

LDCF/SCCF Council Meeting  
July 1, 2010

Agenda Item 4

## ACCESSING RESOURCES UNDER THE LEAST DEVELOPED COUNTRIES FUND



## **Recommended Council Decision**

The Council reviewed the proposed document GEF/LDCF.SCCF.8/ *Accessing Resources under the Least Developed Countries Fund*, and:

(1) noting it reflects and responds to Decision 5/CP.14, FCCC/CP/2008/7/Add.1, *Further guidance for the operation of the Least Developed Countries Fund*, requesting the GEF “to work with its agencies to improve the communication with least developed country Parties and to speed up the process through which least developed country parties can access funding [under the LDCF]”, as well as DANIDA’s *Joint External Evaluation: Operation of the Least Developed Countries Fund (LDCF) for Adaptation to Climate Change* recommendation to simplify the procedures for accessing funds under the LDCF; and,

(2) finding that the document is consistent with the GEF operational policies recommendations adopted during GEF/C.38;

approves it as is.



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## INTRODUCTION

1. This document was prepared as part of its efforts to render the Least Developed Countries' Fund (LDCF) processes and procedures more streamlined and accessible, particularly for the Least Developed Countries (LDCs).
2. During the fourteenth session of the Conference of Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) in Poznan, December 2008, the COP requested the GEF to work with its agencies to improve communication with LDCs and to speed up the process to fund preparation and implementation of projects identified in the NAPAs. In 2008-2009, the Danish International Development Agency (DANIDA) carried out, together with the Global Environmental Facility (GEF) Evaluation Office, an evaluation of the operation of the LDCF resulting in a number of recommendations, including on communication and procedures. Furthermore, parties to the Fifth Replenishment of the GEF, concluded in May 2010, recommended a set of policy changes, including streamlining the project cycle.
3. This document contains a draft guidelines' standalone paper intended to fulfill the objective of improving communication with the LDCs. Following the mentioned policy changes, and as the LDCF by default follows operational policies of the GEF, unless it is decided otherwise by the LDCF/SCCF Council in response to COP guidance, the Secretariat has prepared this document reflecting the new policies for the LDCF/SCCF Council discussion.

### Improving Communication with LDCs

4. Seeking improved effectiveness and efficiency of GEF business processes has been a continuous endeavor. Decision 5/CP.14 of the UNFCCC COP (*Further guidance for the operation of the Least Developed Countries Fund*) requests the GEF, as an operating entity of the financial mechanism of the Convention operating the Least Developed Countries Fund, to work with its agencies to improve communication with Least Developed Country Parties and to speed up the process through which LDCs can access funding and other support for the preparation and implementation of National Adaptation Programs of Action (NAPAs).
5. In order to further facilitate the access to LDCF resources, the Secretariat has prepared, among other initiatives, a draft guide titled "Accessing Financing Under the Least Developed Countries Fund" that constitutes the second part of this document, reflecting the most recently proposed changes in operational policies of the GEF, and in direct response to the recommendations issued by SBI and DANIDA to improve communication with LDCs as previously mentioned. These recommendations have been taken into account in the formulation of the draft guideline paper with the aim to improve the delivery, effectiveness and efficiency of the Least Developed Countries Fund. Consistent with the SBI and DANIDA recommendations and subject to the approval of the LDCF/SCCF Council, the GEF plans to disseminate this guide widely to facilitate better communication of procedures for accessing these funds.



## Improving the GEF Project Cycle

6. During the meeting of the Twenty-ninth session of the Subsidiary Body for Implementation in Poznan, December 2008, improving the process in accessing funds from the LDCF for the implementation of LDC NAPAs was discussed (FCCC/SBI/2008/MISC.8). The ensuing COP decision (Decision 5/CP.14, FCCC/CP/2008/7/Add.1) also requested the GEF to work with its agencies to improve communication with LDCs and to speed up the process to fund preparation and implementation of projects identified in the NAPAs.

7. In 2008-2009, DANIDA carried out, together with the Global Environmental Facility (GEF) Evaluation Office, a "Joint External Evaluation on the Operation of the Least Developed Countries Fund"<sup>1</sup> in order to evaluate the results and lessons learned from the use of the LDCF in financing and promoting climate change adaptation in the LDCs and in order to provide recommendations regarding the future role of the LDCF and the implementation of National Adaptation Programmes of Action (NAPAs). The Evaluation included recommendations for facilitating improved understanding and simplified processes for accessing funds.

8. Consistent with the SBI's recommendation to speed up the process to fund preparation and implementation of projects identified in the NAPAs, as well as the DANIDA evaluation recommendation to simplify the procedures for accessing funds under the LDCF, the Secretariat is further streamlining procedures and facilitating easier access to LDCF resources while maintaining the technical and fiduciary integrity of the Fund.

9. The project cycle has been a focus of successive streamlining measures. A set of streamlining changes, approved by the Council in June 2007 (GEF/C.31/7/Rev.1), adopted an approach whereby the Council approves proposals at two stages – first at the concept stage (based on a Project Identification Form) in a work program and, second, when the project is fully prepared (based on a final project document) prior to CEO endorsement. This process represented a streamlining of the former multi-stage Council and CEO approval process.

10. A further streamlining of GEF procedures was approved at the fifth replenishment of the GEF, concluded on May 12, 2010, including a simplified project approval cycle which reduces the number of project approval steps from two to one. As the LDCF by default follows operational policies of the GEF Trust Fund, unless decided otherwise by the LDCF/SCCF Council in response to COP guidance, the Secretariat has prepared this document for the LDCF/SCCF Council discussion reflecting the most recent policy changes.

11. The GEF seeks LDCF/SCCF Council approval for the proposed document GEF/LDCF.SCCF.8/ *Accessing Resources under the Least Developed Countries Fund*.

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<sup>1</sup> The evaluation was finalized in September 2009 and took into account the approved and submitted projects as of May 2009.





**ACCESSING RESOURCES**

**Under the**

**LEAST DEVELOPED COUNTRIES FUND**

Global Environment Facility

June 2010



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## LIST OF ACRONYMS

BAU	Business-as-Usual
CBO	Community-based Organization
CEO	Chief Executive Officer
COP	Conference of the Parties
FSP	Full-sized Project
GEF	Global Environment Facility
LDC	Least Developed Countries
LDCF	Least Developed Countries Fund
LEG	Least Developed Countries' Expert Group
MDB	Multilateral Development Bank
MSP	Medium-sized Project
NAPA	National Adaptation Program(me) of Action
NGO	Non-governmental Organization
PIF	Project Identification Form
PPG	Project Preparation Grant
SCCF	Special Climate Change Fund
STAR	System for Transparent Allocation of Resources
UNFCCC	United Nations Framework Convention on Climate Change



***Recognizing the specific needs and special situations of the least developed countries [...]  
Decides to adopt the following initial guidance to an entity entrusted with the operation of the financial mechanism of the Convention, for the operation of the Least Developed Countries Fund (LDC Fund), established under decisions 5/CP.7 and 7/CP.7, to support the work programme for the least developed countries, including, inter alia, the preparation and implementation of national adaptation programmes of action (NAPAs) referred to in paragraph 11 of decision 5/CP.7. (Decision 27/CP.7)***

## INTRODUCTION

1. The United Nations identifies 49 countries as belonging to the group of least developed countries (LDCs), based on three criteria: low income, weak human assets and high economic vulnerability. The United Nations Framework Convention on Climate Change (UNFCCC) recognizes the special situation of the LDCs:

***The Parties shall take full account of the specific needs and special situations of the least developed countries in their actions with regard to funding and transfer of technology. (Article 4.9)***

The Least Developed Countries Fund (LDCF) was established under the United Nations Framework Convention on Climate Change (UNFCCC) at its

seventh session in Marrakech and is managed by the Global Environment Facility (GEF). The fund addresses the special needs of the 49 LDCs which are especially vulnerable to the adverse impacts of climate change. As a priority, the LDCF supports the preparation and the implementation of the National Adaptation Programmes of Action (NAPAs), country-driven strategies which identify urgent and immediate needs of LDCs to adapt to climate change.

2. Any LDC who is party to the UNFCCC and has completed its NAPA is eligible for project funding under the LDCF<sup>2</sup>. Annex II countries of the UNFCCC provide the funding for the LDCF along with some Annex I countries as well as any non-Annex I that may wish to voluntarily contribute to the Fund.

3. Under the NAPA process, including the preparation and implementation, there are two main objectives:

- **Facilitate the process of identification of adaptation priorities on a national level for LDCs**
- **Facilitate expedited access to funds by the LDCs to address the most urgent and immediate needs**

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<sup>2</sup> COP decision, COP 7: [Conference of the Parties \(COP\), Seventh session, 29 October - 10 November 2001, Marrakesh, Morocco](#)



**TABLE 1. List of LDCs as of June 2010**

 <a href="#">Afghanistan</a>	 <a href="#">Malawi</a>
 <a href="#">Angola</a>	 <a href="#">Maldives</a>
 <a href="#">Bangladesh</a>	 <a href="#">Mali</a>
 <a href="#">Benin</a>	 <a href="#">Mauritania</a>
 <a href="#">Bhutan</a>	 <a href="#">Mozambique</a>
 <a href="#">Burkina Faso</a>	 <a href="#">Myanmar</a>
 <a href="#">Burundi</a>	 <a href="#">Nepal</a>
 <a href="#">Cambodia</a>	 <a href="#">Niger</a>
 <a href="#">Central African Republic</a>	 <a href="#">Rwanda</a>
 <a href="#">Chad</a>	 <a href="#">Samoa</a>
 <a href="#">Comoros</a>	 <a href="#">Sao Tome and Principe</a>
 <a href="#">Congo (Democratic Republic of the)</a>	 <a href="#">Senegal</a>
 <a href="#">Djibouti</a>	 <a href="#">Sierra Leone</a>
 <a href="#">Equatorial Guinea</a>	 <a href="#">Solomon Islands</a>
 <a href="#">Eritrea</a>	 <a href="#">Somalia</a>
 <a href="#">Ethiopia</a>	 <a href="#">Sudan</a>
 <a href="#">Gambia</a>	 <a href="#">Timor-Leste</a>
 <a href="#">Guinea</a>	 <a href="#">Togo</a>
 <a href="#">Guinea-Bissau</a>	 <a href="#">Tuvalu</a>
 <a href="#">Haiti</a>	 <a href="#">Uganda</a>
 <a href="#">Kiribati</a>	 <a href="#">United Rep. of Tanzania</a>
 <a href="#">Lao People's Democratic Rep.</a>	 <a href="#">Vanuatu</a>
 <a href="#">Lesotho</a>	 <a href="#">Yemen</a>
 <a href="#">Liberia</a>	 <a href="#">Zambia</a>
 <a href="#">Madagascar</a>	

## LDCF RULES AND POLICIES

4. When the LDCF was established by the UNFCCC Conference of Parties (COP) at its 7<sup>th</sup> Session, the COP asked the GEF to manage the LDCF, with the World Bank as the Trustee. The GEF receives guidance from and reports to the UNFCCC COP. The governing body of the LDCF is the LDCF/SCCF Council, which meets two times a year.

5. The LDCF follows streamlined and simplified procedures in order to facilitate expedited access to the Fund by the LDCs. In order to ensure sound financial management, the LDCF follows the GEF's fiduciary standards, result-based frameworks, and monitoring and evaluation practices. The LDCF also follows GEF operational policies except where the LDCF/SCCF Council decides otherwise in response to COP guidance, as shown in **Table 2**. The LDCF also receives technical guidance from the LDC Expert Group (LEG).

6. In order to respond to the special needs of the LDCs, the LDCF has a number of unique and innovative features compared to other types of GEF financing. Some of the key distinctions, summarized in **Table 2**, are discussed later in the document.



**TABLE 2. Key Distinctions between GEF Trust Fund and LDCF**

	Conventional GEF trust funds	LDCF
Project must generate global benefits	Yes	No
Funding allocated according to Resource Allocation Framework or STAR	Yes	No
Projects financed according to the “incremental cost” principle	Yes	No
Project proposals approved on a rolling basis	No	Yes
Funding of projects according to “balanced access”	No	Yes

#### APPLYING FOR FUNDING UNDER LDCF

7. Before a LDCF Project Proponent can access financing for an adaptation project, a country NAPA must be completed and sent to the UNFCCC Secretariat for web publication<sup>3</sup>. Once a NAPA has been submitted to the UNFCCC secretariat, the LDCF Project Proponent can start the process of preparing for project implementation under the LDCF.

<sup>3</sup> As of June 2010, 44 NAPAs have been completed, and can be accessed at [http://unfccc.int/cooperation\\_support/least\\_developed\\_countries\\_portal/submitted\\_napas/items/4585.php](http://unfccc.int/cooperation_support/least_developed_countries_portal/submitted_napas/items/4585.php).

#### PREPARATION FOR PROJECT IMPLEMENTATION

##### *Summary of the Process*

8. The LDCF Project Proponent develops a concept for a project and requests assistance from an agency of the GEF.

9. The implementing agency that is most suitable for the given project should be selected among the 10 GEF Agencies.<sup>4</sup>

**FIGURE 1. GEF Agencies**



10. The LDCF Project Proponent secures the endorsement of the national GEF Operational Focal Point.

<sup>4</sup> GEF guidelines are available online to assist in the selection of the appropriate agency according to its comparative advantage in climate change adaptation: [http://www.thegef.org/gef/gef\\_agencies](http://www.thegef.org/gef/gef_agencies)



11. The coordination between the stakeholders should be established early in the process, and prior to submission of a funding request to the GEF, consistent with the GEF's Public Involvement Policy<sup>5</sup>. The application for funding will be submitted through the selected Agency.

12. Submission to the GEF under the LDCF starts with a **Project Identification Form (PIF)**, a 4-8 page concept proposal using GEF-LDCF templates, see Annex I.) After the PIF has been approved, the GEF agency then works with the Project Proponent to develop the concept into a project that is ready for implementation under the GEF project cycle.

16. After the PIF has been approved, the GEF agency then works with the Project Proponent to develop the concept into a full project that is ready for implementation under the LDCF project cycle.

#### LDCF STREAMLINED PROJECT CYCLE

13. The project cycle for the LDCF is similar to, although more streamlined than, that employed by the GEF Trust Fund.

14. The steps include submission of a PIF, including a **project preparation grant** if desired (PPG, this is optional), and then a **full-sized project** (FSP) or a **medium-sized project** (MSP) proposal, depending on the size of the grant requested. Each of these stages is approved by the LDCF/SCCF Council and/or GEF Chief Operating Officer, respectively.

15. The GEF Agency works very closely with the country at each successive step, and ultimately assists the country in implementing the project.

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<sup>5</sup> [http://www.thegef.org/gef/public\\_involvement](http://www.thegef.org/gef/public_involvement)



**FIGURE 2. LDCF Project Cycle – FULL-SIZED PROJECT (above \$2 Million Dollars)**

- Step 1. WHO: **Project Proponent and Implementing Agency**

WHAT: **Project Idea**

- The proponent of the project – a government, NGO, or CBO entity – pursues a partnership with one of ten GEF Agencies and GEF Operational Focal Point endorsement of the project concept.
- Submission of the concept in Project Identification Form (PIF) to the GEF secretariat. A project preparation grant (PPG) request can also be submitted at this stage.

- Step 2.

WHO: **GEF SEC and LDCF/SCCF Council**

WHAT: **Project Concept (PIF) Review**

- The GEF has a service standard of 10 business days for this stage. If the GEF Secretariat recommends the PIF, it is posted on the web for LDCF/SCCF Council approval (Otherwise, the project can be returned for revisions, or rejected, if ineligible.)
- The LDCF/SCCF Council has [4 weeks](#) to review the PIF. Approval is granted on a no-objection basis.
- If a project preparation grant (PPG) request has been approved, the PPG funding is released.

- Step 3. WHO: **Project Proponent and Implementing Agency**

WHAT: **Project Preparation**

- Project preparation is expected to be completed as soon as possible, and no later than [22 months](#) from LDCF/SCCF Council PIF approval date

- Step 4.

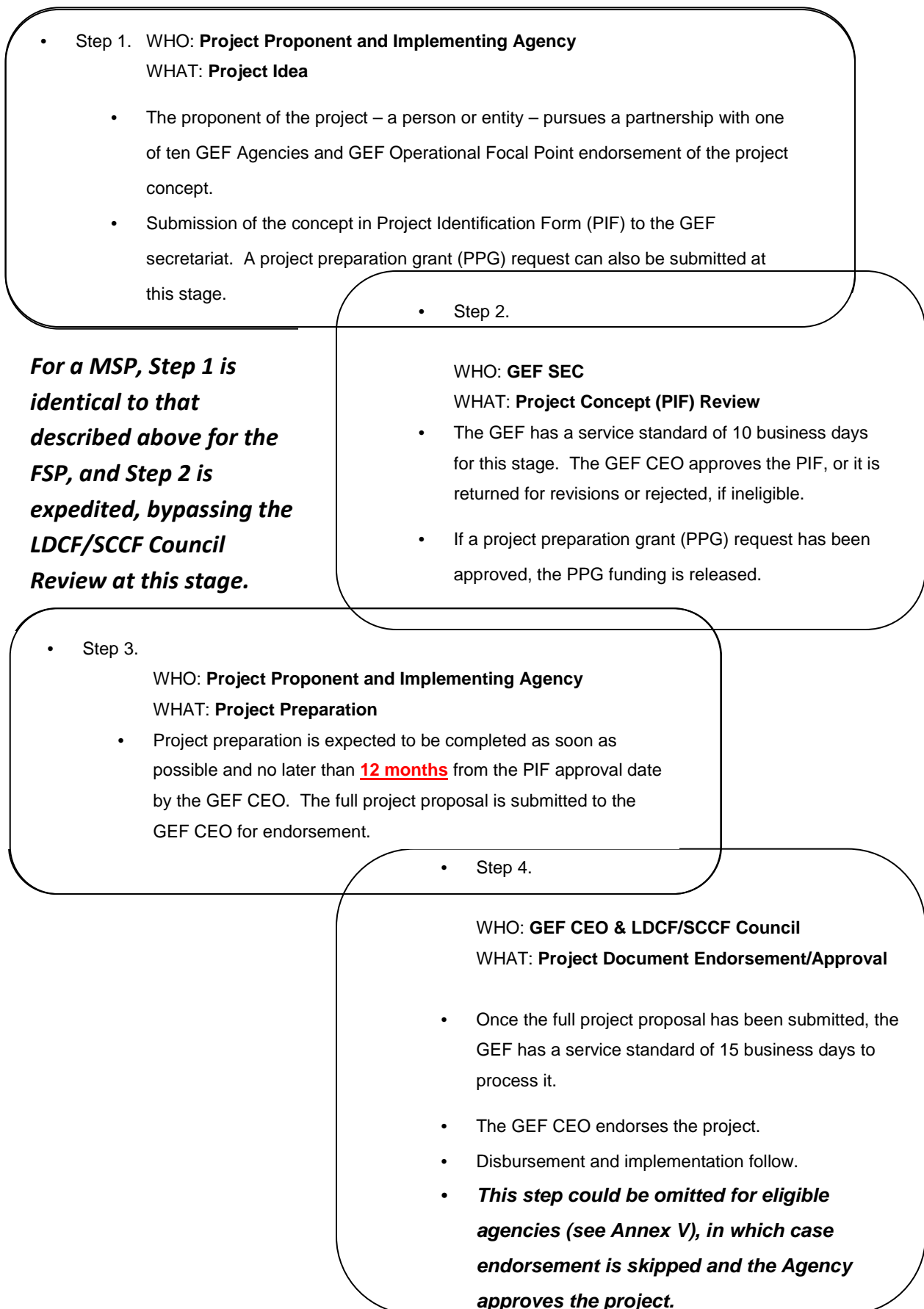
WHO: **GEF CEO and the Council**

WHAT: **Project Document Endorsement/Approval**

- Once the full project proposal has been submitted, the GEF has a service standard of 15 business days to process it.
- The Project Document is circulated to the LDCF/SCCF Council for [2 weeks](#). At the end of this period and assuming there were no objections, the GEF CEO endorses the project.
- Disbursement and implementation follow.
- ***This step could be omitted for eligible agencies (see Annex V), in which case endorsement is skipped and the Agency approves the project.***



**FIGURE 3. LDCF Project Cycle – MEDIUM-SIZED PROJECT (below \$2 Million Dollars)**





The PIF, PPG and Project CEO  
Endorsement/Approval Templates are available in  
Annex I, II, and III, respectively.

## PROJECT IMPLEMENTATION STAGE

17. Following the CEO endorsement of the project, the LDCF funding is ready to be released to the country through the Implementing Agency. The implementation of the project can begin.

18. During the course of the implementation, the Agency has the responsibility to submit Project Implementation Reports (PIRs) on an annual basis. As part of its monitoring responsibilities, the GEF conducts an Annual Monitoring Review based on the submission of PIRs by the Agencies.

19. The Agency is also required to submit a Terminal Evaluation to the GEF Evaluation Office (EO) within 12 months following the operational completion of the project.

## CRITERIA FOR SUBMISSION REVIEW<sup>6</sup>

### PIF CRITERIA FOR APPROVAL

20. The review questions can be summarized in four categories of critical information that must be available in a PIF submission:

### Basic project idea (adaptation benefit and additional cost argument):

- *What is the likely Business-as-Usual (BAU) development for the targeted sector without LDCF investment?*
- *What are the climate change vulnerabilities?*
- *What are the specific adaptation activities to be implemented to increase the climate resilience of the base development activity?*

### Fit with NAPA priorities:

- *Does the project respond to the highest priority/ies identified in the NAPA, and if not, why?*

### Implementation setup:

- *Who will implement the project and why (including comparative advantage of Implementing Agency/ies)?*
- *Is the project being coordinated with related projects and programs to avoid duplication of activities?*

### Indicative budget and co-financing:

- *How will the project components be weighted in terms of budget and why?*
- *What are the levels and sources of co-financing? (See next section for clarification on co-financing)*

A list of review questions asked during the internal review process at the PIF level in the GEF Secretariat is available online.<sup>7</sup>

## PROJECT CEO ENDORSEMENT/APPROVAL CRITERIA

21. As with the PIF, the review questions employed during the GEF's review of the project document can be summarized in four categories of critical

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<sup>6</sup> Adopted from "Least developed countries step-by-step guide for implementing national adaptation programmes of action", URL: [http://unfccc.int/resource/docs/publications/ldc\\_napa2009.pdf](http://unfccc.int/resource/docs/publications/ldc_napa2009.pdf)

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<sup>7</sup> <http://www.thegef.org/gef/guidelines>



information, which must be available in a CEO endorsement request submission:

**Project idea and additional cost argument:** *similar to the information provided at PIF stage (see section on PIF above), but with considerably more detail – especially in terms of specific adaptation activities for each of the project components, and how such activities will contribute to the overall objective, outcomes and outputs of the project.*

**Implementation setup:** *Similar to the information provided at PIF stage (see section on PIF above), but with considerably more detail on the implementation and coordination arrangements.*

**Indicative budget and co-financing:** *Similar to the information provided at PIF stage (see section on PIF above), but with a detailed, itemized budget.*

**Letters of endorsement for all co-financing leveraged by the project**

**Monitoring and Evaluation Framework:**

- *A clear description of the process and a timetable for the M&E process.*
- *A project strategic results framework identifying clear impact indicators, as well as baseline and target values, for each of the project's outcomes and outputs.*

22. If one or more of the critical information points is missing or insufficiently described in the CEO endorsement submission, the reviewer will be unable to provide clear answers to the review questions and would have to request that such information be provided by the Implementing Agency in a revised CEO endorsement submission. However, as long as the project proposal is conceptually and financially

consistent with the proposal presented in the original PIF, the general eligibility of the project is not brought into question at this stage.

## ADAPTATION COST AND CO-FINANCING CLARIFICATION

23. The LDCF is aimed at financing the full cost of adaptation. In particular, it finances urgent and immediate adaptation actions that reduce vulnerability and increase adaptive capacity to the impacts of climate change in vulnerable countries, sectors, and communities.

24. As the LDCF funds the full cost of adaptation, it can fund standalone projects, provided that what is being financed are exclusively adaptation interventions.

25. In existing COP decisions and LDCF/SCCF programming papers, the term “additional cost” was used to describe how the costs of adaptation are added to costs of Business-as-Usual (BAU) development. BAU refers to activities that would be implemented also in absence of climate change. The full costs of adaptation are fully paid by the LDCF/SCCF, and do not require co-financing **for adaptation activities.**

26. Therefore, co-financing in the context of LDCF-funded adaptation projects is redefined as “existing development financing,” which is the cost of Business-as-Usual (i.e. non climate-resilient) development activities.

27. The rationale behind this redefined concept of co-financing is to use the LDCF funds to catalyze



adaptation to climate change in the context of a larger development intervention. In this case, co-financing can include development assistance (same or different agency), government budget lines, and NGO and community groups contributions, in cash/grant, loan, soft-loan, or in-kind form.

28. The budget breakdown ratios for the LDCF activity may be different from that of the BAU activity; however, clarifications need to be provided why this is necessary at PIF and/or CEO Endorsement stages.

**Example 1** provides further clarifications on the concepts of adaptation cost and co-financing in the context of accessing financing under the LDCF.

#### BALANCED ACCESS AND RESOURCES AVAILABLE PER COUNTRY

29. According to UNFCCC decision 6/CP.9, the LDCF is to apply a principle of Equitable Access by least developed country Parties to funding for the implementation of national adaptation programs of action. In the GEF LDCF programming paper (GEF/C.28/18), which is again based on further guidance in decision 3/CP.11, this principle of equitable access has been translated into a concept of balanced access.

30. The balanced access principle assures that ***funding for NAPA implementation will be available to all LDCs***, and not be awarded on a first-come, first-served basis (which could favor countries with higher institutional capacity for project development, leaving out the most vulnerable LDCs).

31. In principle, a portion of all funding available is reserved for each LDC. Whenever additional resources become available, they are shared among the LDC parties, which, for any single country means that there is an upwardly “moving ceiling” of resources available for that country's projects.



## EXAMPLE 1. Business-As-Usual Co-financing and Adaptation Cost

This example takes a fictional Business-as-Usual irrigation project that could already be either in the planning/design stage or already under implementation, and shows how a climate change adaptation intervention, funded by the LDCF, could be developed. **In this example, a low-lying area in a coastal zone is dependent on agriculture that has, so far, relied on the exploitation of groundwater resources. However, this strategy is not sustainable, leading to the depletion and deterioration in the quality of water resources. The Government is, therefore, considering options to replace groundwater with surface water irrigation, and decides to request the assistance of a Multilateral Development Institution. Climate change, and its effects on future water resources, is not considered. The BAU Project Components are described under the Business-As-Usual column of this table.**

	<i><b>Business-As-Usual</b></i>	<i><b>with Climate Change</b></i>
<b>Problem Description</b>	To increase agricultural production in a low-lying delta, the Government has supported agricultural growth through exploitation of groundwater resources. However, with the rapid development there has been an excessive depletion of the groundwater reserves with a commensurate decrease in water quality. To resolve this problem, the Government has been reviewing options to replace groundwater with surface water irrigation.	Climate change is expected to decrease the availability of water, increase the sea level rise in this low-lying area, which will lead to soil and aquifer salinization (salt-water intrusion). To address this problem, the Government has requested the Implementing Agency to incorporate climate change adaptation considerations in the said irrigation project.
<b>Project Components</b>	Component No. 1: Design, Construction, and Operation of Surface Water System and Connection Program (US\$205M).	Incorporating climate change considerations may include a climate-resilient design, construction, and operation, such as ensuring adequate water amounts to counter climate change effects, planning and prioritizing areas to be irrigated based on climate-change considerations, and sizing the system in order to meet peak demand in summer months expected according to climate change scenarios. (US\$3M)
	Component No. 2: Market-Driven Technical Support to Small and Medium Scale Farmers (US\$2M)	Technical Support to Farmers on Climate Change, including sensitization of farmers, development of resilience-building strategies, such as income diversification, drought insurance, and water usage systems. (US\$0.7M)
	Component No. 3: Support for Institutional Development and Capacity Building of the Project Management Unit (PMU), Regulatory Office and Water Users Council (WUC) (US\$6M)	Support for Institutional Development and Capacity Building of the Project Management Unit, Regulatory Office and Water Users Council (WUC) <i>specifically concerning climate change adaptation</i> (US\$1 M)
<b>Cost</b>	<i><b>Business-As-Usual Development Cost</b></i>	<i><b>Additional Adaptation Cost</b></i>
<b>Financed by</b>	MDB, Donor Government, Ministry of Water Resources and Irrigation	<b>LDCF</b>



Even if implementation is underway, climate change adaptation could be applied to components 2 and 3. However, as this example demonstrates, the climate change intervention is generally **most effective if incorporated in the earliest stage of the development intervention**.

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	Component No. 3: Support for Institutional Development and Capacity Building of the Project Management Unit (PMU), Regulatory Office and Water Users Council (WUC) (US\$6M)	Support for Institutional Development and Capacity Building of the Project Management Unit, Regulatory Office and Water Users Council (WUC) <i>specifically concerning climate change adaptation</i> (US\$1 M)
<b>Cost</b>	<i>Business-As-Usual Development Cost</i>	<i>Additional Adaptation Cost</i>
<b>Financed by</b>	MDB, Donor Government, Ministry of Water Resources and Irrigation	LDCF

“Co-financing”
Project Information for “PIF”
“LDCF financing”

#### Points to Remember:

- Developing a proposal for financing adaptation under the LDCF **does not have to involve another project**. However, it using LDCF financing to mainstream adaptation into large investment projects has the potential of having a greater impact, taking advantages of synergies and achieving the benefits of the economies of scale.
- LDCF can be the **sole funder** of the adaptation intervention. Co-financing of adaptation is not required. Co-financing can consist of an existing BAU development intervention, such as this one, that does not include any climate change adaptation considerations in its original objectives and design.
- Developing a PIF on the basis of an adaptation project does not require great level of detail; rather, it is expected that this will be done during the ensuing project preparation phase. Instead, the review process ensures GEF reviewers an opportunity to seek clarifications from the Implementing Agency on any issues. One example is if the cost structure (e.g., project management costs vs. total project costs ratio, etc.) of the proposed adaptation project linked to a BAU project, as is the case here, is significantly different from that of the BAU project -- additional clarifications/justifications will likely be sought.



ANNEX I: LDCF PIF Template



**PROJECT IDENTIFICATION FORM (PIF)**

**PROJECT TYPE:** (choose project type)

**THE LEAST DEVELOPED COUNTRIES FUND FOR CLIMATE CHANGE (LDCF)<sup>1</sup>**

**Submission Date:** [ ]

**GEFSEC PROJECT ID<sup>2</sup>:** [ ]  
**GEF AGENCY PROJECT ID:** [ ]  
**COUNTRY(IES):** [ ]  
**PROJECT TITLE:** [ ]  
**GEF AGENCY(IES):** (select), (select), (select)  
**OTHER EXECUTING PARTNER(S):** [ ]  
**GEF FOCAL AREA:** Climate Change

INDICATIVE CALENDAR (mm/dd/yy)	
Milestones	Expected Dates
Work Program (for FSP)	[ ]
CEO Endorsement/Approval	[ ]
Agency Approval Date	[ ]
Implementation Start	[ ]
Mid-term Review (if planned)	[ ]
Project Closing	[ ]

**A. PROJECT FRAMEWORK**

<b>Project Objective:</b> [ ]								
Project Components	Indicate whether Investment, TA, or STA <sup>b</sup>	Expected Outcomes	Expected Outputs	Indicative LDCF Financing <sup>a</sup>		Indicative Co-Financing <sup>a</sup>		Total (\$) c = a+b
				(\$ a)	%	(\$ b)	%	
1. [ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
2. [ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
3. [ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
4. [ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
5. [ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
6. [ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
7. Project management	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
<b>Total project costs</b>				A0	[ ]	B0	[ ]	0

<sup>a</sup> List the \$ by project components. The percentage is the share of LDCF and Co-financing respectively to the total amount for the component.

<sup>b</sup> TA = Technical Assistance; STA = Scientific & Technical Analysis

**B. INDICATIVE CO-FINANCING FOR PROJECT BY SOURCE AND BY NAME**  
(in parenthesis) if available, (\$)

Sources of Co-financing	Type of Co-financing	Project
Project Government Contribution	(select)	[ ]
GEF Agency(ies)	(select)	[ ]
Bilateral Aid Agency(ies)	(select)	[ ]
Multilateral Agency(ies)	(select)	[ ]
Private Sector	(select)	[ ]
NGO	(select)	[ ]
Others	(select)	[ ]
<b>Total co-financing</b>		B0

<sup>1</sup> This template is for the use of LDCF Adaptation projects only.

<sup>2</sup> Project ID number will be assigned initially by GEFSEC. If PIF has been submitted earlier, use the same ID number as PIF.



**C. INDICATIVE FINANCING PLAN SUMMARY FOR THE PROJECT (\$)**

	Previous Project Preparation Amount (a) <sup>3</sup>	Project (b)	Total c = a + b	Agency Fee
LDCF		A		
Co-financing		B		
<b>Total</b>	0	0	0	0

**D. FOR MULTI AGENCIES/COUNTRIES (IN \$)<sup>4</sup>**

GEF Agency	Country Name	(in \$)		
		Project (a)	Agency Fee (b) <sup>2</sup>	Total (c) c=a+b
(select)				
(select)				
(select)				
(select)				
(select)				
<b>Total LDCF Resources</b>		0	0	0

<sup>1</sup> No need to provide information for this table if it is a single country and/or single GEF Agency project.

<sup>2</sup> Relates to the project and any previous project preparation funding that have been provided and for which no Agency fee has been requested from Trustee.

**PART II: PROJECT JUSTIFICATION**

- A. STATE THE ISSUE, HOW THE PROJECT SEEKS TO ADDRESS IT, AND THE EXPECTED ADAPTATION BENEFITS TO BE DELIVERED:
- B. DESCRIBE THE CONSISTENCY OF THE PROJECT WITH NATIONAL/REGIONAL PRIORITIES/PLANS:
- C. DESCRIBE THE CONSISTENCY OF THE PROJECT WITH LDCF ELIGIBILITY CRITERIA AND PRIORITIES:
- D. OUTLINE THE COORDINATION WITH OTHER RELATED INITIATIVES:
- E. DESCRIBE ADDITIONAL COST REASONING:
- F. INDICATE THE RISK THAT MIGHT PREVENT THE PROJECT OBJECTIVE(S) FROM BEING ACHIEVED AND OUTLINE RISK MITIGATION MEASURES:
- G. DESCRIBE, IF POSSIBLE, THE EXPECTED COST-EFFECTIVENESS OF THE PROJECT:
- H. JUSTIFY THE COMPARATIVE ADVANTAGE OF GEF AGENCY:

<sup>3</sup> Include project preparation fundings that were previously approved and exclude PPGs that are awaiting for approval.



**PART III: APPROVAL/ENDORSEMENT BY OPERATIONAL FOCAL POINT(S) AND GEF AGENCY(IES)**

**A. RECORD OF ENDORSEMENT OF GEF OPERATIONAL FOCAL POINT(S) ON BEHALF OF THE GOVERNMENT:**

(Please attach the [country endorsement letter\(s\)](#) or [regional endorsement letter\(s\)](#) with this template).

NAME	POSITION	MINISTRY	DATE <i>(Month, day, year)</i>

**B. AGENCY(IES) CERTIFICATION**

This request has been prepared in accordance with LDCF policies and procedures and meets the LDCF criteria for project identification and preparation.					
Agency Coordinator, Agency name	Signature	Date <i>(Month, day, year)</i>	Project Contact Person	Telephone	Email Address



**REQUEST FOR PROJECT PREPARATION GRANT (PPG)**PROJECT TYPE: (choose project type) THE LEAST DEVELOPED COUNTRIES FUND FOR CLIMATE CHANGE  
(LDCF)<sup>1</sup>Submission date: 

GEFSEC PROJECT ID<sup>2</sup>:   
 GEF AGENCY PROJECT ID:   
 COUNTRY(IES):   
 PROJECT TITLE:   
 GEF AGENCY(IES): (select), (select), (select)  
 OTHER EXECUTING PARTNER(S):   
 GEF FOCAL AREA: Climate Change

**A. PROJECT PREPARATION TIMEFRAME**

Start date of PPG	<input type="text"/>
Completion date of PPG	<input type="text"/>

**B. PAST PROJECT PREPARATION ACTIVITIES (\$)**

List of Past Project Preparation Activities	Output of the Activities	Project Preparation Amount (a)	Co-financing (b)	Total c = a + b
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Project Preparation Financing		0	0	0

**C. PROPOSED PROJECT PREPARATION ACTIVITIES (\$)**

Describe the PPG activities and justifications: <input type="text"/>				
List of Proposed Project Preparation Activities	Output of the PPG Activities	Project Preparation Amount (a)	Co-financing (b)	Total c = a + b
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Project Preparation Financing		0	0	0

**D. FINANCING PLAN SUMMARY FOR PROJECT PREPARATION GRANT: (\$)**

	Project Preparation	Agency Fee
GEF financing	<input type="text"/>	<input type="text"/>
Co-financing	<input type="text"/>	<input type="text"/>
<b>Total</b>	0	0

<sup>1</sup> This template is for the use of LDCF Adaptation projects only.<sup>2</sup> Project ID number will be assigned initially by GEFSEC. If PIF has been submitted earlier, use the same ID number as PIF.



#### E. FOR MULTI AGENCIES/COUNTRIES

GEF Agency	Country Name/ Global	(in \$)		
		PPG (a)	Agency Fee (b)	Total c = a + b
(select)				
(select)				
(select)				
(select)				
(select)				
<b>Total PPG Requested</b>		0	0	0

#### F. PPG BUDGET REQUESTING LDCF FINANCING

Cost Items	Total Estimated Person weeks (pw)**	LDCF	Co-financing (\$)	Total (\$)
Local consultants *				
International consultants*				
Travel				
<b>Total PPG Budget</b>		0	0	0

\* A separate Annex A for Consultant cost details should be included in this PPG Request.

\*\* Person weeks here refers to the weeks that are to be charged to the LDCF grant. One can also provide person months, if this is more applicable to the project. For co-financing, provide only the dollar amount.

#### G. GEF AGENCY(IES) CERTIFICATION

This request has been prepared in accordance with LDCF policies and procedures and meets the LDCF criteria for project preparation.



Agency Coordinator, Agency name	Signature	Date (Month, day, year)	Project Contact Person	Telephone	Email Address



## Annex A

### Consultants Financed by the Project Preparation Grant (PPG)

Position Titles	\$/ person week*	Estimated PWs**	Tasks to be performed
Local			
International			

\* Or person month, if applicable. Please indicate clearly.

\*\* Provide weeks or months as appropriate that corresponds to the rate provided in the previous column.



# ANNEX III: LDCF CEO Endorsement Template



GEF

## REQUEST FOR CEO ENDORSEMENT/APPROVAL

PROJECT TYPE: **[choose project type]**<sup>1</sup>

THE LEAST DEVELOPED COUNTRIES FUND FOR CLIMATE CHANGE  
(LDCF)<sup>1</sup>

Submission Date:

### PART I: PROJECT INFORMATION

GEFSEC PROJECT ID:

GEF AGENCY PROJECT ID:

COUNTRY(IES):

PROJECT TITLE:

GEF AGENCY(IES): (select), (select), (select)

OTHER EXECUTING PARTNER(S):

GEF FOCAL AREA: Climate Change

Expected Calendar (mm/dd/yy)	
Milestones	Dates
Work Program (for FSP)	<input type="text"/>
Agency Approval Date	<input type="text"/>
Implementation Start	<input type="text"/>
Mid-term Review (if planned)	<input type="text"/>
Project Closing Date	<input type="text"/>

### A. PROJECT FRAMEWORK

Project Objective: <input type="text"/>									
Project Components	Indicate whether Investment, TA, or STA <sup>b</sup>	Expected Outcomes	Expected Outputs	LDCF Financing <sup>a</sup>		Co-financing <sup>a</sup>		Total (\$)	
				(\$)	%	(\$)	%	c = a+b	
1. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. Project management									
Total Project Costs				A0		B0		0	

<sup>a</sup> List the \$ by project components. The percentage is the share of LDCF and Co-financing respectively to the total amount for the component.

<sup>b</sup> TA = Technical Assistance; STA = Scientific & Technical Analysis

### B. SOURCES OF CONFIRMED CO-FINANCING FOR THE PROJECT (expand the table line items as necessary)

Name of Co-financier (source)	Classification	Type	Project	%*
<input type="text"/>	(select)	(select)	<input type="text"/>	<input type="text"/>
<input type="text"/>	(select)	(select)	<input type="text"/>	<input type="text"/>
<input type="text"/>	(select)	(select)	<input type="text"/>	<input type="text"/>
<input type="text"/>	(select)	(select)	<input type="text"/>	<input type="text"/>
<input type="text"/>	(select)	(select)	<input type="text"/>	<input type="text"/>
<input type="text"/>	(select)	(select)	<input type="text"/>	<input type="text"/>
<input type="text"/>	(select)	(select)	<input type="text"/>	<input type="text"/>
<input type="text"/>	(select)	(select)	<input type="text"/>	<input type="text"/>
Total Co-financing			B0	100%

\* Percentage of each co-financier's contribution at CEO endorsement to total co-financing.

<sup>1</sup> This template is for the use of LDCF Adaptation projects only.



**C. CONFIRMED FINANCING PLAN SUMMARY FOR THE PROJECT (\$)**

	Project Preparation Amount (a)	Project (b)	Total c = a + b	Agency Fee	For comparison: LDCF Grant and Co-financing at PIF
GEF financing		A			
Co-financing		B			
<b>Total</b>	0	0	0	0	0

**D. FOR MULTI AGENCIES/COUNTRIES (IN \$)<sup>1</sup>**

GEF Agency	Country Name	(in \$)		
		Project (a)	Agency Fee (b) <sup>2</sup>	Total (c) c=a+b
(select)				
(select)				
(select)				
(select)				
(select)				
(select)				
<b>Total LDCF Resources</b>		0	0	0

<sup>1</sup> No need to provide information for this table if it is a single country and/or single GEF Agency project.

<sup>2</sup> Relates to the project and any previous project preparation funding that have been provided and for which no Agency fee has been requested from Trustee.

**E. PROJECT MANAGEMENT BUDGET/COST**

Cost Items	Total Estimated person weeks/months	LDCF (\$)	Co-financing (\$)	Project total (\$)
Local consultants*				
International consultants*				
Office facilities, equipment, vehicles and communications*				
Travel*				
<b>Total</b>	0	0	0	0

\* Details to be provided in Annex C.

**F. CONSULTANTS WORKING FOR TECHNICAL ASSISTANCE COMPONENTS:**

Component	Estimated person weeks	LDCF (\$)	Co-financing (\$)	Project total (\$)
Local consultants*				
International consultants*				
<b>Total</b>	0	0	0	0

\* Details to be provided in Annex C.

**G. DESCRIBE THE BUDGETED M&E PLAN:**

**PART II: PROJECT JUSTIFICATION**

**A. DESCRIBE THE PROJECT RATIONALE AND THE EXPECTED MEASURABLE ADAPTATION BENEFITS:**

**A. DESCRIBE THE CONSISTENCY OF THE PROJECT WITH NATIONAL/REGIONAL PRIORITIES/PLANS:**

**B. DESCRIBE THE CONSISTENCY OF THE PROJECT WITH LDCF ELIGIBILITY CRITERIA AND PRIORITIES:**

**C. OUTLINE THE COORDINATION WITH OTHER RELATED INITIATIVES:**

**D. DESCRIBE ADDITIONAL COST REASONING:**



E. INDICATE THE RISK THAT MIGHT PREVENT THE PROJECT OBJECTIVE(S) FROM BEING ACHIEVED AND OUTLINE RISK MITIGATION MEASURES: [REDACTED]

F. EXPLAIN HOW COST-EFFECTIVENESS IS REFLECTED IN THE PROJECT DESIGN: [REDACTED]

**PART III: INSTITUTIONAL COORDINATION AND SUPPORT**

A. PROJECT IMPLEMENTATION ARRANGEMENT: [REDACTED]

**PART IV: EXPLAIN THE ALIGNMENT OF PROJECT DESIGN WITH THE ORIGINAL PIF:** [REDACTED]

**PART V: AGENCY(IES) CERTIFICATION**

This request has been prepared in accordance with LDCF policies and procedures and meets the LDCF criteria for project endorsement.					
Agency Coordinator, Agency name	Signature	Date (Month, day, year)	Project Contact Person	Telephone	Email Address
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



## **ANNEX A: PROJECT RESULTS FRAMEWORK**





**ANNEX B: RESPONSES TO PROJECT REVIEWS** (from GEF Secretariat and GEF Agencies, Responses to Comments from the Convention Secretariat made at PIF)







\* Provide dollar rate per person weeks or months as applicable; \*\* Total person weeks/months needed to carry out the tasks.

**A. EXPLAIN IF THE PPG OBJECTIVE HAS BEEN ACHIEVED THROUGH THE PPG ACTIVITIES UNDERTAKEN.**

**B. DESCRIBE FINDINGS THAT MIGHT AFFECT THE PROJECT DESIGN OR ANY CONCERNS ON PROJECT IMPLEMENTATION, IF ANY.** [REDACTED]

\* Uncommitted amount should be returned to the LDCF Trust Fund. Please indicate expected date of refund transaction to Trustee.



## ANNEX IV

### GLOSSARY OF TERMS

The **Global Environment Facility (GEF)** is the managing body of the SCCF and LDCF funds. GEF's operational policies, procedures and governance structure are applied to these funds, unless COP guidance and LDCF/SCCF Council decide otherwise. Its governing structure is composed of: the Assembly, the Council, the Secretariat, ten Agencies, a Scientific and Technical Advisory Panel (STAP), and the Independent Office of Monitoring and Evaluation.

A **GEF Operational Focal Point (OFP)** is designated by each country that receives GEF funding, and is responsible for operational aspects of GEF activities such as, endorsing project proposals to affirm that they are consistent with national plans and priorities and facilitating GEF coordination, integration, and consultation at the country level.<sup>8</sup>

The **LDCF/SCCF Council** is the main governing body of the LDCF. It functions as an independent board of directors, with primary responsibility for developing, adopting, and evaluating LDCF policies and programs. It is comprised of 32 members who represent GEF member countries, 14 from donor constituencies and 18 from recipient constituencies. As decisions are made by consensus, two-thirds of the Members of the Council constitute a quorum.

The **Chief Executive Officer (CEO)/ Chairperson** of the GEF heads the **GEF Secretariat**, which coordinates the implementation of LDCF projects and programs, as well as the formulation of policies and operational strategies.

The GEF **Secretariat** coordinates the overall implementation of GEF activities. It services and reports to the Assembly and the Council. The Secretariat is headed by the **Chief Executive Officer (CEO)**, who is appointed to serve for three years, and may be reappointed by the Council.

The GEF **Agencies** are the operational arm of the GEF. The GEF develops its projects through ten Implementing Agencies: the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP) the World Bank, the African Development Bank (AfDB), the Asian Development Bank (ADB), the European Bank for Reconstruction and Development (EBRD), the Inter-American Development Bank (IAD), the International Fund for Agricultural Development (IFAD), the United Nations Food and Agricultural Organization (FAO), and the United Nations Industrial Development Organization (UNIDO).

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<sup>8</sup> [http://www.gefcountrysupport.org/report\\_detail.cfm?projectId=172](http://www.gefcountrysupport.org/report_detail.cfm?projectId=172)



The **Scientific and Technical Advisory Panel (STAP)** provides independent advice to recommend to the GEF on scientific and technical aspects of programs and policies. The members of STAP are appointed by the Executive Director of UNEP, in consultation with the GEF's CEO, the Administrator of UNDP, and the President of the World Bank.

The **Independent Office of Monitoring and Evaluation (M&E)** provides a basis for decision-making on amendments and improvements of policies, strategies, program management, procedures and projects; promotes accountability for resource use against project objectives; and documents and provides feedback to subsequent activities, and promote knowledge management on results, performance and lessons learned.

The **GEF Focal Points** (Country Representatives) are government officials, designated by member countries, responsible for GEF activities and to ensure that GEF projects are country-driven and based on national priorities. The complete list of GEF Focal Points, including name, position, government agency, complete address, phone, fax and e-mail, can be accessed at: [http://www.thegef.org/gef/focal\\_points\\_list](http://www.thegef.org/gef/focal_points_list)

The **Project partners** are organizations and entities implementing projects on the ground, including governments, national institutions, international organizations, local communities, non-governmental organizations, academic and research institutions and private sector entities<sup>9</sup>.

Government agencies, NGOs, communities, associations, etc. are examples of **stakeholders** of any given GEF project. Extensive consultations with the stakeholder groups are advised, starting with the project planning stage.

A [Project Identification Form \(PIF\)](#) is a short (maximum 4 pages) description of a project concept that is used by the GEF to determine whether or not the project meets certain basic criteria. If these criteria are met, the project is included in the GEF pipeline i.e., funds are allocated to the project to cover total project costs (funds are not committed until CEO endorsement).

A [Project Preparation Grant \(PPG\)](#) is a small amount of funds that can be utilized to cover partial project preparation costs incurred by the project proponent.

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<sup>9</sup> <http://www.climatefundsupdate.org/listing/least-developed-countries-fund>



## ANNEX V

### CRITERIA FOR DELEGATION OF AUTHORITY FOR PROJECT APPROVAL

The GEF criteria that an Agency must meet to be eligible for a delegation of authority to approve projects under a Program include:

1. reliance for project approval on a Board:
  - a. that is permanently embedded within the Agency through full time employment;
  - b. that represents constituencies, not individual countries, comprising all member countries of the Agency;
  - c. whose approval process operates within and is subordinate to a set of appraisal and quality of entry requirements that include at a minimum:
    - i. environmental and social safeguard mechanisms,
    - ii. formal appraisal procedures and documentation
    - iii. project concept review meetings,
    - iv. quality enhancement review systems
    - v. project-at-risk management mechanisms assessments; and
    - vi. disclosure before going to Board;
  - d. Whose approval process is transparent, with the relevant Board decisions and documents publicly available.
2. The practice of negotiating and concluding signed agreements between the Agency and the recipient government on specific conditions for implementation of the project, including:
  - a. obligations of the government,
  - b. financial aspects of project implementation, and
  - c. legal aspects of project implementation.