3. What is the current RfP portfolio for each of the four RfPs?
2. RELEVANCE OF RfP MODALITY
2.1. How relevant is the RfP modality to the initial Strategic Plan (ISP), the updated Strategic Plan (USP) and to the overall theory of change (ToC) of the GCF?
2.2. How relevant are the four pilot RfPs to the needs and priorities of the countries?
3. IMPLEMENTATION OF RfP MODALITY (EFFICIENCY AND EFFECTIVENESS).
3.1. How smooth was the implementation of the RfP modality? Were there any bottlenecks/challenges during implementation?
3.2. Have the projects approved through the RfP modality so far met the overall remit of the Board approved requirements?
3.3. How does the project cycle (e.g. preparation, review, approval and disbursement) for the proposals and projects approved through the RfP compare with that of regular FPs?
3.4. How do the proposals and projects approved through the RfP differ (e.g. objectives, cost, sectors, geographic distribution, expected results, investment criteria, expected sustainability, etc.) compared with the rest of the GCF pipeline and portfolio?
3.5. To what extent has the RfP modality been effective? What were the outcomes of the RfP modality beyond individual projects?
3.6. How smooth was the implementation of the RfP modality? Were there any bottlenecks/challenges during implementation?
4. VALUE ADDED OF RfP MODALITY
4.1. Accessibility: Does the RfP modality improve access to the GCF for a wide range of proponents? Has the RfP modality attracted new potentially eligible proponents?
4.2. Country ownership: Is the RfP modality responding to the needs of countries? Does it enable a country-driven approach?
4.3. Coherence: How well does the RfP complement other types of GCF project processing modalities (internal coherence) and other multilateral entities and country priorities (external)?
4.4. Gender equity: How well does the RfP modality promote the GCF gender policy?

5. LESSON TO LEARN FROM OTHERS

- 5.1. What are the good practices from other organizations that could be relevant to the GCF?
- 5.2. What did the GCF learn from its own experience with RfP and how were these lessons incorporated into the next series of RfP?

6. LEARNING TO IMPROVE

- 6.1. What lessons from the pilot could be transferred to the rest of the GCF?

2. AUDIENCE

The primary audiences for this assessment will be the Board and the Secretariat, who will be responsible for developing and implementing any subsequent stages of the RfPs, as well as for potential improvements to the current RfPs. Secondary audiences include organizations who have used or are considering using the RfP modality, such as AEs (particularly DAEs), non-accredited entities, NDAs and focal points. This includes both public and private sector organizations.

Other climate finance institutions, as well as the development finance sector, are also important audiences which could learn from experiences to improve access to the GCF in support of the urgent climate crisis. Finally, this assessment contributes to learning and transparency for the GCF, and as such concerns all GCF stakeholders.

3. METHODOLOGIES TO BE USED IN THE ASSESSMENT

The assessment will use a mixed methods approach combining data collection tools such as interviews and focus groups to reach as many stakeholders as possible, particularly those that have experience with the process of GCF projects using the RfP modality, as well as with other processes within and outside the GCF, for comparison purposes. The team is also planning to conduct reviews of documentation pertaining to the preparation of GCF projects and programmes, Board decisions, Secretariat procedures and guidelines that are relevant to the RfP modality, and documents from other institutions regarding their RfP type project modalities. In addition, the team is proposing to conduct an online survey to reach a broad number of stakeholders. The team will also conduct deep dives into each of the RfPs and the approved projects to learn how the modality was implemented. All of this data will be analysed using quantitative and qualitative methods to ensure the strength of identified trends across different stakeholders and within particular constituencies (e.g. SIDS, LDCs, DAEs, private sector, etc.).

It is also important from the start of the review to build a common understanding of what the RfP modality was expected to achieve, how its objectives were linked to or support the GCF mandate and goals, and what the assumptions and risks were for its implementation. The RfP modality did not develop a ToC. As part of the assessment, the team will work with the Secretariat to develop a ToC to further support the review.

a. Data collection

The following data collection methods will be used:

i. Document review

The document review will allow the collection of both quantitative and qualitative data. The team will review all relevant GCF documentation pertaining to the RfP modality. This includes Board and Secretariat documents related to the establishment of the RfP modality and the four RfPs, such as

the ToR for each RfP and operational and technical guidelines for the RfP modality, and documents that frame the RfPs, such as the ISP and USP documents, policies and Board decisions. In addition, project- and programme-level documentation for CNs and FPs for RfPs along with their annexes, and the associated reviews by the independent Technical Assessment Panel (iTAP) and the Secretariat, will be reviewed (c.f. GCF project and programme data). Documents from regular GCF CN and FP processes (also referred to as the PAP) may also be reviewed, as a comparison.

The IEU's past evaluations will be closely reviewed – such as the country ownership evaluation, the SIDS evaluation, the accreditation review, and the assessment of the SAP modality – as well as initial findings and discussions from ongoing evaluations, such as the evaluation of the private sector (since some RfPs target the private sector) and the beginning of the Second Performance Review of the GCF. Particular attention will be given to the Forward-looking Performance Review (as well as to its background and supporting documents), as it provides important general assessments of the GCF and the PAP project cycle, as well as direct and indirect relevant analysis to the RfP modality. This will include reports from previous country visits conducted by the IEU that have been validated by NDAs. In its review of these past and ongoing evaluations, it is important that the team consider and differentiate between what are considered the systemic issues of the GCF (e.g. cumbersome project cycle, compliance culture with policies, under-representation of DAEs and the private sector in the GCF portfolio, as well as the diversity of financial instruments available at the GCF) and what pertains to the RfP modality in particular.

The team will also consider the Secretariat review of the MFS and MSME RfPs undertaken in 2019,¹² as well as the review of the REDD+ RBP pilot and EDA presented at B.28.¹³ The data collected by the Secretariat team will be reviewed, used and built upon as relevant.

The team will also collect documentation from other organizations that have processes comparable to the GCF RfP modality, as part of a survey of good practices.

ii. GCF project and programme data

The IEU DataLab aggregated data for GCF projects and programmes processed through PAP and RfP channels will be reviewed. The database contains information on many fields, such as types of project profiles (topics, countries, types of AEs, sector, etc.), status in the project cycle, timelines, reviews from the Secretariat and iTAP, and more. The data collected will be used to compare (size, focus, etc.) the RfP portfolio with the rest of the GCF portfolio, and to make comparisons between each of the RfPs to recognize differences and similarities and highlight any particular lessons.

The team will collect quantitative data regarding the RfP processes for the RfP portfolio as a whole, and within each RfP, including the time taken to reach each stage of the process and data on resources used for the selection processes. Data from iTAP and Secretariat reviews will also be collected. In addition, the team will look for any information on capacity-building resources used to support project development under the RfP modality, such as the Readiness and Preparatory Support Programme or Project Preparation Facility (PPF). Also, the guidance document and/or knowledge produced by the Secretariat as the tools to support DAEs for developing proposals will be reviewed and assessed.

Furthermore, the team will conduct a more in-depth review of the 18 projects approved so far to assess how the eligibility criteria were applied and the processes were implemented. This will include the review of scoring by the Secretariat according to the project score cards of the pilot programmes under the RfP modality, except for the EDA pilot programme.

¹² Documents GCF/B.23/12/Add.03 and GCF/B.23/12/Add.04.

¹³ [GCF/B.28/Inf.08/Add.03](#). Status of the GCF pipeline – Addendum III: Update on the Enhancing Direct Access Pilot; [GCF/B.28/Inf.08/Add.04](#). Status of the GCF pipeline – Addendum IV: Update on the REDD-plus Results-Based Payments.

One group of proposals that should be reviewed in detail are CNs and FPs that have stayed in the pipeline for a long time, and that were withdrawn during the project screening and appraisal process, to understand the reasons for any delays and the challenges that project proponents might face.

iii. Semi-structured interviews and focus groups

Virtual and phone semi-structured interviews, as well as focus groups, will be conducted with a selection of key informants, from the following groups:

- GCF Secretariat staff: selected staff members from the Department of Mitigation and Adaptation (DMA); the Office of Portfolio Management (OPM); the Private Sector Facility (PSF); the Department of Country Programming (DCP); the team working on accreditation; the legal department; and the Office of Executive Director.
- GCF independent units' staff: IEU, Independent Redress Mechanism and Independent Integrity Unit.
- Board members/alternates.
- Members of iTAP and representatives of the Accreditation Panel.
- National designated authorities from countries that have RfP projects in the pipeline (at different stages, from CN to implementation), with particular attention to NDAs from GCF priority countries.
- AEs that have RfP proposals in the pipeline and projects approved. Given that many CNs have not identified an AE, the team will also reach out to those entities proposing these CNs. The team will also try to interview entities (accredited or not) that have attempted to apply to an RfP but decided not to do so in the end. Given the RfP modality priorities, the team will prioritize private sector entities and entities involved in projects in GCF priority countries.
- Representatives from civil society organizations (CSOs) and private sector organizations (PSOs) at the global and country levels, including observers to the Board.
- As relevant, with representatives from other organizations with processes similar to the RfP modality, and including representatives from their independent evaluation offices, when an evaluation of those procedures has been performed.

The draft interview protocols for those semi-structured/focus group interviews are presented in Appendix 2.

The team will make sure that findings and conclusions from semi-structured interviews and focus groups are analysed considering whether the respondents had experience with the RfP modality (or similar project approval modalities). It is always important to emphasize the need to put the RfP into context and compare it with other procedures whenever possible.

The team will be mindful of the fact that numerous interviews have already been conducted for past IEU evaluations, and will be conducted during another ongoing IEU evaluation on the GCF's private sector approach, and therefore will seek to target the most relevant respondents and questions. Some of these interviews may be combined and held as a focus group, to generate more in-depth discussions and for time-efficiency purposes. Confidentiality conditions established for those interviews will be preserved.

iv. Online survey

The team will conduct an online survey to reach out to a broader range of GCF stakeholders that could have qualified/been eligible for applying to any of the RfPs. This would include organizations, AEs, NDAs and focal points. The objective of the online survey is to capture high-level experiences and perceptions from across the GCF on the RfPs issued by the GCF, but also issued by other

organizations. In addition, the team will attempt to reach organizations that initially attempted to use the GCF RfP (even if they were not accredited), but ultimately decided not to.

Identifying questions at the beginning of the survey will be used to ensure responses are separated according to the type of experience the respondent has (or has not) had with the RfP modality, while still ensuring the anonymity of respondents.

The survey will then be structured in such a way to help provide general context and evidence related to questions such as accessibility to GCF funding. Subsequently, the survey will narrow its focus on stakeholders having been involved in preparing and submitting proposals through the four RfPs and will provide information pertaining to the key questions in the evaluation matrix (except as it relates to the survey of good practices). Appendix 3 provides a first draft of the online survey. Given that the IEU is currently conducting an evaluation of the GCF experience with the private sector and the RfPs had a prioritization of this group, both teams may decide to send one survey to reduce burden on the respondents.

v. Country visits

Due to the continued COVID-19 travel restrictions, no in-person country visits or consultants' visits to Songdo, Republic of Korea will be taking place during this short-term assessment. Phone and virtual interviews (as indicated above) will be the main source for collecting more in-depth information and perspectives about country experience with this process.

b. Data analysis

Data analysis will use a mixed methods approach whereby qualitative analysis of interview notes and document reviews, will be combined with quantitative analysis of the portfolio, survey responses, and project cycle analysis, with relevant comparisons to the non-RfP GCF portfolio.

Data will always be verified, validated and triangulated, and any finding will be confirmed by one or more valid sources. Triangulation will also involve using evidence from multiple sources to obtain a good variety and depth of perspectives. Analysis will be structured around the key questions the assessment seeks to answer.

i. Portfolio analysis

The team will use DataLab information to analyse the RfP portfolio and identify its value added in relation to other GCF modalities. The quantitative analysis of the portfolio will be used to extract the following types of information:

- An overview of the characteristics of the portfolio (type of AE, project size, focus areas, priority countries, project target versus global trend etc.)
- Mapping of the RfP process and of timelines for approvals
- Project reviews conducted by the Secretariat and iTAP (if applicable)
- Comparison of all of the above with the PAP

ii. Learning from other organizations: Survey of RfP good practices

The survey of RfP good practices will seek to compare the GCF experience on RfPs to those of other relevant organizations also using RfP modalities. It will focus on comparing the purpose of using RfPs, eligibility criteria, processes, governance and results achieved (e.g. quality and number of responses to the call for proposals and those that were awarded). Organizations covered would include other funds, foundations and PSOs such as the Adaptation Fund, the IFC/World Bank, Deutsche Bank, Nordic Environment Finance Corporation, and the Google.org Impact Challenge on Climate. The team will look at the purpose of the RfP, timeline for implementation, number of

projects selected, requirements from proponents, lessons learned and how these lessons are incorporated back into the organization. The team will review documents and websites from targeted organizations, and as relevant and as possible, conduct interviews to complement the information. The findings from this analysis will be incorporated into the assessment report. This exercise will take place in four stages:

- 1) Identification of desirable criteria for comparators
- 2) Research and identification of comparators
- 3) Data collection on comparators, initially desk-based and potentially to be completed by interviews
- 4) Analysis of results and identification of possible implications

In addition to identifying good practices from other organizations, the team will also assess how the GCF incorporated lessons from outside the GCF into the four RfPs, and how the GCF reviewed its own experiences with RfP and how it incorporated these into the next RfP.

iii. Case studies/deep dives

To deep dive into each of the RfPs, the team will conduct four case studies, one for each of the four approved RfPs. It will look both at the specific and the broader aspects of each RfP and how it planned to deliver the expected results. The exercise will allow the validation of the key causality assumptions of the RfP modality. All projects in each of the RfPs will be examined to analyse whether and how the particular context, objectives and expected results of the RfP are reflected in its portfolio, and whether the projects are achieving or are likely to achieve the expected results. The analysis will be based on data collected from FP documents (including reviews by the Secretariat and iTAP), interviews with the AE, with the NDAs involved and as relevant with additional stakeholders. An internal working document summarizing the findings of the case studies will be produced and used as inputs to the analysis.

D. WORK PLAN, TIMELINES AND DELIVERABLES

TASKS	MARCH	APRIL	MAY	JUNE
Inception phase				
Preliminary data collection and key stakeholders' interview				
Approach paper		D		
Data collection and analysis phase				
Preparation of data collection and analysis tools				
Online survey				
Portfolio analysis				
Deep dive studies				
Survey of best practices				
Document review				
Interviews and focus groups				
Triangulation and analysis				
Report preparation phase				
Preparation of Zero draft report (no recommendations)				
Presentation of draft report to IEU			D	
Webinars to present key findings (Board, Secretariat, CSOs/PSOs)				
Preparation of evidence tree				
Preparation of draft report (with recommendations)				
Support to webinars to present recommendations (Board, Secretariat, CSOs/PSOs)				
Preparation of final report				D
Presentation during B.29				
Management/continuous activities				
Regular follow up meetings with IEU				
Support for IEU on communication products				D
Support for IEU in communicating results				D

Legend

D: deliverable	(working period)
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APPENDICES

Appendix 1. ASSESSMENT MATRIX

AREAS OF ASSESSMENT	DATA COLLECTION METHODS	DATA SOURCES	DATA ANALYSIS METHODS
1. Description of the RfP modality			
1.1. What is the strategic objective of the GCF RfP modality? What are the objectives of the four pilot programmes?	Document review Interviews with stakeholders (Secretariat staff and Board members)	RfP documents Board decisions Interview notes	Comparison between official documents and other sources
1.2. How did the GCF operationalize the RfP modality: ToR for each of the four RfPs; eligibility criteria for projects; campaigns and communication strategies; level of responses, expected outputs outcomes, etc.	Document review Interviews with stakeholders Online perception survey	GCF documents Board decisions RfP documents Survey responses	Mapping of the processes
1.3. What is the current RfP portfolio for each of the four RfPs?	DataLab internal datasets	DataLab	Quantitative analysis of RfP pipeline and portfolio
2. Relevance			
2.1. How relevant is the RfP modality to the ISP, the USP and to the overall ToC of the GCF?	Document review Interviews with stakeholders (Secretariat staff, Board members, CSO and PSO representatives) Online perception survey	Governing Instrument Board decisions Interview notes Online survey data	Qualitative assessment of documents review, interviews and online survey perceptions ToC of the modality
2.2. How relevant are the four pilot RfPs to the needs and priorities of the countries?	Document review Interviews with stakeholders (NDAs, country CSO/PSO, AEs)	Proposal and projects documentation Country policy documents Interview notes	Deep dive study
3. Implementation			
3.1. How smooth was the implementation of the RfP modality? Were there any bottlenecks/challenges during implementation?	Document review Interviews with the Secretariat, iTAP, independent units, AEs, accreditation candidates (project proponents), NDAs, CSO/PSO representatives, with focus on those	Secretariat documents Interview notes DataLab	Qualitative and quantitative assessment of documents review, data set, interviews and online survey perceptions

AREAS OF ASSESSMENT	DATA COLLECTION METHODS	DATA SOURCES	DATA ANALYSIS METHODS
	<p>with direct experience with both the process through the RfP modality and the regular process</p> <p>DataLab internal datasets</p> <p>Online perception survey</p>	<p>Online survey data</p>	
<p>3.2. Have the projects approved through the RfP modality so far met the overall remit of the Board approved requirements?</p>	<p>Reviews of project documents</p> <p>DataLab internal datasets</p> <p>Interviews with Secretariat (OGC, OPM, ORC, DCP, DMA, PSF), iTAP, independent units, AEs, NDAs, with focus on those with direct experience with RfP, Board members or alternates</p>	<p>Board decisions, project documents, Secretariat and iTAP reviews</p> <p>DataLab, IPMS/PPMS, Interview notes</p> <p>Online survey data</p>	<p>Deep dive study: Review of project documents, including reviews by Secretariat and iTAP.</p> <p>Portfolio and pipeline analysis</p>
<p>3.3. How does the project cycle (e.g. preparation, review, approval and disbursement) for the proposals and projects approved through the RfP compare with those of regular FPs?</p>	<p>Document review</p> <p>DataLab internal datasets</p> <p>Interviews with Secretariat (OGC, OPM, ORC, DCP, DMA, PSF), iTAP, independent units, AEs, accreditation candidates (project proponents), NDAs, with focus on those with direct experience with both the process through the RfP modality and the regular process</p> <p>Online survey</p>	<p>Board decisions, Secretariat reports to Board, Board documents, other Secretariat documents on implementation modalities, project documents, time stamps</p> <p>DataLab</p> <p>Interviews notes</p> <p>Online survey data</p>	<p>Deep dive study: Qualitative and quantitative comparison of project cycles (RfP and non-RfP) and level of reviews</p>
<p>3.4. How do the proposals and projects approved through RfP differ (e.g. objectives, cost, sectors, geographic distribution, expected results, investment criteria, expected sustainability, etc.) compared with the rest of the GCF pipeline and portfolio?</p>	<p>Document review</p> <p>DataLab internal datasets</p>	<p>Board decisions, Secretariat documents (especially guidance documents)</p> <p>Interview notes</p> <p>DataLab</p>	<p>Deep dive study: Qualitative assessment of documents review, interviews and online survey perceptions</p> <p>Portfolio and pipeline analysis</p>
<p>3.5. To what extent has the RfP modality been effective? What were the outcomes of the RfP modality beyond individual projects?</p>	<p>Document review</p> <p>Interviews with Secretariat, iTAP, AEs, NDAs</p> <p>Online survey</p>	<p>Board decisions, Secretariat reports to the Board</p>	<p>Qualitative assessment based on (i) findings from previous questions, and (ii) review against the ToC</p>

AREAS OF ASSESSMENT	DATA COLLECTION METHODS	DATA SOURCES	DATA ANALYSIS METHODS
		Interview notes Online survey data Previous findings	
4. Value added of RfP			
4.1. Accessibility: Does the RfP modality improve access to the GCF for a wide range of proponents? Has the RfP modality attracted new potentially eligible proponents?	Document review DataLab internal datasets Interviews with Secretariat (OGC, OPM, ORC, DCP, DMA, PSF), iTAP, independent units, AEs, accreditation candidates (project proponents), NDAs, CSO/PSO Representatives, with focus on those with direct experience with both the process through the RfP modality and the regular process Online perception survey	Project documents, portfolio and pipeline data, Board reports, annual performance reports (for projects approved both through RfP and the regular process) Interview notes Online survey responses DataLab	Qualitative and quantitative assessment of documents review, data set, interviews and online survey perceptions Portfolio and pipeline analysis
4.2. Country ownership: Is the RfP modality responding to the needs of countries? Does it enable a country-driven approach?	Document review DataLab internal and external datasets Interviews with Secretariat staff (DCP, DMA, PSF), iTAP, NDAs, Board members or alternates, CSO/PSO representatives	Documents on national priorities (country programmes, nationally determined contributions, other), project documents Interview notes Online survey DataLab	Qualitative analysis on alignment with the country programme, nationally determined contributions and other climate change strategies at the country level
4.3. Coherence: How well does the RfP complement other types of GCF project processing modalities (internal coherence) and other multilateral entities and country priorities (external)?	Document review Interviews with Secretariat, external stakeholders (multilateral entities), and NDAs Online survey	Board decisions and Secretariat reports Interview notes Online survey responses	Qualitative analysis on potential overlaps and complementarities between RfP and other modalities
4.4. Gender equity: How well does the RfP modality promote the GCF gender policy?	Document review Interviews with Secretariat, Board members or alternates, CSO/PSO representatives AEs	Gender policy, Board decisions, Secretariat reports, Secretariat	Qualitative analysis on the extent of application of the GCF gender policy

AREAS OF ASSESSMENT	DATA COLLECTION METHODS	DATA SOURCES	DATA ANALYSIS METHODS
	Online survey	documents (especially guidelines), project documents Interview notes Online survey responses	
5. Lessons from good practices			
5.1. What are the good practices from other organizations that could be relevant to the GCF?	Document review Interviews with other organizations	Documents from other organizations Interview notes	Review of good practices
5.2. What did the GCF learn from its own experience with RfP and how were these lessons incorporated into the next series of RfPs?	Document review Interview with GCF Secretariat Interview with stakeholders of the GCF ecosystem	Documents from other organizations Interview notes	Review of GCF documents
6. Learning to improve			
6.1. What lessons from the pilot could be transferred to the rest of the GCF?	Document review Interviews with Secretariat, iTAP, independent units, AEs, accreditation candidates (project proponents), NDAs, CSO/PSO representatives, with focus on those with direct experience with both the process through the RfP modality and the regular process Online survey	Secretariat documents Interview notes Online survey data	Qualitative and quantitative assessment of documents review, data set, interviews and online survey perceptions

Appendix 2. SEMI-STRUCTURED INTERVIEW QUESTIONS PER TYPE OF STAKEHOLDER

A. INTERVIEW PROTOCOL WITH BOARD MEMBERS AND ALTERNATES

Name of interviewee(s):	
Position:	
Organization:	
Involvement with RfP modality:	
Specific RfP (if applicable):	
Date/time of interview:	
Interviewer:	

General introductions

- Introduce the assessment and the interviewer.
- State the following objectives of the interview: to further understand the RfP modality overall and each of the four RfPs; to identify key stakeholders the team should contact; to identify key documents the team should review.
- Respondents should be reminded that we are interested in collecting information at two levels: (1) at the RfP general modality (e.g. to access GCF financing), and (2) at the specific RfP level. Responses should be separate. In many cases, the respondents will be familiar with only one or two specific RfPs and that should be specified.
- There will most likely be follow-up meetings, in particular around the specific RfPs.
- State the confidentiality of the interview and of the data collected.
- Collect the above information.

Description of the RfP modality

We would like first to talk about the **RfP modality in general**, as a modality to access GCF financing (we will then go deeper into each of the RfPs).

1. What is the objective of the RfP modality? Is there one global objective?
2. Can you walk me through the creation of the RfP modality? How did it come to be, and what does it aim to achieve? Who initiated it (e.g. the Board, Secretariat, AEs)? What is the Board decision that establishes/approves the RfP modality?
3. **Board:** Why did the Board decide the GCF should work through RfPs? What were the expectations? Are there any differences in reviewing for approval a proposal coming from RfPs, compared to other processes?
4. What are the key features of the RfP modality?
5. How does the RfP modality compare with the other GCF modalities (e.g. SAP modality) within the Board?

6. What was the rationale for launching the specific RfP? Who initiated it (e.g. the Board, Secretariat, AEs)?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
<input type="checkbox"/> EDA
<input type="checkbox"/> MSF
<input type="checkbox"/> MSME
<input type="checkbox"/> REDD+

7. What was the process taken to launch and implement it? Could you please describe each step?

Relevance

8. In your opinion, to what extent is the RfP modality/specific RfP responding to the needs and priorities of the GCF (the ISP, the USP, and the overall purpose of the GCF)? In what ways? What are the constraints (if any)?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

9. In your opinion, is the RfP modality/specific RfP responding to the needs and priorities of developing countries (and in particular the GCF priority countries)? How does it compare with the SAP and the regular project approval process?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Implementation

Effectiveness

10. To date, to what extent does the portfolio of projects mobilized by RfPs respond to the objective of the RfP? (adjust according to the specific RfP).

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

11. In your opinion, what is the broader outcome of the RfP modality for the GCF?

Process

12. In your opinion, what have been the key enabling or constraining factors in achieving progress in terms of implementing the RfP modality?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

13. How would you characterize the quality of the projects received through the RfP modality, with respect to the rest of the GCF portfolio? Why do you think this is?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

14. What was your experience with project approval for the RfP modality? What were the opportunities and challenges, if any? How did it compare with other project cycles you may have experience with?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

15. (If relevant) In your view, does the RfP modality adequately support the engagement of the private sector with the GCF? If so, how? If not, what are the gaps?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Value added of RfP

The following questions are in relation to the broader GCF portfolio and related processes:

16. **Accessibility:** To what extent, and in what ways, has the RfP modality been helpful in enabling otherwise non-accredited entities gain GCF accreditation? What were the main challenges or problems?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

17. **Country ownership:** How conducive is the RfP modality to country ownership and how country-driven is it? What are its strengths or limitations?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

18. **Internal coherence:** To what extent does the RfP modality complement other GCF modalities (PAP, SAP, other RfPs)? How does it do so? Were there any plans to launch RfPs with other GCF project processing modalities?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

19. **External coherence:** To your knowledge, does the RfP modality complement project processing modalities from other multilateral entities? Were there any plans to launch RfPs with other organizations?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

20. In your view, does the RfP modality contribute to meeting country priorities in terms of climate finance? How does it do so?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

21. **Gender equity:** How were gender issues integrated into the RfP modality? Were there any opportunities and challenges?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Lessons from good practices

22. In your view, what are the advantages or disadvantages of using an RfP process compared to your experience with other proposal-funding modalities?
23. Did the GCF use inspiration from other organizations when setting up the RfP modality in general or any of the specific RfPs?
24. In your experience, do you know of any organization to which the GCF should refer, to learn good (or avoid bad) practices on RfPs? What are these lessons?

Learning to improve

25. In your view, what have been the key lessons from the implementation of the RfP modality so far? Could any of these lessons be transferred to the rest of the GCF? How and why?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

26. Have lessons from the first RfPs been incorporated into the next series of RfPs? If so, do you have specific examples or are you able to describe the learning process? If the lessons have not been incorporated, why do you think this is?

B. INTERVIEW PROTOCOL WITH THE SECRETARIAT

Name of interviewee(s):	
Position:	
Organization:	
Involvement with RfP modality:	
Specific RfP (if applicable):	
Date/time of interview:	
Interviewer:	

General introductions

- Introduce the assessment and the interviewer.
- State the following objectives of the interview: to further understand the RfP modality overall and each of the four RfPs; to identify key staff in the Secretariat and within AEs that the team should contact; to identify key documents that the team should review.
- Respondents should be reminded that we are interested in collecting information at two levels: (1) at the RfP general modality (e.g. to access GCF financing), and (2) at the specific RfP level. Responses should be separate. In many cases, the respondents will be familiar with only one or two specific RfPs and that should be specified.
- There will most likely be follow-up meetings, in particular around the specific RfPs.
- State the confidentiality of the interview and of the data collected.
- Collect the above information.

Description of the RfP modality

We would like first to talk about the *RfP modality in general*, as a modality to access GCF financing (we will then go deeper into each of the RfPs)

1. What is the objective of the RfP modality? Is there one global objective?
2. Can you walk me through the creation of the RfP modality? How did it come to be, and what does it aim to achieve? Who initiated it (e.g. Board, Secretariat, AEs)? What is the Board decision that establishes/approves the RfP modality?
3. What are the key features of the RfP modality?
4. How does the RfP modality compare with the SAP modality? Are there clear guidelines on the processes and eligibility criteria, for example?

Have you been involved in any of the RfPs launched so far? Please identify which one.

5. What was the rationale for launching the specific RfP? Who initiated it (e.g. Board, Secretariat, AEs)?
6. What was the process taken to launch and implement it? Could you please describe each step?

Relevance

7. In your opinion, to what extent is the RfP modality/specific RfP responding to the needs and priorities of the GCF (the ISP, the USP, and the overall purpose of the GCF)? In what ways does it do so? Are there any constraints?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

8. In your opinion, is the RfP modality/specific RfP responding to the needs and priorities of developing countries (and in particular the GCF priority countries)? How does it compare with the SAP and the regular project approval process?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Implementation

Effectiveness

9. To date, to what extent does the portfolio of projects mobilized by RfPs respond to the objective of the RfP? (Adjust according to the specific RfP).

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

10. How different is the portfolio from the rest of the GCF portfolio? Why do you think this is?

11. In your opinion, what is the broader outcome of the RfP modality for the GCF?

Process

12. In your opinion, what have been the key enabling or constraining factors in achieving progress in terms of implementing the RfP modality?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

13. How would you characterize the quality of the projects received through the RfP modality, with respect to the rest of the GCF portfolio? Why do you think this?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

14. What was your experience with the project approval process of the RfP modality? What were the opportunities and challenges, if any? How did it compare with other project cycles you may have experience with?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

15. (If relevant) In your view, does the RfP modality adequately support the engagement of the private sector with the GCF? If so, how? If not, what are the gaps?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Value added of the RfP

The following questions are in relation to the broader GCF portfolio and related processes:

16. **Accessibility:** To what extent, and in what ways, has the RfP modality been helpful in enabling otherwise non-accredited entities gain GCF accreditation? What were the main challenges or problems?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

17. Country ownership: How conducive is the RfP modality to country ownership, and how country-driven is it? What are its strengths or limitations?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

18. Internal coherence: To what extent does the RfP modality complement other GCF modalities (PAP, SAP, or other RfPs)? Why? Were there any plans to launch RfPs with other GCF project processing modalities?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

19. External coherence: To your knowledge, does the RfP modality complement project processing modalities from other multilateral entities? Were there any plans to launch RfPs with other organizations?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

20. Gender equity: How were gender issues integrated into the RfP modality? Were there any opportunities and challenges?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Lessons from good practices

- 21. Did the GCF use inspiration from other organizations when setting up the RfP modality in general, or in setting up any of the specific RfPs?
- 22. In your experience, do you know of any organization to which the GCF should refer, to learn good (or avoid bad) practices on RfPs? What are these lessons?

Learning to improve

23. In your view, what have been the key lessons from the implementation of the RfP modality so far? Could any of these lessons be transferred to the rest of the GCF? How and why?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

24. Have lessons from the first RfPs been incorporated into the next series of RfPs? If so, do you have any specific examples or are you able to describe the learning process? If the lessons have not been incorporated, why do you think this is?

C. INTERVIEW PROTOCOL WITH THE ACCREDITATION PANEL

Name of interviewee(s):	
Position:	
Organization:	
Involvement with RfP modality:	
Specific RfP (if applicable):	
Date/time of interview:	
Interviewer:	

General introductions

- Introduce the assessment and the interviewer.
- State the following objectives of the interview: to further understand the RfP modality overall and each of the four RfPs; to identify key stakeholders the team should contact; to identify key documents the team should review.
- Respondents should be reminded that we are interested in collecting information on two levels: (1) at the RfP general modality (e.g. to access GCF financing), and (2) at the specific RfP level. Responses should be separate. In many cases, the respondents will be familiar with only one or two specific RfPs, and that should be specified.
- There will most likely be follow-up meetings, in particular around the specific RfPs.
- State the confidentiality of the interview and of the data collected.
- Collect the above information.

Description of the RfP modality

We would like first to talk about the RfP modality in general, as a modality to access GCF financing (we will then go deeper into each of the RfPs).

1. What is the objective of the RfP modality? Is there one global objective?
2. How did the Accreditation Panel participate in the RfP design, ToRs and implementation?
3. Can you walk me through the accreditation process of an entity coming for accreditation after an RfP?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

4. *Specific question for Accreditation Panel:* Is there any difference in the ways in which entities seeking accreditation from RfPs are treated? Two examples of entities that had projects only generated through RfPs are: Pegasus (accreditation: October 2018; project approved: November 2020/B.27); and MUFG (accredited July 2017; projects approved: July 2019/B.23 and March 2020/B.25).

Relevance

5. In your opinion, to what extent is the RfP modality/specific RfP responding to the needs and priorities of the GCF (the ISP, the USP, and the overall purpose of the GCF)? How are they responding? What are the constraints (if any)?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

6. In your opinion, is the RfP modality/specific RfP responding to the needs and priorities of developing countries (and in particular the GCF priority countries)? How does it compare with the SAP and the regular project approval process? (If so, why?)

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Implementation

Effectiveness

7. In your opinion, what is the broader outcome of the RfP modality for the GCF?

Process

8. In your opinion, what have been the key enabling or constraining factors in achieving progress in terms of implementing the RfP modality?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

9. (If relevant) In your view, does the RfP modality adequately support the engagement of the private sector with the GCF? If so, how? If not, what are the gaps?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Value added of the RfP

The following questions are in relation to the broader GCF portfolio and related processes:

10. **Accessibility:** To what extent, and in what ways, has the RfP modality been helpful in enabling otherwise non-accredited entities to gain GCF accreditation? What were the main challenges or problems?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Lessons from good practices

11. In your view, what are the advantages or disadvantages to using an RfP process compared to your experience with other proposal-funding modalities?
12. Did the GCF take inspiration from other organizations when setting up the RfP modality in general, or in setting up any of the specific RfPs?
13. In your experience, do you know of any organization to which the GCF should refer, to learn good (or avoid bad) practices on RfPs? What are these lessons?

Learning to improve

14. In your view, what have been the key lessons from the implementation of the RfP modality so far? Could any of these lessons be transferred to the rest of the GCF? How and why?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

15. Have lessons from the first RfPs been incorporated into the next series of RfPs? If so, do you have any specific examples or are you able to describe the learning process? If the lessons have not been incorporated, why do you think this is?"

D. INTERVIEW PROTOCOL WITH iTAP

Name of interviewee(s):	
Position:	
Organization:	
Part of the world interviewee works in RfP	
Involvement with RfP modality:	
Specific RfP (if applicable):	
Date/time of interview:	
Interviewer:	

General introductions

- Introduce the assessment and the interviewer.
- State the following objective of the interview: to further understand the RfP modality overall and each of the four RfPs; to identify key stakeholders the team should contact; to identify key documents the team should review.
- iTAP: How did they participate in the design of each of the RfPs? What were the particular review criteria for RfP-generated proposals? How were RfP (global and particular) incorporated in the review? What was the difference in quality with PAP proposals? Do they have any particularly good examples?
- Respondents should be reminded that we are interested in collecting information at two levels: (1) at the RfP general modality (e.g. to access GCF financing), and (2) at the specific RfP level. Responses should be separate. In many cases, the respondents will be familiar with only one or two specific RfPs and that should be specified.
- There will most likely be follow-up meetings, in particular around the specific of RfPs.
- State the confidentiality of the interview and of the data collected.
- Collect the above information.

Description of the RfP modality

We would like first to talk about the RfP modality in general, as a modality to access GCF financing (we will then go deeper into each of the RfPs).

1. What is the objective of the RfP modality? Is there one global objective?
2. How did iTAP participate in the RfP design, ToRs and implementation?
3. What are the key features of the RfP modality?
4. How does the RfP modality compare with other GCF modalities (e.g. the SAP modality)? Are there clear guidelines on processes and eligibility criteria, for example?

5. What was the rationale for launching each specific RfP? Who initiated it (e.g. the Board, Secretariat, AEs)?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Relevance

6. In your opinion, to what extent is the RfP modality/specific RfP responding to the needs and priorities of the GCF (the ISP, the USP, and the overall purpose of the GCF)? In what ways? What are the constraints (if any)?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

7. In your opinion, is the RfP modality/specific RfP responding to the needs and priorities of developing countries (and in particular the GCF priority countries)? How does it compare with the SAP and the regular project approval process?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Implementation

Effectiveness

8. To date, to what extent does the portfolio of projects mobilized by RfPs respond to the objective of the RfP? (adjust according to the specific RfP).

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

9. How different is the portfolio from the rest of the GCF portfolio? Why do you think this is?
 10. In your opinion, what is the broader outcome of the RfP modality for the GCF?

Process

11. Was there particular iTAP guidance for reviewing RfP-generated proposals?
12. In your opinion, what have been the key enabling or constraining factors in achieving progress in terms of implementing the RfP modality?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

13. How would you characterize the quality (e.g. difference in justification for investment criteria) of the projects received through the RfP modality, with respect to the rest of the GCF portfolio? Why do you think that is?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Value added of the RfP

The following questions are in relation to the broader GCF portfolio and related processes:

14. **Country ownership:** How conducive is the RfP modality to country ownership and country drivenness? What are its strengths or limitations?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

15. **Gender equity:** How were gender issues integrated into the RfP modality? Were there any opportunities and challenges?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Lessons from good practices

16. In your view, what are the advantages or disadvantages to using an RfP process compared to your experience with other proposal-funding modalities?

17. In your experience, do you know of any organization to which the GCF should refer, to learn good (or avoid bad) practices on RfPs? What are these lessons?

Learning to improve

18. In your view, what have been the key lessons from the implementation of the RfP modality so far? Could any of these lessons be transferred to the rest of the GCF? How and why?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

19. Have lessons from the first RfPs been incorporated into the next series of RfPs? If so, do you have specific examples or are you able to describe the learning process? If the lessons have not been incorporated, why do you think this is?

E. INTERVIEW PROTOCOL WITH NDAs

Name of interviewee(s):	
Position:	
Organization:	
Area of the world in which your RfP experience is from	
Involvement with RfP modality:	
Specific RfP (if applicable):	
Date/time of interview:	
Interviewer:	

General introductions

- Introduce the assessment and the interviewer.
- State the following objectives of the interview: to further understand the RfP modality overall and each of the four RfPs; to identify key stakeholders the team should contact; to identify key documents the team should review.
- **NDAs or GCF national focal points:**¹⁴ Has the RfP modality supported your access to financing from the GCF to implement national priorities? If the RfP has supported access, was it because of the RfP topic or of the modality itself? How does the RfP compare with other ways of accessing the GCF?
- Respondents should be reminded that we are interested in collecting information at two levels: (1) at the RfP general modality (e.g. to access GCF financing); and (2) at the specific RfP level. Responses should be separate. In many cases, the respondents will be familiar with only one or two specific RfPs, and this should be specified.
- There will most likely be follow-up meetings, in particular around the specific RfPs.
- State the confidentiality of the interview and of the data collected.
- Collect the above information.

Description of the RfP modality

We would like first to talk about the RfP modality in general, as a modality to access GCF financing (we will then go deeper into each of the RfPs).

1. Have you been involved in any of the RfPs launched so far? Please identify which one.
2. Can you tell me about your role and experience with the GCF RfP modality?
3. What are the key features of the RfP modality?
4. How did you hear about the RfP(s)?

¹⁴ If the NDA or GCF focal point has submitted a CN then the team will use the interview protocol for entities with proposals or projects.

Relevance

5. In your opinion, is the RfP modality/specific RfP responding to the needs and priorities of your country?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

6. (If it is) Is it doing so in a better or worse manner than other modalities for accessing the GCF (like the SAP or the regular project approval process)? Why is it better or worse? (Is it because of the RfP topic or of the modality itself?)

Implementation

Effectiveness

7. How different is your country's GCF RfP portfolio from the rest of the GCF portfolio? Why do you think this is?
8. In your view, does the RfP modality contribute to meeting your country's priorities in terms of climate finance? How does it do so?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

9. In your opinion, what is the broader outcome of the RfP modality for the GCF?

Process

10. In your opinion, what have been the key enabling or constraining factors in achieving progress in terms of implementing the RfP modality?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

11. How would you characterize the quality of the proposals/projects received through the RfP modality, with respect to other proposals/projects you have received using other GCF access modalities? Why do you think that is?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

12. What was your experience with the proposal process of the RfP modality? What were the opportunities and challenges, if any? How did it compare with other project cycles you may have experience with?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

13. (If relevant) In your view, does the RfP modality adequately support the engagement of the private sector with the GCF? If so, how? If not, what are the gaps?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Value added of the RfP

The following questions are in relation to the broader GCF portfolio and related processes:

14. **Accessibility:** To what extent, and in what ways, has the RfP modality been helpful in enabling otherwise non-accredited entities to gain GCF accreditation? What were the main challenges or problems?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

15. **Country ownership:** How conducive is the RfP modality to country ownership, and how country-driven is it? What are its strengths or limitations?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

16. **External coherence:** To your knowledge, does the RfP modality complement project processing modalities from other multilateral entities?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

17. **Gender equity:** How were gender issues integrated into the RfP modality? Were there any opportunities and challenges?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Lessons from good practices

- 18. Does your organization have a standard RfP process, and/or guidelines? Can you describe it/them?
- 19. Does the RfP process your organization uses target specific/different types of stakeholders?
- 20. In your view, what are the advantages or disadvantages to using an RfP process compared to your experience with other proposal-funding modalities?
- 21. In your experience, do you know of any organization that the GCF should refer to, to learn good (or avoid bad) practices on RfPs? What are these lessons?

Learning to improve

22. In your view, what have been the key lessons from the implementation of the RfP modality so far? Could any of these lessons be transferred to the rest of the GCF? How and why?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

23. Have lessons from the first RfPs been incorporated into the next series of RfPs? If so, do you have specific examples or are you able to describe the learning process? If the lessons have not been incorporated, why do you think this is?

F. INTERVIEW PROTOCOL WITH ENTITIES (ACCREDITED OR NOT) WITH APPROVED PROJECTS OR PROPOSALS IN THE PIPELINE

Name of interviewee(s):	
Position:	
Organization:	
Area of the world involved with the RfP:	
Involvement with RfP modality:	
Specific RfP (if applicable):	
Date/time of interview:	
Interviewer:	

General introductions

- Introduce the assessment and the interviewer.
- State the following objectives of the interview: to further understand the RfP modality overall and each of the four RfPs; to identify key stakeholders the team should contact; to identify key documents the team should review.
- For successful entities (entities that have moved to at least the concept note stage, even if they are not accredited): Why participate in an RfP? If they have had another successful GCF project, how did that differ from the RfP modality. Can you compare the experience with other RfPs outside of the GCF? What lessons have they learnt and are they applicable to the regular GCF?
- Respondents should be reminded that we are interested in collecting information at two levels: (1) at the RfP general modality (e.g. to access GCF financing), and (2) at the specific RfP level. Responses should be separate. In many cases, the respondents will be familiar with only one or two specific RfPs and that should be specified.
- There will most likely be follow-up meetings, in particular around the specific RfPs.
- State the confidentiality of the interview and of the data collected.
- Collect the above information.

Description of the RfP modality

We would like first to talk about the RfP modality in general, as a modality to access GCF financing (we will then go deeper into each of the RfPs).

1. What is the objective of the RfP modality? Is there one global objective?
2. From your perspective, what are the key features of the RfP modality?
3. Do you have experience with other GCF modalities? If so, how does the RfP modality compare with other GCF modalities (e.g. the SAP modality)? Are there clear guidelines on processes and eligibility criteria, for example?

4. What was your rationale for engaging the GCF through the RfP modality? Why were you interested in participating?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)

EDA

MSF

MSME

REDD+

5. What was the process for engaging with the GCF through the RfP? Could you please describe each step, including how much effort (time and resources) it took for each step?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)

EDA

MSF

MSME

REDD+

Relevance

6. In your opinion, to what extent is the RfP modality/specific RfP responding to the needs and priorities of the GCF (the ISP, the USP, and the overall purpose of the GCF)? In what ways? What are the constraints (if any)?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)

EDA

MSF

MSME

REDD+

7. In your opinion, is the RFP modality/specific RfP responding to the needs and priorities of developing countries (and in particular the GCF priority countries)? How does it compare with the SAP and the regular project approval process? (If so, why?)

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)

EDA

MSF

MSME

REDD+

Implementation

Effectiveness

8. To what extent does the project/proposal mobilized through the RfP respond to the objective of the RfP? (Adjust according to the specific RfP).

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)

EDA

MSF

MSME

REDD+

9. If you have other engagements with the GCF, how different is the RfP project/proposal compared to your other regular project/proposal? Why do you think this is?
10. In your opinion, what has been the broader outcome of the RfP modality for the GCF?

Process

11. In your opinion, what have been the key enabling or constraining factors in achieving progress in terms of accessing the GCF through the RfP modality?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)

EDA

MSF

MSME

REDD+

12. What was your experience with the project approval process of the RfP modality? What were the opportunities and challenges, if any? How did it compare with processing other proposals/projects (non-GCF in particular)?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)

EDA

MSF

MSME

REDD+

13. (If relevant) In your view, does the RfP modality adequately support the engagement of the private sector with the GCF? If so, how? If not, what are the gaps?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)

EDA

MSF

MSME

REDD+

14. What amount/proportion of private sector finance or other resources did you mobilize through the RfP modality? How would that compare to other projects you may have been involved in?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)

EDA

MSF

MSME

REDD+

Value added of the RfP

The following questions are in relation to the broader GCF portfolio and related processes:

15. **Accessibility:** If you have not engaged with the GCF before, was the RfP modality an incentive to engage with the GCF?
16. If you were not accredited, did your application through the RfP affect (positively or negatively) your accreditation process?
17. **Country ownership:** How conducive is the RfP modality to country ownership, and how country-driven is it? What are its strengths or limitations?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)

EDA

MSF

MSME

REDD+

18. DAEs: In your view, does the RfP modality contribute to meeting your country's priorities in terms of climate finance? How so?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)

EDA

MSF

MSME

REDD+

19. **External coherence:** To your knowledge, does the RfP modality complement project processing modalities from other multilateral entities?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)

EDA

MSF

MSME

REDD+

20. **Gender equity:** How were gender issues integrated into the RfP modality? Were there any opportunities and challenges?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
<input type="checkbox"/> EDA
<input type="checkbox"/> MSF
<input type="checkbox"/> MSME
<input type="checkbox"/> REDD+

Lessons from good practices

21. Does your organization have a standard RfP process, and/or guidelines? Can you describe it/them? What is their purpose?
22. In your view, what are the advantages or disadvantages of using an RfP process compared to your experience with other proposal-funding modalities?
23. In your experience, do you know of any organization to which the GCF should refer, to learn good (or avoid bad) practices on RfPs? What are these lessons?

Learning to improve

24. In your view, what have been the key lessons from your participation in the RfP modality process? Could any of these lessons be transferred to the rest of the GCF? How and why?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
<input type="checkbox"/> EDA
<input type="checkbox"/> MSF
<input type="checkbox"/> MSME
<input type="checkbox"/> REDD+

G. INTERVIEW PROTOCOL WITH PSOs, CSOs AND OBSERVERS TO THE BOARD

Name of interviewee(s):	
Position:	
Organization:	
Area of the world relevant to the RfP you are involved with:	
Involvement with RfP modality:	
Specific RfP (if applicable):	
Date/time of interview:	
Interviewer:	

General introductions

- Introduce the assessment and the interviewer.
- State the following objectives of the interview: to further understand the RfP modality overall and each of the four RfPs; to identify key stakeholders the team should contact; to identify key documents the team should review.
- **CSOs/PSOs¹⁵**: How relevant is the RfP modality to the GCF mandate, country priorities and your organization's response to climate change? What are the key advantages and disadvantages of the RfP modalities? Are there any lessons to be learnt? Can a comparison be made with other access modalities?
- Respondents should be reminded that we are interested in collecting information on two levels: (1) at the RfP general modality (e.g. to access GCF financing), and (2) at the specific RfP level. Responses should be separate. In many cases, the respondents will be familiar with only one or two specific RfPs and that should be mentioned.
- There will most likely be follow-up meetings, in particular around the specific RfPs.
- State the confidentiality of the interview and of the data collected.
- Collect the above information.

Description of the RfP modality

We would like first to talk about the RfP modality in general, as a modality to access GCF financing (we will then go deeper into each of the RfPs).

1. In your opinion, what is the objective of the RfP modality? Is there one global objective?
2. How did it come to be, and what does it aim to achieve? Who initiated it (e.g. the Board, Secretariat, AEs)?
3. What are the key features of the RfP modality?
4. Can you tell me about your experience with the RfP modality? Were you involved in any aspect of the RfP modality (in general or with a specific RfP)? If so, what was your role?

¹⁵ If the CSO/PSO has a proposal or a project, then use the interview protocol for entities with proposals or projects.

5. What was the rationale for launching each specific RfP? Who initiated it (e.g. the Board, Secretariat, AEs)?

SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
<input type="checkbox"/> EDA
<input type="checkbox"/> MSF
<input type="checkbox"/> MSME
<input type="checkbox"/> REDD+

6. What can you tell us about the process taken to launch and implement it? Could you please describe each step?

Relevance

7. In your opinion, to what extent is the RfP modality/specific RfP responding to the needs and priorities of the GCF (the ISP, the USP, and the overall purpose of the GCF)? In what ways does it do so? Are there any constraints?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

8. In your opinion, is the RfP modality/specific RfP responding to the needs and priorities of developing countries (and in particular the GCF priority countries)?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

9. How does it compare with the SAP and the regular project approval process?

Implementation

Effectiveness

10. To date, to what extent does the portfolio of projects mobilized by RfPs respond to the objective of the RfP? (adjust according to the specific RfP).

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

11. In your opinion, what is the broader outcome of the RfP modality for the GCF?

Process

12. In your opinion, what have been the key enabling or constraining factors in achieving progress in terms of implementing the RfP modality?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

13. How would you characterize the quality of the projects received through the RfP modality, with respect to the rest of the GCF portfolio? Why do you think this?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

14. What was your experience with the project approval process of the RfP modality? What were the opportunities and challenges, if any?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

15. (If relevant) In your view, does the RfP modality adequately support the engagement of the private sector with the GCF? If so, how? If not, what are the gaps?

RfP MODALITY	SPECIFIC RfP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Value added of the RfP

The following questions are in relation to the broader GCF portfolio and related processes:

16. **Accessibility:** To what extent, and in what ways, has the RfP modality been helpful in enabling otherwise non-accredited entities gain GCF accreditation (any examples of PSOs or CSOs)? What were the main challenges or problems?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

17. Has your organization considered engaging with the GCF through the RfP? If so, how? If not, why?

18. **Country ownership:** How conducive is the RfP modality to country ownership, and how country-driven is it? What are its strengths or limitations?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

19. **Internal coherence:** In your opinion, to what extent does the RfP modality complement other GCF modalities (PAP, SAP, other RfPs)? Why?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

20. **External coherence:** To your knowledge, does the RfP modality complement project processing modalities from other multilateral entities?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

21. **Gender equity:** How were gender issues integrated into the RfP modality? Were there any opportunities and challenges?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

Lessons from good practices

22. Does your organization have a standard RfP process, and/or guidelines? Can you describe it/them? What is its purpose?
23. In your view, what are the advantages or disadvantages to using an RfP process compared to other proposal-funding modalities?
24. In your experience, do you know of any organization that the GCF should refer to, to learn good (or avoid bad) practices on RfPs? What are these lessons?

Learning to improve

25. In your view, what have been the key lessons from the implementation of the RfP modality so far? Could any of these lessons be transferred to the rest of the GCF? How and why?

RFP MODALITY	SPECIFIC RFP (PLEASE SPECIFY WHICH ONE)
	<input type="checkbox"/> EDA
	<input type="checkbox"/> MSF
	<input type="checkbox"/> MSME
	<input type="checkbox"/> REDD+

26. Have lessons from the first RfPs been incorporated into the next series of RfPs? If so, do you have specific examples or are you able to describe the learning process? If the lessons have not been incorporated, why do you think this is?

Appendix 3. ONLINE SURVEY PROTOCOL

IEU rapid assessment of the GCF request for proposals (RfP) modality

Dear participant,

Welcome to the online survey for the rapid assessment of the GCF's request for proposals modality ('GCF RfP modality'). We highly appreciate you taking the time to contribute to this survey. The objective of the online survey is to collect your experiences with this particular modality to access Green Climate Fund (GCF) financing and any other experiences you, or your organization, have had with RfPs. This data will be incorporated into the assessment and contribute to the findings and recommendations that the GCF Independent Evaluation Unit (IEU) will provide to the GCF Board regarding the RfP modality.

As you may know, the GCF has called for four RfPs so far to implement four pilot programmes: (1) enhancing direct access (EDA); (2) support micro-, small- and medium-sized enterprises (MSME); (3) mobilizing funds at scale (MFS); and (4) REDD+ results-based payments (REDD+). You can find more information on these RfPs on the GCF website

(<https://www.greenclimate.fund/projects/rfp#overview>)

Answering this survey should take you approximately 15–20 minutes. **All responses will be treated as confidential.** Should you have any questions regarding this survey, please feel free to contact [Margarita Gonzales](#).

Thank you again for your very valuable contributions to this assessment.

End of block: Introduction

Start of block: Respondent identification

Respondent identification

Q1. Please identify below your relationship to the GCF.

- GCF national focal point
- GCF national designated authority (NDA)
- GCF accredited entity (AE)
- Organization applying for accreditation
- No specific relationship to the GCF
- Other (please specify): _____

Q2. Which GCF RfP pilot programme were you primarily involved in? Select all those that apply.

- Enhancing direct access (EDA)
- Support micro-, small- and medium-sized enterprises (MSME)
- Mobilizing funds at scale (MFS)
- REDD+ results-based payments (REDD+)
- I was not involved with any GCF RfP pilot programme.
- I was not involved with any GCF RfP pilot programme, *but I have been involved with RfPs from other organizations.*
- I have no experience with RfPs.

***If the answer to Q2 is "I have no experience with RFPs", please answer three questions before ending the survey.**

- 1) Did you know about the RfPs that the GCF has called? Yes No
- 2) Did you consider applying to an RfP from the GCF? Yes No
- 3) If yes, why did you decide not to do it in the end?

Q3. Is your organization receiving any support from the GCF, outside of the RfP modality?

- Yes, the organization is receiving readiness support for accreditation.
- Yes, the organization is receiving Project Preparation Facility (PPF) funding in the preparation of a proposal.
- Yes, the organization is implementing a project with GCF financial support.
- No

Q4. In which capacity were you primarily involved with a GCF RfP? Select all those that apply.

- As a point of contact disseminating information about an RfP to relevant parties
- As a technical person preparing a proposal in response to an RfP
- As a technical person preparing one of the RfPs

- As a reviewer of proposals presented in response to the RfP
- Other (please specify): _____

Q5. What type of organization were you affiliated with at the time of your involvement with a GCF RfP?

- Government (national, subnational)
- Intergovernmental
- Non-governmental organization
- Private sector
- Civil society organization (CSO)
- Academia
- Other (please specify): _____

Please provide the name (optional):

****If the answer to Q2 was “I have been involved with RfPs from other organizations”, AND the answer to Q3 is “No”, please skip to Q23.***

Q6. How would you compare your experience with the GCF within and outside of the RfP modality? ****Ask only if the answer to Q2 is not “not involved in GCF RfP” AND the answer to Q3 is “Yes”.***

Please rank your answer, from -5 (significantly easier through regular processes) to +5 (significantly easier through the RfP modality).

-5 -4 -3 -2 -1 0 1 2 3 4 5



Q7. Was your proposal to a GCF RfP selected for processing within the GCF? (select all that apply)

- Yes, the proposal is a concept note in the GCF pipeline.
- Yes, we received readiness support for our organization's accreditation.
- Yes, we received PPF support for preparing the concept note.
- Yes, our proposal was approved by the GCF Board.
- Yes, the approved project is under negotiation (not yet implementation).
- Yes, the approved project is under implementation.
- No, we never made it to the concept note stage.
- No, I never received any information from the GCF about my proposal.

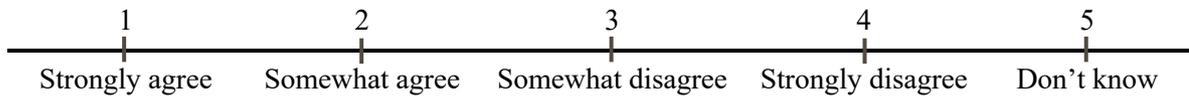
Q8. How did you hear about the GCF RfP modality?

- Board meeting/decision
- GCF website
- Direct GCF communication campaign (email, social media, public event, etc.)
- from an NDA

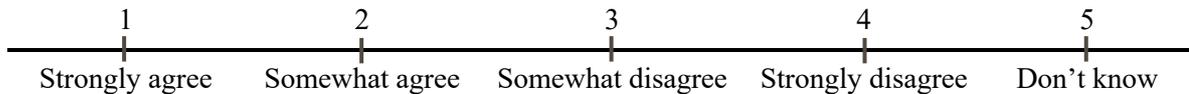
- from an AE
- from a CSO or private sector organization (PSO)
- Other (please specify): _____

Q9. How can the GCF better target and reach out to relevant organizations who are not currently accredited with it, to help them access resources through its RfP modality?

Q10. Do you think that the ***GCF RfP modality*** is relevant to supporting the GCF mandate (e.g. increases access to GCF funding for projects to increase resilience and lower emissions economy) ****This question will be modified to specify the relevant RfP for each respondent.***



Q11. Does the proposal you submitted for one of the RfPs support a specific country priority?

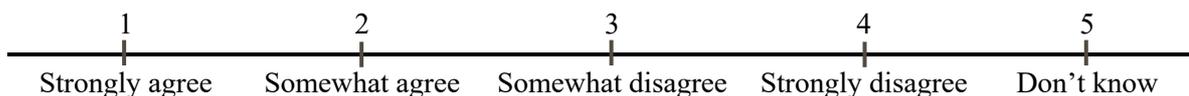


Q12. Did the RfP pilot programme enable a country-driven approach?

- Yes No

Please explain your answer.

Q13. Does the proposal you submitted for one of the RfPs provide support for MSMEs and other private sector actors to engage in GCF projects?



Q14. How can the RfP modality better support your organization's needs, and the climate change priorities of the country(ies) you work with?

Q15. What challenges, if any, did you face in accessing GCF resources through the RfP modality?

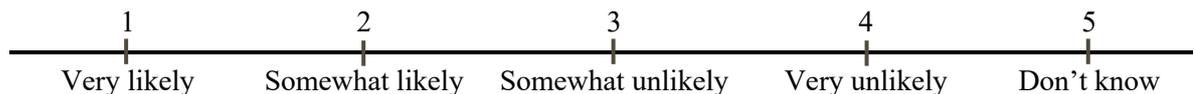
Q16. How would you assess the comments you received from the Secretariat during the preparation? (select all that apply)

- Useful
- Improved the quality of the proposal
- Helped us to understand the RfP objectives
- Required a lot of additional work from the team preparing the proposal
- Not useful
- Confusing
- Contradicting
- We did not receive comments from the Secretariat.

Q17. How would you assess the comments you received from the iTAP during the preparation?

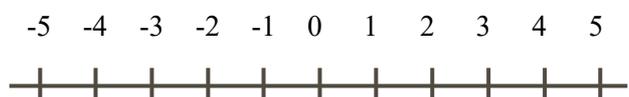
- Useful
- Improved the quality of the proposal
- Helped us to understand the RfP objectives
- Required a lot of additional work from the team preparing the proposal
- Not useful
- Confusing
- Contradicting
- We did not receive comments from the iTAP.

Q18. How likely would it have been for your organization to access GCF resources *without* the RfP modality?

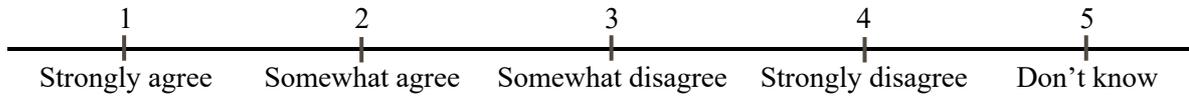


Q19. Does the RfP modality support or undermine the objectives and activities of other GCF project processing modalities?

Please rank your answer, from -5 (significantly undermine) to +5 (significantly support).



Q20. Did the terms of reference of the RfP modality for the pilot programme you were involved in support and encourage taking a gender lens to your proposal?

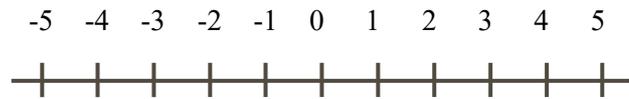


Q21. Does your organization use RfP modalities to attract proposals to implement its programmes and activities?

- Yes No

Q21a. (if yes): How do you compare it with the GCF experience?

Please rank your answer, from -5 (GCF is significantly worse) to +5 (GCF is significantly better).



Q21b. What lessons from your organization's process could be useful to the GCF?

Q22. In your view, what aspects of the RfP modality should (or should not) be applied to the rest of the GCF?

For respondents with RfP experience exclusively outside the GCF context:

Q23. Was your response to the RfP successful in securing funding?

- Yes
 No, we went through the screening process but my proposal was not selected.
 No, I never received any information about my proposal.

Q24. How did you hear about the RfP call?

- High-level meeting
 Organization's website
 Direct communication campaign (email, social media, public event, etc.)
 from a government entity
 from a CSO
 from a PSO

Other (please specify): _____

Q25. In your view, how could the GCF better target and reach out to relevant organizations who are not currently accredited with it, to help them access resources through its RfP modality?

Q26. How can the RfP modality better support your organization's needs, and the climate change priorities of the country(ies) you work with?

Q27. Did the terms of reference of the RfP you were involved in support and encourage taking a gender lens to your proposal?

1	2	3	4	5
Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know

Q28. What best practices or lessons from your experience with other organizations' RfP processes could be useful to the GCF?

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