

ICF DECC Annual review reporting template

Project Title: NAMA Facility

Review date: 5th April 2014

Project Location:	Global
Project Timescale:	Commit funding 2012 – 2015; disburse funds 2014 - 2020
Current Reporting Period:	12/2012 – 02/2014
Funding: (ICF Funding and possibly other sources)	£50m DECC ICF; also €60m BMUB
Project website (if available):	www.nama-facility.org
Project leader's name:	David Potter

Review Summary:

What are the key messages from this Review?

The project is progressing well, achieving or exceeding all project specific indicators.

A Technical Support Unit has been set up and fully staffed, and is now developing and updating facility documentation and processes.

A first bidding round has been successfully completed – 47 bids were received and 4 projects selected for full appraisal (Costa Rica, Chile, Colombia, Indonesia). A pilot project in Mexico has been approved for implementation.

Results have been announced at COP in Warsaw, and the Facility is having a strong impact in terms of influencing the international debate on NAMAs.

A logframe for the project was only put in place in 2014 after the first call for projects had been finalised. By this point, it was clear that the project was likely to be more successful than originally projected and therefore particularly stretching targets were set. If targets had been set earlier in the project process, it is likely that they would not have been as stretching.

A lesson learning process has been completed, including an internal workshop. Lessons are being incorporated into a planned second bidding round.

An M&E Framework, to guide the development of Monitoring and Evaluation measures as projects are selected and developed, is in a final draft stage.

Further funds have been committed by both DECC and BMUB to support a second bidding round, likely to take place in summer 2014.

Key recommendations from the annual review include:

- Need to give further thought on how the NAMA facility can provide further support and encouragement to projects that are not successful
- Consideration should be given to whether the NAMA facility should support more projects in subsequent rounds
- More work could be done to encourage countries bidding into the Facility to achieve the basic eligibility criteria
- More consideration of the geographical distribution of bidding countries is needed for the second bidding round.

Legend on scoring

Description	Scale
Outputs substantially exceeded expectation	A++
Outputs moderately exceeded expectation	A+
Outputs met expectation	A
Outputs moderately did not meet expectation	B
Outputs substantially did not meet expectation	C

Introduction and Context

What support is the UK providing?

The UK has provided £50m of grant finance from the International Climate Fund (ICF) to a bilateral programme in partnership with the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), to support and fund the implementation of the most transformational parts of Nationally Appropriate Mitigating Action (NAMA) plans. NAMAs are concrete projects, policies, or programmes that shift a technology or sector in a country onto a low-carbon development trajectory. Mitigation actions can be undertaken at different scales. NAMAs have developed from a UNFCCC initiative to focus mitigation planning at the recipient country level. While NAMAs as a concept are broadly understood, there is no internationally agreed definition of them, although much discussion on this issue has taken place.

The BMUB have provided €60m (c.£50m) to the programme, as well as administrative expertise and support. The BMUB also bring expertise and funding from other projects under their International Climate Initiative (ICI) which will directly support this investment. These include c.€10m invested in technical assistance for NAMA planning, covering preparatory work with potential countries for NAMA implementation, training, templates and MRV. They also bring c.€30m of committed funding from the IKI to develop NAMA concepts that could be taken up by the NAMA Facility.

DECC and BMUB provide 0.4 FTE of a Policy Adviser and 0.1 FTE of an economist for on-going oversight and M&E between them. DECC provide CDEL.

What is the context in which UK support is provided and why is UK support required?

Without the NAMA Facility, there is not a direct route for developing countries to bid for UK climate finance in the ICF. We are not resourced to directly run an open competition so, drawing on German resources, means that we can deliver more results in more places.

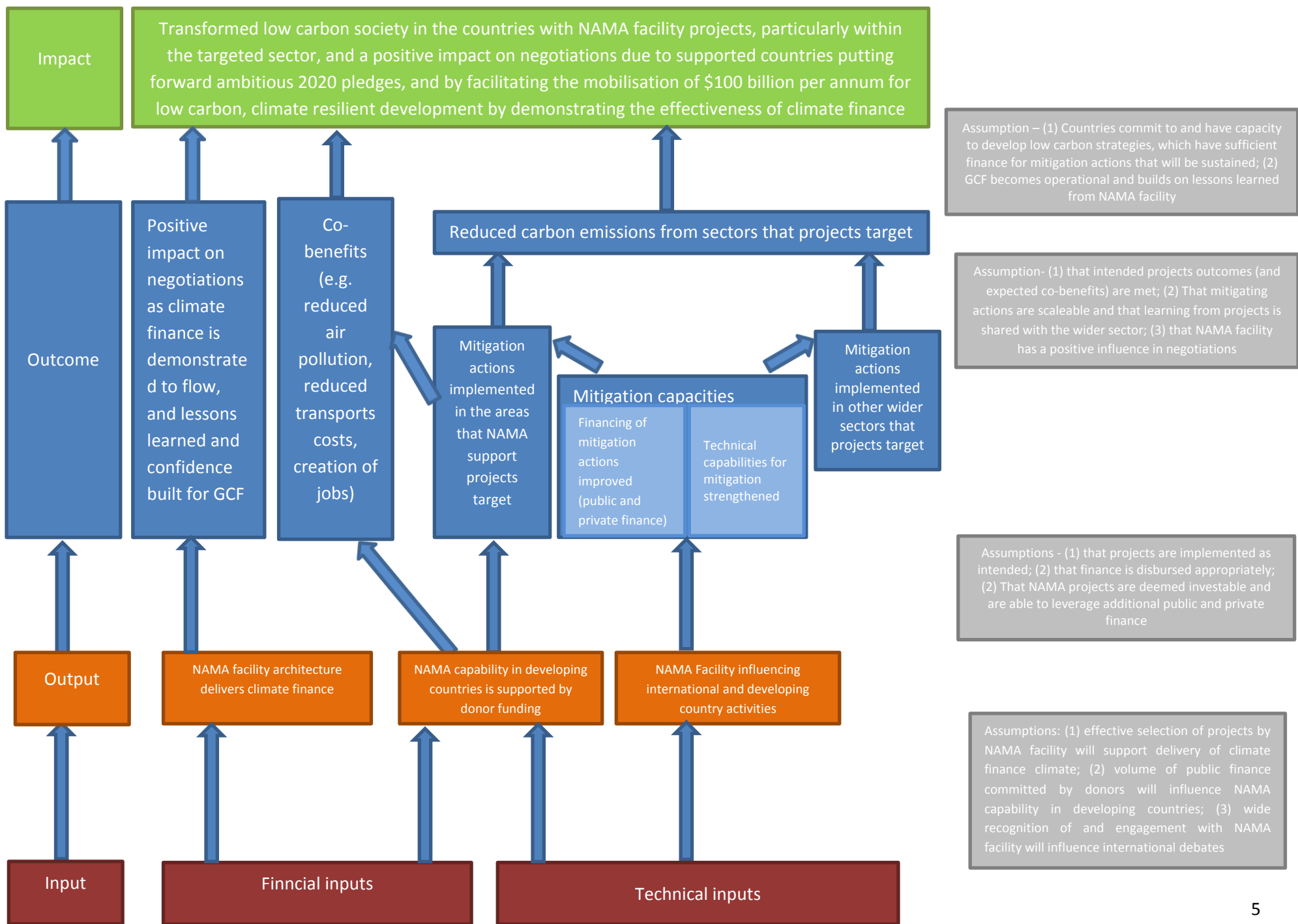
The NAMA Facility provides an incentive for developing countries to strive for ambitious (i.e. more transformational) NAMAs, whereas the finance they can attract from the MDBs or from the private sector will generally not be for these aspects of NAMAs. The NAMA Facility ensures there is competition where NAMAs are compared against each other and encouraged to strive for more ambition.

Prior to the establishment of the NAMA Facility, there was a lack of evidence of effective NAMA implementation, and the NAMA Facility offers an opportunity to pull together this learning through a dedicated funding instrument.

The NAMA Facility helps address the risk that countries will develop un-ambitious and non-transformational NAMAs, and will ask for donor funding for these. This would mean that these NAMAs will not help fulfil 2020 pledges, or close the pre-2020 mitigation gap, or provide a good basis for high quality NAMAs in the post-2020 regime. Similarly, as the quality of these NAMAs would not be high, we would not want to fund them. So the NAMA Facility helps address a political risk that unfunded NAMAs are used as evidence that developed countries (including the UK) are not delivering

climate finance in line with country-owned development.

This programme creates a competitive process to improve the value for money and quality of NAMAs. This programme creates an open competition, which potential recipient countries can apply to independently. This will drive up the quality of projects and their value for money.



What are the expected results?

The draft NAMA facility theory of change is set out above. This sets out the key intended outcomes and impacts of the NAMA facility. On 21 May 2014 a NAMA Facility Monitoring and Evaluation will be held to refine and agree upon the theory of change.

This facility is expected to demonstrate how transformational NAMA investments can be supported across a range of sectors and in a range of countries, so that common themes can be drawn from these examples and applied to other projects. It will stimulate further investments from other countries. Implementing these high quality NAMAs will allow funding to be targeted not only on projects that ensure value for money but also on projects with a high degree of engagement and leadership of developing countries.

A number of the key benefits from this project cannot be captured by the quantitative appraisal in this business case. These include the political benefits of demonstrating donor support and pro-activity in an investment area that requires stimulation if it is to develop successfully, the leverage of the climate finance architectures of governments active in this field, and the development of a NAMAs architecture that could in future years be applied much more widely across less developed and middle income countries alike.

This bilateral programme makes better use of existing delivery architecture by working with world class German development organisations and providing an opportunity for ICF priority countries that do not have DfID offices, such as a number of those in Latin America and South East Asia, to bid for ICF resources. It therefore complements the existing investment portfolio, diversifies our portfolio and spreads the risk exposure of the ICF. The target size for investments is c€5-15m (c.£4-12m) of grant funding per project. The first tranche of £25m of DECC funds, when combined with BMU funds, supported 5 projects – it is expected that the second tranche of funding could support 3-4 further projects.

Initial analysis of the five projects that have so far been selected indicate the potential for the following results:

Volume of public sector finance mobilised: Mobilised from other donors to the NAMA Facility – c.£50m (€60m; US\$83m). Mobilised from other public sources: \$79,724,800

Volume of private sector finance mobilised: US\$95m

Reduction in greenhouse gas emissions over the lifetime of the projects: 4,475,000 t/CO₂e

The method for calculating these figures was to add up the estimated results that are reported in the concept notes and full appraisal for the five projects so far selected by the NAMA Facility.

There is a high risk associated with the data gathered from project concept notes and the full

appraisal. This data and the methodologies lying behind them has not been verified by DECC. In some cases the delineation of the projects is not fully defined, and it is not possible to ascertain whether a BAU scenario is used in their calculation. Additionally, the expected results in the concept note for Colombia (all figures), as well as Chile (public finance mobilised from other sources) and Indonesia (private finance mobilised) are, at this stage, too uncertain to be used and so have been excluded from the reporting.

Section A: Detailed Output Scoring

Note that this is a report against existing output indicators for the central Facility – further project-specific output indicators, and outcome indicators, will be reported against in future years as they are developed.

Output 1: NAMA Facility architecture delivers climate finance

Output 1 score and performance description:

A – outputs met expectation

Progress against expected results:

- *5 projects were selected in 2013 against a target of 5. It is important to note that one of these projects was in fact selected as a pilot project in advance of the bidding process.*
- *1 project entered the implementation stage in 2013 against a target of 1.*
- *The project is delivering well against this indicator, providing good evidence that the governance and selection processes put in place by the Facility function as effective tools for selecting potentially transformational NAMA projects for implementation. Projects are progressing well through the selection process, and evidence from the Mexico project suggests that it is possible for projects to enter implementation stage promptly.*
- *We do not yet have evidence as to whether the projects supported by the NAMA Facility are having an impact on the ground because only the Mexico project has entered the delivery stage, and that only just. However, early indications are that these projects could be a strong lever for delivering climate finance.*

Recommendations:

- One lesson to learn from this area is that the demand for funding significantly outstripped the available funds, and indications are that this trend will continue. Further thought is required on how the NAMA facility can provide further support and encouragement to projects that were not successful, including by encouraging them to submit projects into future bidding rounds.
- Consideration should be given to whether the NAMA facility should support more projects in subsequent rounds. Funding to enable this could be provided by increased contributions

from existing donors, or by adding additional donors.

Impact Weighting (%): 33

Revised since last Review? Y/N

Yes – This indicator for the central Facility has been developed since the last review. The logframe for this project was only developed in 2014, by which point early work had already suggested that the project was likely to be more successful than originally projected. For this reason, particularly stretching targets were set. If targets had been set earlier in the project process, it is likely that they would not have been as stretching.

Risk: Medium

Revised since last Review?

Yes – This indicator for the central Facility has been developed since the last review.

Output 2: NAMA capability in developing countries is supported by donor funding

Output 2 score and performance description:

A – outputs met expectation

Progress against expected results:

- *£50m of German BMUB funding was committed to the NAMA Facility by 2013 against a target of £50m.*

Recommendations:

The project is delivering to expectations. Opportunities to encourage further donors to invest in the Facility should continue to be pursued during 2014. This work should be focused on those countries that appear most likely to be interested in contributing to the Facility.

Impact Weighting (%): 33

Revised since last Review?

Yes – This indicator for the central Facility has been developed since the last review. The log frame for this project was only developed in 2014, by which point early work had already suggested that the project was likely to be more successful than originally projected. For this reason, particularly stretching targets were set. If targets had been set earlier in the project process, it is likely that they would not have been as stretching.

Risk: Low

Revised since last Review?

Yes – This indicator for the central Facility has been developed since the last review.

Output 3: NAMA Facility influencing international and developing country activities

Output 3 score and performance description:

A++ - outputs substantially exceeded expectations

Progress against expected results:

- *10 NAMA Facility-related presentations were given by the TSU and donors by 2013, against a target of 6. In particular, very influential presentations were given at the UNFCCC COP in 2012 (a launch event), and at the COP in 2013 (announcing results of the bidding round) and the 2013 intercessional COP. There were also a range of events at the COP in 2013 that Facility staff and donors took part in, but that have not been counted here.*
- *47 bids were received to the NAMA Facility in 2013, against a target of 10. Of these bids, 19 were given eligibility approval and so were assessed against the full ambition criteria of the fund.*
- *36 countries bid for NAMA Facility funding in 2013, against a target of 5.*
- *10 NAMA Facility-related presentations received >50% of feedback being positive by 2013, against a target of 6.*

Recommendations:

The project is substantially exceeding expectations. However, more work could be done to encourage countries bidding into the Facility to achieve the basic eligibility criteria. More than half of the bids received in the first bidding round failed to do this, and in some cases these bids appeared to be promising overall. Within the 19 that met the eligibility criteria, there were some strong bids, but many were either at a very early stage or needed significant extra work. Many invitations to present the Facility are received by the Technical Support Unit and donors; often these have to be turned down because of the limited resources available to attend them. It will be important to continue to work in a targeted way in this space.

The range of countries engaging with the Facility was very encouraging. However, the most advanced bids were concentrated in Latin American and to some extent Asian countries – more consideration of the geographical distribution of bidding countries is needed for the second bidding round.

The range of sectors that were targeted by NAMA bids was varied, with some concentration in waste and transport. Continued work to encourage bids from varied sectors is needed.

Impact Weighting (%): 33

Revised since last Review?

Yes – This indicator for the central Facility has been developed since the last review. The logframe for

this project was only developed in 2014, by which point early work had already suggested that the project was likely to be more successful than originally projected. For this reason, particularly stretching targets were set. If targets had been set earlier in the project process, it is likely that they would not have been as stretching.

Risk: Low

Revised since last Review?

Yes – This indicator for the central Facility has been developed since the last review.

Section B: Results and Value for Money.

1. Progress and results

1.1 Has the logframe been updated since last review?

Yes – there was no logframe previously.

1.2 Overall Output Score and Description:

A+ - outputs moderately exceeded expectation

1.3 Direct feedback from beneficiaries (where appropriate in 6 monthly reviews; required in annual reviews)

The following beneficiaries provided feedback – FCO post Mexico; FCO post Chile; GIZ staff Mexico; KfW staff Mexico; and CCAP. No recipient country government representatives were consulted during this review, although this will be an expected part of the next annual review.

Those providing feedback suggested:

- The overall message was positive.
- Prompt movement of projects through the full appraisal stage to implementation was felt to be essential.
- The NAMA Facility was described as influencing the development of Green Climate Fund thinking in the area of NAMAs.
- The NAMA Facility is a good tool for demonstrating its key strategic aim of demonstrating stretching, potentially transformational NAMAs in a range of sectors and countries.
- The website www.nama-facility.org is a useful introduction to the Facility, and provides some support for those bidding for funds (although perhaps could do more here to clearly signpost the most important information and that information that will be necessary and useful for those bidding into the fund).
- The selection criteria were generally felt to be useful, although more evidence on the methodologies used to calculate them was felt by some to be a potential area for improvement. Additionally, some felt that more information on the relative value of the

criteria, how they are to be applied, and further examples of good practice particularly in relation to the transformational criterion.

- It was felt by some that the focus on capital investments could be described and communicated more effectively. Additionally, the division between technical and financial funding was felt to create some challenges.
- There was some evidence that communication of Facility work and decisions in-country could be improved.
- The definition of delivery organisations was felt by some to have caused a little confusion, and that further information on this point could be helpful.
- The TSU were felt to be giving good feedback on the whole, although the challenges for them of working with KfW and GIZ were recognised. The level of detail in feedback on different criteria varied because the evaluation of criteria was made on different scales, some of which were more detailed than others.
- The large number of countries that bid for first round funding was good evidence of high awareness of the Facility amongst potential recipients. There was some concern that funding was likely to again be exceeded by demand, and that expectations should be managed accordingly.
- A lessons learning platform for potential recipients to learn from each other in relation to the Facility was suggested as one way to continue to focus on developing country needs.
- In Mexico in particular, stakeholders reflected that there was high and increasing interest in the NAMA Facility, and evidence (through a new NAMA Office) of Mexican interest in the agenda. However, some commenters felt that the Facility processes appeared complex and required considerable resources to respond to.

The TSU, BMUB and DECC completed a one-day lessons-learning event on 18 February 2014. This:

- Provided clarity on the strategic direction of the NAMA Facility;
- Clarified the objectives for 2014, primary of which is to run a second bidding round;
- Provided suggestions for improvements to the documents, selection criteria, financial monitoring, third party delivery organisations, communications and governance of the Facility, which are now being implemented by the Technical Support Unit;
- Began consideration of the future of the NAMA Facility and how it might interact with the Green Climate Fund as this develops.

1.4 Summary of overall progress

Good progress that has exceeded expectations in some areas. The first bidding round of the Facility has been something of a learning process, and it is expected that considerable improvements and refinements to the process can be introduced in the second bidding round that will build on the events of 2013. In particular, the political impact of the project on the international stage has exceeded expectations.

1.5 Key challenges

- How to balance the open and impartial nature of the Facility bidding round with the strategic aim to support a range of projects in a range of countries and sectors.
- Manage expectations as to the scale of available funding, which appears to be far exceeded by demand.
- Continue to develop the strategy for the future of the Facility as the Green Climate Fund develops.
- Continue to improve and develop the governance processes of the Facility.
- Attract and where relevant incorporate additional donor finance beyond the UK and Germany.

1.6 Annual/6 monthly Outcome Assessment

- While there are outcome indicators in place, the program is yet to deliver against these as the projects that will be supported by the Facility are yet to develop individual log frames.

Indicator	Baseline (year)	Milestone 1 (year)	Milestone 2 (year)	Milestone 3 (year)	Final target (year)
Number of jobs created in relation to the supported mitigation actions	-	-	-	-	-
Change in Greenhouse Gas emissions					
Volume of public finance mobilised beyond direct donor investment					
Volume of private finance mobilised into NAMA Facility projects beyond direct donor investment					

2. Costs and timescale

2.1 Is the project on-track against financial forecasts:

Yes. All the UK government funding provided for the first bidding round has been committed. The first of the payments for the Mexican pilot project is due to be disbursed in mid-May 2014.

2.2 Key cost drivers

- The cost of the Technical Support Unit, which is on budget.
- Individual project costs are capped by the Board Decision Documents that are agreed by DECC and BMUB. Cost is driven by the individual requirements of each project.

2.3 Is the project on-track against original timescale: Yes

All milestones have either been met or exceeded.

3. Evidence, Monitoring and Evaluation

3.1 Assess any changes in evidence and implications for the project

See Annex 3 for the latest draft version of the Facility M&E Framework.

3.2 Quality of monitoring and reporting

The quality of the data on supported projects is in parts poor and in other moderate. The data has been provided by third party delivery organisations and the primary data it is based on has not been directly verified by DECC. However, the evidence that has been used to report against the output indicators is primary material that DECC has directly verified and therefore is strong.

3.3 Where an evaluation is planned what progress has been made?

Evaluations at Facility and project level will take place. The M&E Framework sets out when and how evaluations will be delivered.

4. Risk

4.1 Output/Outcome Risk Rating: Medium

4.2 Assessment of the risk level

Two outputs that have been assessed in this review have a risk rating of low, and one has a risk rating of medium. The overall rating for the Facility is judged to be medium which reflects the fact that only one project has so far reached the implementation stage and that therefore there is too much

uncertainty to set the overall risk as low. This rating is unchanged. The Facility is delivering to plan.

It is felt that although functional, more could be done to improve cross-working between the UK and Germany on risk monitoring. It is intended that the Facility will hold a central risk register before the next six-monthly review.

4.3 Risk of funds not being used as intended

This risk is deemed to be low for projects that are delivered by KfW and GIZ directly. The risk is also low for projects that are delivered by third party delivery organisations because of the role that KfW and GIZ play in the delivery process for these projects.

4.4 Additional risks for upcoming year

These include:

1. Insufficient pipeline of ambitious and feasible projects for possible future calls
2. Additional donors add to complexity of decision making process and UK loses influence
3. Strongest bids in second call all come from countries that were successful in the first call

Possible mitigating actions include:

1. Adapt the selection criteria for future calls to take into account countries level of wealth (e.g. a reference to GDP per capita has been added for the second call)
2. Investigate ways in which we (or others) can provide countries with support in developing their project bids, and ensure detailed feedback is provided to failed project bids so countries know which areas to focus on in subsequent calls
3. Work closely with the proposed additional donors, and with colleagues in DECC legal and finance, to ensure a streamlined and workable governance arrangement is devised to ensure NAMA facility remains fit for purpose and that UK influence remains at least proportional to the amount of funding contributed

5. Value for Money

5.1 Performance on VfM measures

Economy (Are we or our agents buying inputs of the appropriate quality at the right price?): There is no reason that the economy arguments in favour of delivering the NAMA Facility in cooperation with the German government have changed since the approval of the Business Case. This simultaneously allows the harnessing of the existing funding and delivery architecture of the KfW and the GIZ, and creates a delivery channel for ICF priority countries that do not have DFID offices. The first tranche of NAMA funds have supported 5 projects with demand for funds significantly outstripping supply. It is already under consideration that the NAMA Facility should support more projects in subsequent rounds from further donor contributions; this development would further increase the economy of channelling climate finance through the Facility.

Efficiency (How well do we or our agents convert inputs into outputs?): Technical Support Unit costs were mainly personnel costs and to a minor extent consulting costs, travel costs, operational costs and office equipment. All of these costs are paid for directly by BMUB. Relating administrative costs to the amounts of approved project funding provides a measure of “efficiency” in conducting business. High up-front costs are to be expected in the early stages of setting up an innovative project like the NAMA Facility, and the expectation is that this burden will reduce considerably once the learning from the first bidding round has been applied to the process.

Effectiveness (How well are the outputs from an intervention achieving the desired outcome on low carbon development?): At this stage there is limited information to support this section of the review. However, the Facility based on a competitive process has successfully selected projects to allocate the existing €70m of resource for the first bidding round. A value for money baseline has been incorporated into the project selection criteria therefore all projects that are supported are expected to achieve a high level of value for money, and are anticipated to start results reporting from mid-2014. The programme has met or exceeded all output indicators to date, and so has demonstrated value for money in terms of achieving this.

Cost-effectiveness (How much impact on low carbon development does an intervention achieve relative to the inputs that we or our agents invest in it?): As discussed on p. 6 of this Annual Review, the expected results of the 5 projects approved to date are too uncertain to carry out a thorough cost-effectiveness analysis. It is expected that a value for money analysis of each supported project will be possible in future reviews as these projects develop.

5.2 Commercial Improvement and Value for Money

Further analysis of this aspect of value for money will be possible once individual project have developed further.

5.4 Does the project still represent Value for Money : Yes the project still represent Value for Money from the perspectives of economy, efficiency and effectiveness.

5.5 If not, what action will you take?

N/A

6. Project partnerships, sustainability and transformation

6.1 Partnerships

The project has delivered a strong result in terms of developing effective relationships between donors and recipients in a new and previously undeveloped area of climate finance. The combination of delivery organisations that this Facility has created is innovative and in large part previously untested. Processes and governance procedures have had to be developed from scratch in some areas. These relationships are continuing to build in strength as partners are learning from the process of working with each other.

6.2 Transformation

Fostering political will to act on climate change	The NAMA Facility has been very successful in raising awareness and interest in transformational NAMAs. It has contributed to the international debate in this area and is influential. For example, in 2012 and 2013, the TSU and donors gave 10 presentations on the Facility, and received >50% of feedback as positive from these. Additional potential donors have contacted the TSU to discuss the possibility of them making further donations to the Facility. 47 bids were received for the first bidding round of the Facility, demonstrating strong engagement with the fund from potential recipients. In the future, we expect more additional donors to show interest, and potentially to provide funds.
ICF-supported activities are enhancing local capacities to act on climate change	In Mexico around 25 NAMA concepts are now at various stages of development, clear evidence of Mexico's increased interest in this agenda. 47 bids from 36 countries were received for the first bidding round, strong evidence that developing countries are engaging with the Facility and the NAMA agenda. In future bidding rounds, we will look towards the quality of bids increasing, which would be a demonstration of increased understanding of the process from potential recipient countries. Furthermore, reporting against 'volume of NAMA Facility funding disbursed' will be used as a proxy for demonstrating this element of transformational change, with the assumption that money disbursed leads to capacity.
HMG-supported activities are encouraging innovation and testing new approaches and ideas	There is no evidence yet of results from the projects supported by the NAMA Facility. However, the projects selected by the NAMA Facility Board all scored highly on the 'transformational' criterion (this criterion was developed in conjunction with the BMUB and taking into account the ICF work to define the term) when being evaluated (they were all in the top five projects overall). There is strong potential for these projects to demonstrate innovation and testing of new approaches, although as yet little firm evidence.
HMG-supported	DECC funding has been matched by the German BMUB in the

activities are creating the incentives for others to act on climate change	NAMA Facility. There is the strong potential for co-funding from both recipient country governments and other sources such as KfW loans in the bids accepted into the Facility pipeline.
HMG-supported activities are being replicated by others	At this stage there is little evidence of the NAMA Facility activities being replicated. However, there have been some interest from other donors in engaging with the Facility concept, and there has been considerable discussion of the Facility's activities at international climate finance events including UNFCCC COP and intercessional events.
Activities are likely to be sustained once HMG funding ends.	Discussion about the selection criteria for the NAMA Facility in the international arena is feeding into discussions of NAMAs in the Green Climate Fund, and influencing their development. This could be a route through which the future development and definition of NAMAs continues.

It is difficult to judge the transformational nature of this Facility at this stage because the projects that it is supporting are still at a very early stage and have not yet delivered results. However, the Facility is having a strong and influential impact on international discussions of NAMAs, in particular in relation to the selection criteria that it used during the first bidding round. There are grounds to expect this influential role to continue into the future and for the Facility to continue to play a clear role in the development of this sector of climate finance.

Scale - 3; tentative evidence points to likely change

Replicability - 3; tentative evidence points to likely change

Innovation - 3; tentative evidence points to likely change

Leverage - 3; tentative evidence points to likely change

Overall rating on Transformational Key Performance Indicator – 3; tentative evidence points to likely change. There is little firm evidence at this early stage of transformation, however the expected outcome of the project is that transformation will take place.

1	No evidence yet available - too soon to revise assessment in business case
2	Transformation judged unlikely
3	Tentative evidence points to likely change
4	Clear indication of change - transformation judged likely

6. Conditionality

6.1 Update on specific conditions

Funding will comply with the conditions of Promissory Note payments.

7. Lessons learned, conclusions and actions

Key issues to action in the coming months are:

- How to balance the open and impartial nature of the Facility bidding round with the strategic aim to support a range of projects in a range of countries and sectors.
- Manage expectations as to the scale of available funding, which appears to be far exceeded by demand.
- Continue to develop the strategy for the future of the Facility as the Green Climate Fund develops.
- Continue to improve and develop the governance processes of the Facility.
- Attract and where relevant incorporate additional donor finance beyond the UK and Germany.
- Attract private sector funding to supported projects.

8. Review Process

The review was conducted in conjunction with the Technical Support Unit (TSU), the German government, and DECC colleagues including economists and the PMO. The findings of the lessons learned workshop which took place in Berlin in February 2014 also helped provided a basis for the review. A live scoring session to score the intended outputs was held with ICC colleagues in February 2014.

Conducted by:

Cleared by SRO:

Reviewed by:

Sources used: