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Green Climate Fund Readiness and Support Programme

Standard Operating Procedures Manual
for Niue National Designated Authority

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1. Purpose of the Standard Operating Procedure Manual

The Standard Operating Procedure Manual (SOPM) stands as a comprehensive guide delineating the protocols, responsibilities, and mechanisms governing the operations of Niue’s National Designated Authority (NDA) to the Green Climate Fund (GCF). This comprehensive manual serves as a navigational compass for all involved entities, ensuring coherence, adherence, and efficiency in implementing climate projects and managing funds effectively. The SOPM’s appendices, consisting of templates, checklists, regulations, and guidelines, serve as practical tools complementing the procedural information outlined in the manual’s main body. These resources aid in the seamless application of the prescribed procedures and standards.

In essence, this manual symbolizes the commitment towards efficient, transparent, and accountable utilization of GCF funds in Niue, ensuring alignment with GCF objectives while fostering sustainable climate initiatives.

How to use this manual?

This manual provides detailed operational procedures and guidelines to support the NDA in its lead role in engaging with the GCF. Besides the necessary GCF background information, the manual offers tools and templates, as well as guidance on relevant processes for further reading, structured as follows:

- Chapter 2 and 3 outline Niue’s Climate Change and Development priorities
- Chapter 4 of this manual introduces the operational modalities of the GCF including the Fund’s business model, project cycle, access to GCF funding and the GCF investment criteria, as well as policies and standards.
- Chapter 5 summarizes the role and responsibilities of the NDA.
- The country coordination mechanism is introduced in chapter 6.
- The chapters 7, 8, and 9 elaborate on the procedure for the selection of readiness delivery partners, the no-objection procedure, and the guidelines for the nomination of direct access entities, respectively. For all three procedures, practical step-by-step guidance is provided.
- Information on Concept Note development, project implementation, including monitoring, procurement and addressing of grievances is provided through chapters 10, 11, 12 and 13.
- Assessment templates and checklists can be found in the annexes, as well as a template for a no-objection letter.

The manual must be complemented by the GCF Strategic Framework and Country Programme (SFCP) which will guide the NDA in aligning its activities with the priorities and policies of Niue.

Users of this manual should bear in mind that the document is a living document. GCF standards and procedures do evolve over time. In addition, the climate policy and finance landscape of Niue is advancing, and a GCF Country Programme will be established. Thus, the procedures will be reviewed and updated annually, to ensure a successful implementation of GCF funded activities in the country.

2. National Development Goals

Niue’s development goals, as outlined in the Niue National Strategic Plan (2016-2026), revolve around achieving prosperity for the nation through a comprehensive approach. The overarching vision, Niue ke Monuina, is supported by seven national development pillars, each emphasizing specific aspects of societal progress. These pillars are briefly summarized in the next page:

Table 1: Niue Strategic Development Pillars

Pillar	Goal
Infrastructure	Sustainable use and management of key infrastructure that is climate-proof and resilient. Strategies include the development of modern, climate-resilient infrastructure to support overall national growth.
Social Services	Fostering a harmonious and healthy lifestyle in a thriving, educated, and safe community with access to a wide range of quality social services. Strategies focus on providing essential social services, ensuring education, and maintaining a safe community environment.
Environment and Climate Change	Sustainable use and management of Niue’s natural resources and environment for present and future generations. Strategies aim at preserving and utilizing natural resources responsibly, with a focus on climate change adaptation.
Tāoga Niue (Cultural Heritage)	Promote, strengthen, and integrate Tāoga Niue cultural heritage, language, values, and identity. Strategies revolve around preserving and promoting Niue’s cultural heritage, language, and identity for future generations.
Private Sector	A prosperous and skilled island nation, underpinned by a thriving and entrepreneurial private sector. Strategies involve fostering entrepreneurship, skills development, and overall economic prosperity through a vibrant private sector.
Finance and Economic Development	Secure sufficient financial resources and ensure responsible fiscal management that supports development strategies. Strategies focus on securing financial resources, maintaining prudent fiscal management, and supporting sustainable economic development.
Maximize Benefits from Niue’s Resources	Support private sector development, targeting tourism, agriculture, and fisheries, backed by safe, reliable, and affordable modern infrastructure. Strategies include maximizing benefits from key sectors like tourism, agriculture, and fisheries, supported by modern and resilient infrastructure.

The Niue National Strategic Plan emphasizes careful resource allocation, with government agencies aligning their corporate plans to these pillars and strategies. The ultimate measurement of progress lies in annual reports, the national budget process, and ongoing adaptation to challenges. The plan reflects Niue’s commitment to achieving prosperity while preserving its cultural heritage and natural environment

3. National Climate Change Profile

Niue's commitment to the Paris Agreement through its National Determined Contributions (NDC) centers around mitigating electricity generation by reducing reliance on fossil fuels, particularly in the realms of renewable energy and transportation. Additionally, the nation is focused on adapting to climate change impacts in areas such as food security, the built environment, infrastructure, and the well-being of its people and communities. Niue's NDC is currently undergoing updating (2024). The Updated NDC includes unconditional, conditional and aspirational contributions to meet Paris Agreement goals. Efforts to reduce GHG emissions in Niue adds value and compliments Niue's focus on its vision to 'build a sustainable future that meets our economic and social needs while preserving environmental integrity, social stability, and the Niue culture'. The Updated NDC put focus on the energy sector which will allow Niue to work towards achieving not only the NDC but also support towards the achievement of the Niue Strategic Energy Roadmap (NiSERM) 2016 – 2026 which highlights Niue's issues, challenges and aspirations in the energy sector. The NiSERM outlines Niue's aspirations to meet the 80% target of its electricity needs from renewable energy by 2025 which would in turn reduce the country's high reliance on imported fossil fuel.

Niue National Determined Contributions

While Niue's contribution to global greenhouse gas emissions is negligible (less than 0.0001%), and Niue is a net sink given the growth of our forests, nevertheless we are taking steps to reduce our emissions, in particular in the energy sector. The Niue Strategic Energy Road Map (NiSERM) 2015-2025 outlines Niue's aspiration to meet 80% of its electricity needs from renewable energy sources by 2025, which would in turn reduce the country's high reliance on imported fossil fuel. Part of this goal can be achieved through national resources and identified assistance, but achieving such high levels of electricity from renewables (from around 2% today) is very ambitious and will need considerable contributions of financial and capacity support from our partners.

In response to the imperative of addressing climate change comprehensively, the Government of Niue has formulated a climate change policy. This policy aligns with the Niue National Strategic Plan (2016–2026) and aims to enhance understanding and develop appropriate responses to the causes and effects of climate change, in support of national sustainable development objectives.

To guide climate-related projects, Niue looks to the Joint National Action Plan (JNAP) on Climate Change Adaptation (2012). Currently undergoing review, the JNAP is slated for an update to incorporate new strategies and plans, including those outlined in the Niue Infrastructure Energy Road Map and the Niue National Transport Strategy.

The Private Sector in Niue is actively contributing to the low-emission, high-resilience development agenda by developing an Options Paper. This document explores how the private sector can align with and support Niue's goals.

Engagement with the Green Climate Fund is facilitated by aligning concepts and projects with the priorities identified in national strategies and plans. This approach ensures that Niue can access climate finance to further its commitment to sustainable development in the face of climate change challenges.

GCF Strategic Framework and Country Programme

The Niue Strategic Framework and Country Programme (SFCP) for the GCF outlines investment options, emphasizing its role as a complementary document that leverages existing Niue climate change policies and sector plans. This strategic framework aims to enhance Niue's engagement with the GCF by strategically utilizing established policies.

The primary goal of the SFCP is to ensure that project and program proposals submitted to the GCF adopt an integrated approach, effectively enhancing Niue's resilience to climate change.

This involves addressing risks and vulnerabilities by establishing a well-planned and funded platform for adaptation, mitigation, and disaster risk management through collaborations at the national, regional, and internal levels.

The key objectives of the SFCP include:

- Providing a framework that aligns with current and upcoming priorities outlined in national policies and documents.
- Collaborating with all sectors to establish a coherent structure for addressing climate change mitigation and adaptation priorities in Niue.
- Offering options through the Green Climate Fund to invest in pipeline projects and programs supporting national sustainable development. This includes strengthening the adaptation of natural ecosystems and human communities to climate change.

The SFCP aims to set an agenda for Niue, guiding the determination and prioritization of actions in the realm of climate change financed through the GCF.

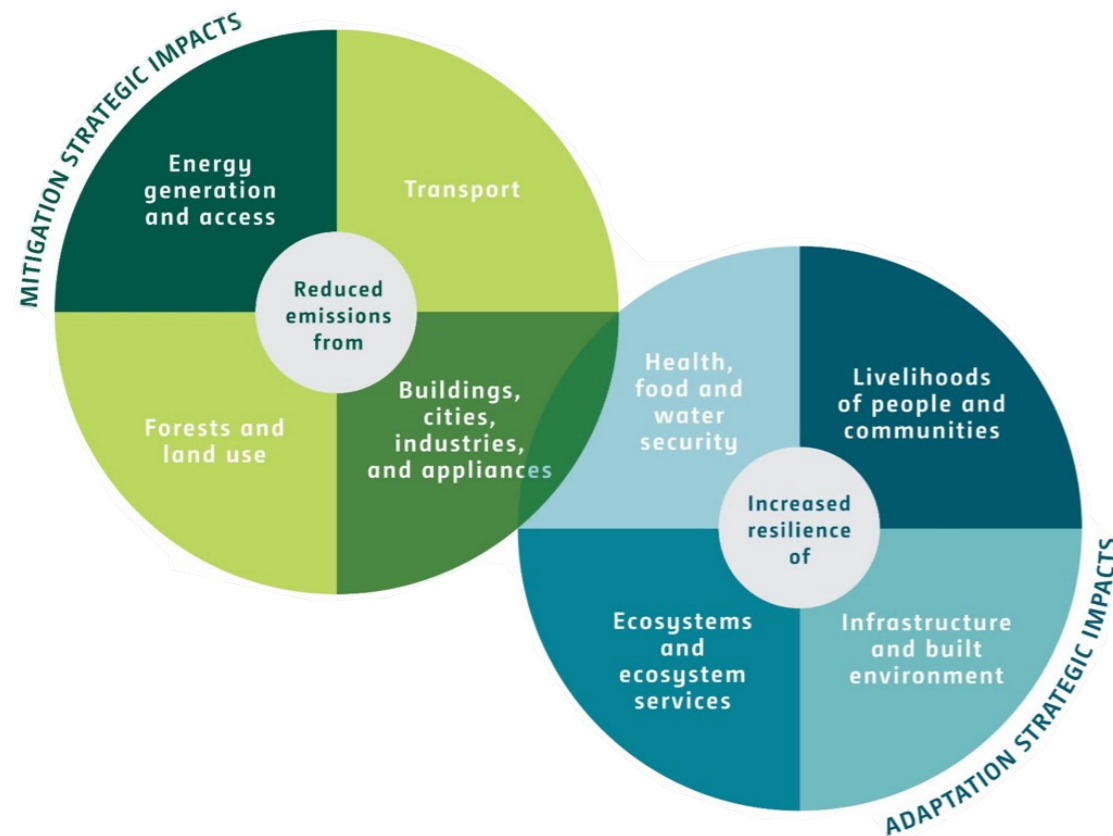
4. The Green Climate Fund – Operations and Procedures GCF at a Glance

The GCF was established through an agreement by 194 Parties at the 16th Conference of the Parties (COP16) in 2010 to help developing countries respond to climate change and achieve a low-carbon resilient development pathway. Under its mandate, the Fund is dedicated to financing transformative climate impacts, that is, the GCF aims to finance replicable and scalable projects that help deliver systemic change. Guided by the principle of country ownership, GCF investments support developing countries' own aspirations for low-emission, climate-resilient development, to help attain national climate change goals, as per the Nationally Determined Contributions (NDCs), National Climate Change Policies and Implementation Plans and Financing Strategies. To strengthen country ownership, the GCF approach goes beyond project funding and includes technical and financial support for enhancing countries' preparedness/readiness in directly accessing the Fund's resources to implement and manage a country programme consistent with articulated NDCs and strategies. Moreover, the GCF has the capacity to bear significant climate investment risks, allowing it to unlock co-financing resources and catalysing climate finance at scale.

The GCF is governed by a 24-member Board, comprised equally of representatives of developed and developing countries. The Board takes decisions based on consensus among all Board members and is accountable to and functions under the guidance of the UNFCCC. The GCF is overseen by a Secretariat, which is the operational body of the Fund and is responsible for executing the day-to-day operations. The GCF Secretariat services and is accountable to the Board.

The GCF identified eight strategic result areas which are displayed in Figure 1. Further, the GCF aims for a 50:50 balance of mitigation and adaptation measures in its portfolio over time. It also aims to allocate a minimum of 50 percent of the adaptation funding to particularly vulnerable countries which include Least Developed Countries (LDCs), Small Island Developing States (SIDS), and African States. The Fund engages with both the public and private sectors in transformational climate-sensitive investments. It aims to unlock private investment through its Private Sector Facility (PSF) and overcome market barriers for private sector by bearing significant climate related risk, leveraging, and crowding in additional financing. At the same time, resources will be allocated at minimum concessionality without crowding out potential financing from other public and private sources.

Figure 1: GCF Strategic Impact Areas



Source: GCF

After its initial resource mobilization in 2014, which raised pledges from the international community of over USD 10 billion, the GCF had a second resource mobilization in 2019 and received pledges of USD 9.8 billion.

According to the Fund's Updated Strategic Plan 2024-2027, strategic priorities are (1) Readiness: enhanced focus on climate programming and direct access, (2) Mitigation and Adaptation: Supporting paradigm shifts across sectors; (3) Adaptation: Addressing urgent and immediate adaptation and resilience needs; and (4) Private Sector: Promoting innovation and catalysing green financing. With regards to SIDS, the GCF aims at using minimum allocation floors as appropriate in allocating resources for adaptation, considering the urgent and immediate needs of developing countries that are particularly vulnerable to the adverse effects of climate change, including LDCs, SIDS and African States.

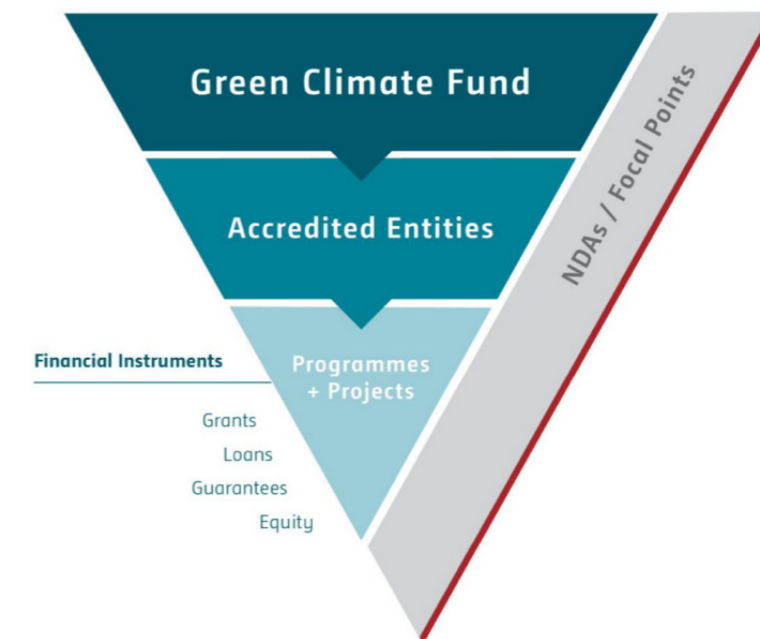
The GCF also considers actions to help building markets for climate action in LDCs and SIDS, focusing on market activation, enabling environments and facilitation of the aggregation of demand for mitigation and adaptation services.

Business Model of the GCF

The GCF business model is based on partnerships with Accredited Entities (AEs) as intermediaries, through which funding for board approved projects is channelled and projects implemented (see Figure 2 below). AEs work closely with countries to develop project concepts and submit funding proposals for approval by the GCF Board. AEs can be either Direct Access Entities (DAEs) including subnational, national or regional organizations, or International Access Entities (IAEs), including United Nations (UN) organizations, multilateral development banks (MDBs), international financial institutions (IFIs) and regional institutions.

To access GCF funding, potential AE institutions must undergo an accreditation process to demonstrate their capacity based on GCF eligibility criteria, to effectively implement, manage and monitor projects. The institutions must demonstrate sound, prudent financial, social, and environmental management skills to administer fundable projects of varying sizes and risk.

Figure 2: GCF Architecture



The GCF accreditation assessment determines the size and the risk category of projects the institution will be allowed to implement (see also section on accreditation below). This also relates to the fiduciary functions and financial instruments they can use. The project size, project risks and fiduciary standards define the project characteristics and requirements for the implementation. For instance, not all entities comply with the fiduciary standards that are required for large projects (with a total investment of USD 250 million or more), while others can only handle grants but no loans. Information on the accreditation status of each institution can be found on the GCF webpage.

However, AEs do not necessarily have to act as direct implementers of funding proposals. Executing Entities (EEs) responsible for project implementation can do this on behalf of AEs. The responsibilities of EEs are defined in the funding proposal and implementation agreements. EEs can be different organizations ranging from international institutions, ministerial subsidiary bodies to small NGOs - depending on the structure of the project and the planned activities.

The NDA should consider the following factors in their selection of AEs for specific projects or programmes:

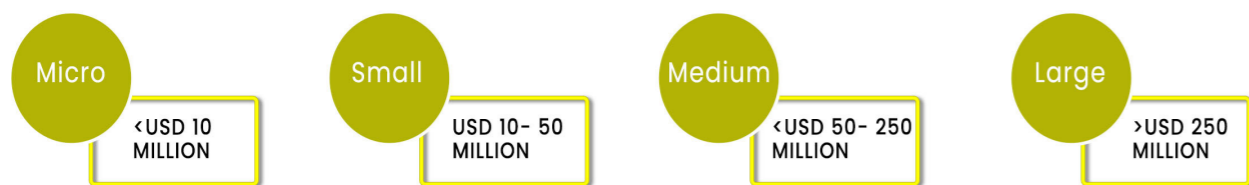
- Whether AE has been operating in the country.
- Whether the AE is a direct access entity.

- Past working experience - whether the NDA has already established a work relationship with the AE. Additionally, whether the AE has a track work record in sector(s) of relevance to the project, or similar sized projects.
- Type of accreditation - whether the AE is accredited for the appropriate financial instrument(s).
- Whether the AE can provide technical support to conduct preparatory work (e.g. feasibility study) for the preparation of the full funding proposal.

The GCF provides funding support through various financial instruments, namely, grants, loans, result-based payments, equity and guarantees. It is important to note that two or more instruments may be blended with more than one instrument being used by the Fund itself or combined with instruments from other sources of finance. The majority of the current GCF portfolio (over 80%) is financed by grants and loans. The terms of financial instruments for public and private sector are determined on a case-by-case basis.

GCF projects can be of different sizes: micro (up to USD 10 million), small (USD 10-50 million), medium (USD 50-250 million) and large (> USD 250 million). The four categories for individual project or programme sizes are displayed below.

Figure 3: GCF Project Sizes

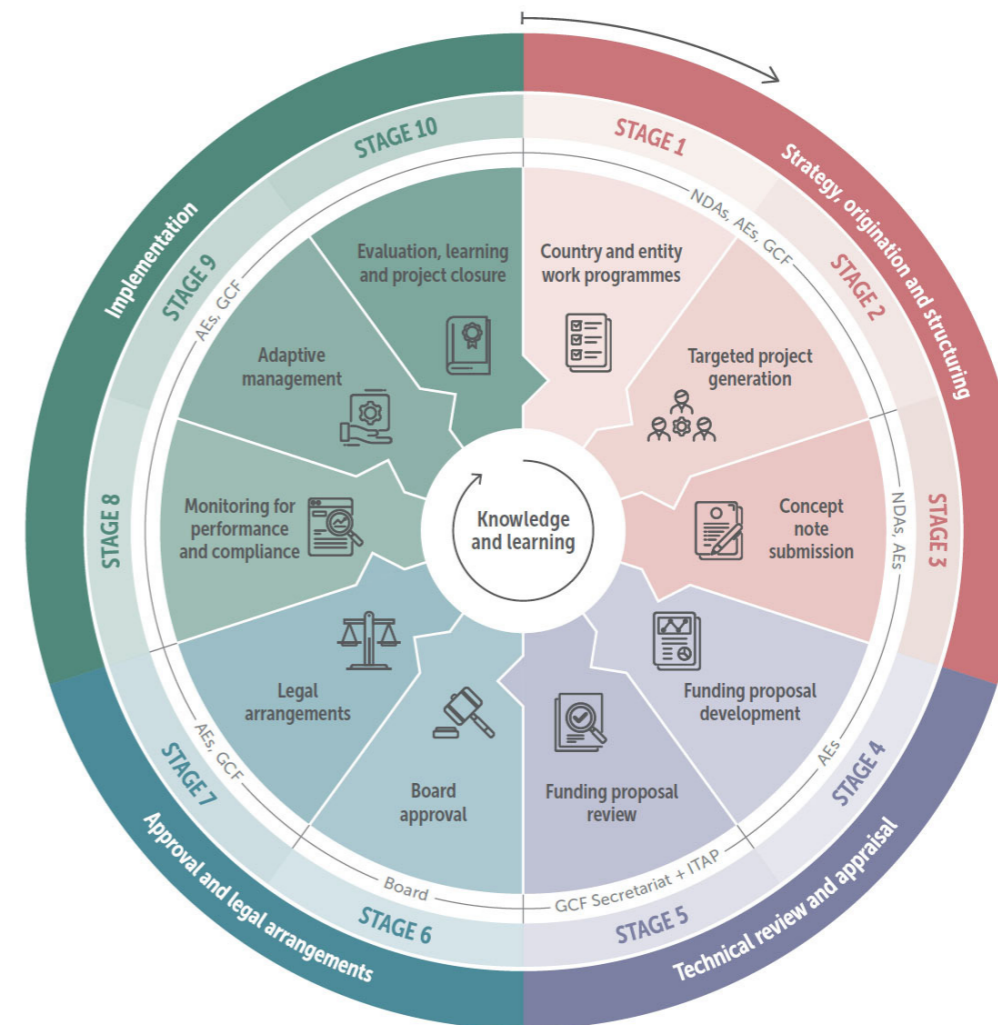


GCF Project Cycle

As described above, the GCF does not implement projects directly itself, but through partnerships with AEs. Once projects are approved, AEs and/or EEs implement the project and are responsible for overseeing, supervising, managing, and monitoring the project. The GCF project cycle contains ten stages that are aligned with four phases, namely strategy, origination, and structuring; technical review and appraisal; approval and legal arrangements; and implementation.

Ideally, proposals are developed and submitted jointly by an AE and the NDA, however the AE may submit the FP or CN directly to GCF. Prior to preparing a full proposal, it is recommended that the AE develop a concept note. This is a voluntary but useful step, which allows AEs to obtain feedback from the GCF Secretariat on whether the proposal is in line with the objectives and mandate of the Fund. Each proposal must be approved by the NDA in the form of a no-objection letter which must be submitted with the proposal. The FP and NOL are then evaluated by the GCF Secretariat and an Independent Technical Advisory Panel (ITAP) and finally considered for implementation approval by the GCF Board. Figure 4 summarises the detailed steps in each phase of the project cycle.

Figure 4: GCF Project Activity Cycle



Project funding primarily originates from the preparation of country programmes and entity work programmes (EWPs) which set the investment priorities and define the proposed AEs and partners for the design and implementation of such investments. Country programmes and EWPs are developed through an iterative programming process with the NDA and the GCF Secretariat and should include project ideas in line with country priorities.

The next stage is the development and submission of a concept note (CN), which although voluntary, is strongly encouraged, due to the potential for enhanced “quality at entry” of funding proposals. Following development of concept notes, they are submitted by AEs for technical review and assessment of the proposed project by the GCF Secretariat prior to final review and approval by the GCF Board. The Secretariat can recommend that the CN be fully advanced into a funding proposal; be further developed and resubmitted or be rejected if it is not eligible to receive GCF support or does not meet the GCF investment criteria.

AEs can develop approved CNs into full funding proposals (FPs) and submit them to the GCF Secretariat. The NDA should ensure that funding proposals for projects and programmes that are generated from country programmes and EWPs promote national climate priorities consistent with Niue’s Nationally Determined Contribution (NDC), implementation plan and financing strategy and climate change policy.

Accordingly, the NDA should initiate key processes inclusive of identifying national priorities, analysing financial needs and gaps, and identifying partners to design and implement funding proposals. In this regard, the NDA will within an established framework facilitate effective coordination and consultation among relevant stakeholders, to generate project concepts and ideas that are aligned with the GCF Strategic Plan and its results impact areas. During the GCF Readiness and Preparatory Support Programme, the Secretariat works closely with AEs and countries to develop their pipelines by identifying highly impactful project ideas that have the potential to meet all six GCF investment criteria.

The appraisal and development of projects includes several steps, including the check of accreditation scope and ESS category, definition of project scope/activities, stakeholder engagement, obtaining of a no-objection letter, selection of an executing entity, and setting the financial structure (as displayed in Figure 5). AEs are required to follow these steps in order to ensure that submissions are complete and meet GCF requirements and policies.

Figure 5: Project Appraisal/Development

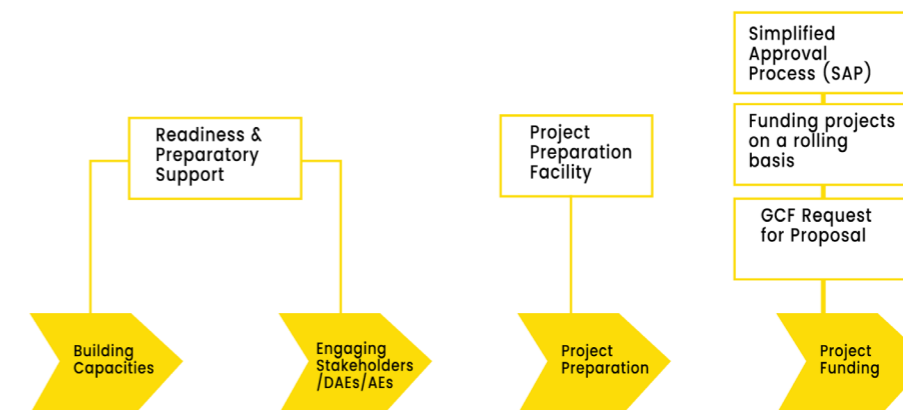


Upon receipt of the full funding proposal, the GCF Secretariat initially undertakes a completeness check followed by a more detailed assessment of the project proposal, inclusive of an assessment of how it aligns with GCF investment criteria as well as its compliance with GCF policies. Provided the proposal has passed this initial review, the Secretariat forwards its assessment along with the proposal to the Independent Technical Advisory Panel (ITAP) of the Fund, which undertakes a technical assessment and provides recommendations prior to consideration and decision by the Board, whether to approve funding. If approved, the AE and the GCF will enter a legal arrangement referred to as a Funding Activity Agreement (FAA). Following funding disbursement, the final stages involve portfolio implementation, monitoring for performance, results, and compliance; and adaptive management; and ultimately evaluation, learning and project closure.

Channels to Access the Fund

The GCF provides funding through five access channels, namely the readiness and preparatory support programme, the project preparation facility, the simplified approval process (SAP), funding proposals on a rolling basis, and a GCF request for proposal (Figure 6). The NDA is involved in all of these channels.

Figure 6: GCF Accessing Channels



The **Readiness and Preparatory Support Programme** (short: the Readiness Programme) supports country-driven initiatives to strengthen institutional capacities, strategic frameworks for low-emission investment, adaptation planning, as well as paradigm-shifting pipeline development. As per the GCF Readiness Strategy 2024-2027 countries can access

- Up to USD 4 million** per country over a four-year period, to provide support to NDAs or focal points to address capacity gaps pertaining to achieving coordinated climate action across government and with relevant stakeholders; policy initiatives and an enabling environment to support climate investment at scale; developing GCF country programmes; developing and implementing paradigm-shifting pipelines of adaptation and mitigation initiatives; and knowledge-sharing and learning;
- Up to USD 0.32 million** for direct access by LDCs/SIDS per country over a four-year period, to support NDAs or focal points that are catering for specific human and institutional capacity challenges in LDCs/SIDS, to enable these countries to continuously engage with GCF and fulfil their climate objectives;
- Up to USD 3 million** per country support to NDAs or focal points for NAP development and adaptation planning, as approved by the Board (decision B.13/09); and
- Up to USD 3 million** per country to support the transition from NAP development to NAP implementation, in response to the COP27 guidance to “continue to enhance support for the formulation and implementation of national adaptation plans”.

With the Project Preparation Facility (PPF) the GCF considers that developing countries may face capacity constraints in developing climate finance proposals. Hence, the PPF can provide financial and technical assistance for the preparation of project funding proposals. The PPF can grant funding of up to USD 1.5 million for each application to the PPF, commensurate to the funding proposal being developed and adhering to the activities included in the PPF application.

Furthermore, the GCF provides easy access to resources for smaller activities that have minimal environmental and social risks. Projects with a GCF contribution of up to USD 25 million and within the lowest project risk category can thus be approved through a Simplified Approval Process (SAP), which was developed to allow more rapid and efficient access by reducing efforts for preparation, review, approval, and disbursement procedures.

Also, AEs can respond to GCF Requests for Proposals to fill current gaps in climate finance. In issuing some Requests for Proposals, the GCF promotes areas of interest. In the past, such calls for proposals have been related to projects in support of micro, small and medium-sized enterprises (MSMEs) in the climate space or pilot programmes for REDD+ results-based payments. In these cases, the GCF can also accept proposals from entities that have not yet been accredited.

However, the “regular” way of accessing the GCF is the Project Approval Process (PAP) of submitted funding proposals (FPs). The FPs are developed by AEs in close consultation with the NDA and national partners. FPs must go through several appraisal stages (see above) by the Secretariat and can eventually be approved by the GCF Board which usually meets three times per year.

GCF Investment Criteria

At its seventh meeting, the GCF Board adopted the initial investment framework which specifies six investment criteria for assessing funding proposals (the Board later adopted adjustments to the criteria). The criteria include the potential impact/result of the proposal, its paradigm shift and sustainable development potential, the needs of the beneficiary country, and the degree of country ownership and institutional capacity, as well as the economic efficiency and effectiveness of the potential project proposal.

To be funded by the GCF, a successful project must meet the Fund's investment criteria (see Figure 7) as follows:

1. Impact potential: a project must demonstrate a high potential to contribute to the achievement of GCF's objectives and results areas. Indicators for the impact potential are the project lifetime emissions reductions (in tonnes of carbon dioxide equivalent) and/or the number of direct and indirect beneficiaries.
2. Paradigm shift potential: a project must ensure a vision for a paradigm shift, i.e. a high degree to which the GCF can catalyse impact beyond a one-off project investment.
3. Sustainable development potential: a project must identify at least one positive co-benefit out of the fields: environmental, social, economic and/or gender empowerment co-benefits.
4. Responsive to client's needs: a project must ensure that the proposed intervention will address the identified needs, and barriers of the beneficiary country(ies) to accessing domestic (public), private and other international sources of climate-related finance.
5. Country ownership: a project must be aligned with nationally determined contributions (NDCs), relevant national plans, and/or enabling policy and institutional frameworks to ensure country ownership.
6. Efficiency and effectiveness: a project must aim for high efficiency and effectiveness, measured by the cost per tonne of CO₂e, the ratio of co-financing, the expected rate of return and how far the project applies and builds on the best practices in the sector.

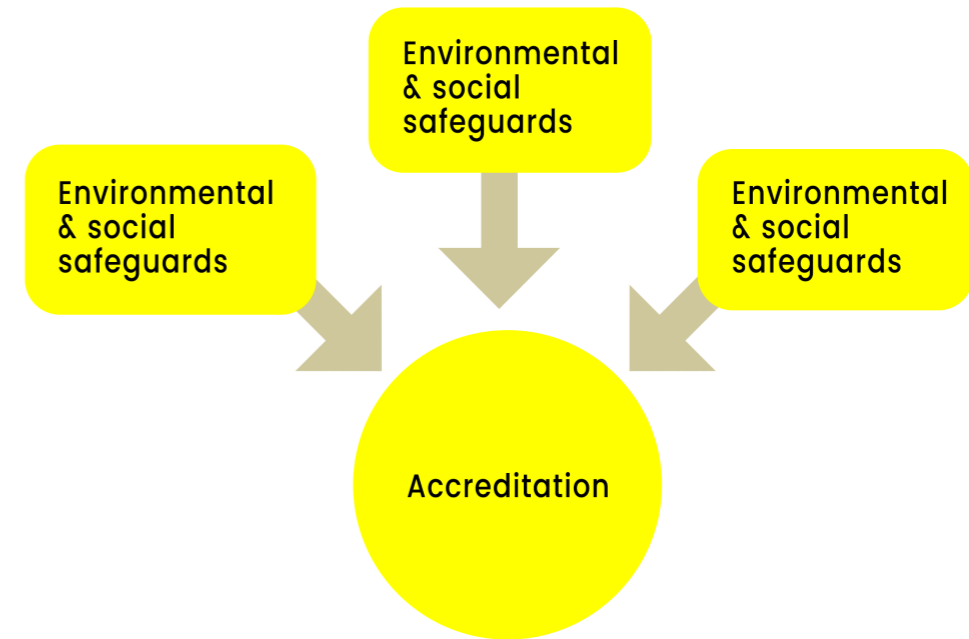


At the 22nd Board meeting (B.22 in February 2019), the Board adopted indicators for each of the investment criteria to further guide the development of funding proposals. While AEs should use these indicators to enhance the quality of funding proposals over time by increasing clarity on how different proposals meet the GCF investment criteria, the investment criteria indicators only provide orientation on whether the project should be endorsed by the NOP.

GCF Accreditation Process

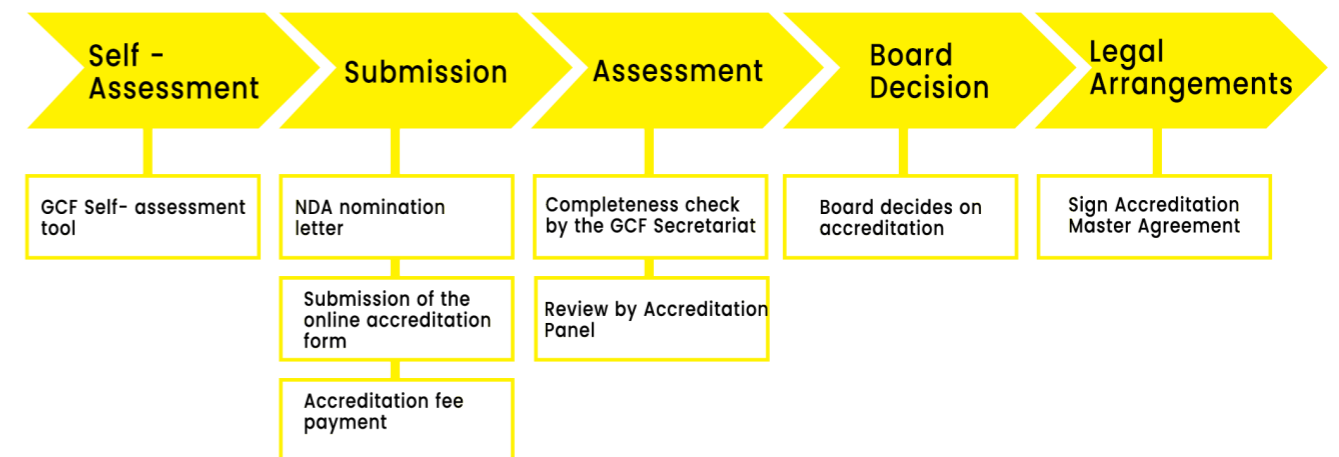
The GCF supports developing countries by promoting a paradigm shift towards low-emission and climate-resilient development pathways through the provision of funding resources for climate projects under one or more of the GCF's result areas. An AE is responsible for administering climate change projects and programmes in line with GCF fiduciary principles and standards, environmental and social safeguard standards and gender policy (all of which are standards for GCF accreditation), and other relevant GCF policies and requirements, in accordance with the relevant legal agreements (accreditation master agreements (AMA) and funded activity agreements (FAA)).

Figure 8: Accreditation Requirements



If an institution wishes to apply for accreditation, the AE candidate (IAE or DAE) is subject to a GCF accreditation process, in which the respective entity's capacities (policies, procedures, track record and demonstrated capacity to undertake projects/programmes of different financial instruments and environmental and social risk categories) are assessed against GCF standards. The result of the accreditation process not only determines the potential accreditation, but also specifies the project or programme activity size; fiduciary functions, which will inform how the accreditation candidate operates using the Fund's resources (grants, loans, equity, and guarantees); and the highest category of environmental and social risk of its intended projects. Generally, the GCF receives applications for accreditation on a rolling basis, hence there is no deadline for submitting accreditation applications. The GCF accreditation process is displayed below.

Figure 9: GCF Accreditation Process



³ Paragraph 41 of the Governing Instrument for the GCF

Self-Assessment

Before going through the rather complex accreditation process by the GCF, an entity can assess whether it meets the basic requirements for a successful accreditation under the Fund. An entity that is applying for accreditation should have been operating for at least three years. The GCF provides an online tool on its website for the self-assessment, that enables the entity to assess whether it has the required legal capacity, institutional set-up, and track record.

Submission

An application by a DAE requires a nomination by an NDA/Focal Point of a developing country, however this is not required for an IAE. An NDA/Focal Point can nominate a DAE candidate for accreditation by submitting a completed "Nomination letter form to the GCF".

All accreditation candidates need to apply for accreditation through the GCF's Online Accreditation System (OAS). In order to access the system, the accreditation candidate first needs to apply to join the OAS by completing the OAS account request form, which should then be sent to the GCF Secretariat. The completed form should be signed by a duly authorized official of the entity and should contain the names and e-mail addresses of persons to whom the Fund is permitted to release OAS account information.

Once the application to join the OAS is approved, the accreditation candidate will obtain log-in access to the OAS and be able to complete the requisite online application form, which is the primary part of the accreditation application. Upon completion of the online accreditation application form in OAS, the candidate needs to pay application fees which vary according to the fiduciary functions and the total estimated expenditure for the proposed projects or programmes. Those are classified within the following categories:

- Micro (projects up to USD 10 million): USD 1,000 for the basic fiduciary standards and USD 500 for each specialised fiduciary standard
- Small (projects between USD 10 million to 50 million): USD 5,000 for the basic fiduciary standards and USD 1,000 for each specialised fiduciary standard
- Medium (projects between USD 50 million to USD 250 million): USD 10,000 for basic fiduciary standards and USD 3,000 for each specialised fiduciary standard
- Large (projects above USD 250 million): USD 25,000 for basic fiduciary standards and USD 7,000 for each specialised fiduciary standard

⁴ The self-assessment tool is available here: <https://www.greenclimate.fund/accreditation/self-assessment>

⁵ The Nomination letter template for application for accreditation to GCF is available here: <https://www.greenclimate.fund/document/nomination-letter-template-application-accreditation-gcf>

⁶ The online accreditation system can be accessed here: https://accreditation.gcfund.org/_layouts/15/GCFLOGIN/Default.aspx?ReturnUrl=%2f_layouts%2f15%2fAuthenticate.aspx%3fSource%3d%252F&Source=%2F

⁷ The OAS application form can be downloaded here: <https://www.greenclimate.fund/document/online-accreditation-system-oas-account-request-form>

⁸ Organisations that have already been accredited by the Global Environmental Facility (GEF), Adaptation Fund and the Directorate-General Development and Cooperation – EuropeAid of the European

Assessment

Upon receipt of application fees, the accreditation application is subject to a two-stage assessment process: an initial review by the GCF Secretariat followed by an Independent Review by an Accreditation Panel. The GCF Secretariat initially checks whether the overall mandate of the accreditation applicant aligns with the mandate and objectives of the Fund. Further, the Secretariat reviews the adequacy of information provided by the applicant regarding its systems, policies, procedures, and guidelines as well as information on its track record in applying the same. The completion of this assessment process may necessitate considerable back and forth between the between GCF Secretariat and the applicant.

Once the Secretariat has verified the application's completeness, the documents are forwarded for an Independent Review by the Accreditation Panel (AP), an independent technical panel composed of six senior experts. The AP undertakes an in-depth assessment and advises the GCF Board on the assessment results. Also, the Panel may engage and pose questions to the accreditation applicant. If the application is complete and does not require follow-up questions, the duration of the review process by both the GCF Secretariat and the AP could be a minimum of six months, or three months for fast-tracked applications.⁹

Board decision

After their review, the GCF Secretariat and the AP make recommendations to the GCF Board. The AP's recommendations may include conditions for accreditation, for instance, the development of a specific policy or procedure. The GCF Board, which generally meets three times a year, makes the final decision about whether to accredit the entity. The applicant entity is informed of the decision by the Secretariat.

The accreditation process, involving the AP, the Secretariat as well as potential external technical experts and firms, determines the category an applicant entity will be accredited for. Categories are determined by the project size and the capacity to administer environmental and social risks in the entity's project management and financial intermediary function.

Legal Arrangements

If the accreditation applicant is approved by the Board, the Entity will sign an Accreditation Master Agreement (AMA) with GCF. The AMA marks the final step of accreditation and establishes the general terms and conditions that govern the relationship between GCF and the AE. The AMA also sets out the main roles and responsibilities of an AE throughout the GCF project cycle and reflects the GCF's policies and requirements. While the AMA is the overarching legal agreement, for each approved project the accredited entity must sign a Funded Activity Agreement (FAA) with the GCF that contains project-specific terms.

AEs are required to carry out a yearly self-assessment of their operations to assess whether they continue to meet the accreditation standards they were approved for. AEs must also submit yearly progress reports on their management of GCF resources. AEs will need to re-apply every five years to retain their status.

Commission (DG DEVCO) may be eligible to apply for fast-track accreditation if three pre-requisites are fulfilled.

⁹There is no maximum timeline threshold for the accreditation process. On average, the time frame for application review by the Secretariat and the AP, including responses by applicant entities, is 20,5 months. The GCF undertakes efforts to fasten this process according to its updated accreditation framework of June 2021 (GCF Board, 2021)

Project-specific Assessment Approach

The Project-specific Assessment Approach (PSAA) Pilot is one of two approaches to GCF accreditation, approved through updates to the Accreditation Framework of the GCF at its board meeting in March 2022 (decision B.31/06). The PSAA is a capacity assessment of an entity to meet GCF accreditation standards to implement one climate project or programme. The proposed project or programme is aligned with developing countries' priorities and GCF's strategic objectives.

The PSAA Pilot framework is for three years (April 2023 – March 2026), and the GCF will review up to ten proposals per year for the duration of the pilot. It aims to streamline and broaden access to climate finance by working with new partners, countries, and technologies, that have been underserved by the existing GCF Accredited Entity network.

The PSAA complements institutional accreditation and GCF accreditation standards apply to both accreditation modalities. Entities are obligated to uphold these standards throughout the duration of the project/programme. If a PSAA Entity has the potential to be a long-term partner, they may pursue institutional accreditation after completing the PSAA.

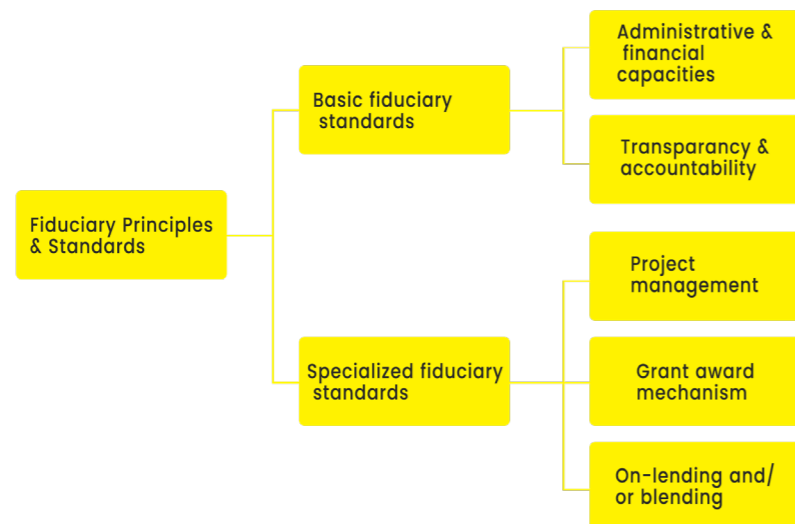
GCF Policies and Standards

The resources of the GCF must be managed according to the Fund's fiduciary principles, Environmental and Social Safeguards System, the Indigenous Peoples Policy, and Gender Policy. Those and the respective GCF Independent Redress Mechanism (IRM) are introduced in the following.

Fiduciary principles and standards

The GCF distinguishes two types of fiduciary standards, basic and specialized standards, that accredited entities and delivery partners need to comply with depending on the nature of the activities funded by the GCF. An overview of the GCF's fiduciary principles and standards is displayed in Figure 10.

Figure 10: Fiduciary Principles and Standards



Fiduciary principles and standards

- Key administrative and financial capacities, including general and financial management, internal and external audit, the control framework, and procurement standards.
- Transparency and accountability, including the code of ethics, disclosure, financial mismanagement prevention, investigation mechanism, and anti-money laundering and anti-terrorist financing standards.

Specialized fiduciary standards refer to:

- Project management, including the capacity to initiate projects, the competency to manage and oversee their execution, as well as the capacity to transparently deliver progress reports.
- Grant award mechanisms, including transparency standards, grant award procedures, public access to information, allocation and implementation of financial resources, and multilateral funding standards
- On-lending and/or blending, including criteria for on-lending and blending GCF resources with other financial instruments.

An AE must comply with the basic fiduciary standards (certain administrative and financial capacities and transparency and accountability standards), regardless of the intended access type, scale and scope of activities. Compliance requirements with the specialized fiduciary standards (specific project management capacities, grant award mechanism principles, and on-lending/blending standards), however, depend on the intended use of GCF resources and the nature of the funded activities.

Additional fiduciary principles and standards that are relevant for accreditation include:

- Initial basic and specialized fiduciary principles and standards, which are provided in detail in Annex I ("Purpose and scope of the basic and specialized fiduciary standards")
- Policy on the Protection of Whistle-blowers and Witnesses
- Anti-Money Laundering and Countering the Financing of Terrorism Policy
- Standards for the Implementation of the Anti-Money Laundering and Countering the Financing of Terrorism Policy
- Policy on Prohibited Practices

An AE is only eligible to access GCF funding at a scale corresponding with the entity's capacity and track record. The GCF has four categories of project size for which an AE can apply for accreditation. The AP will use its expert judgment to determine whether the capacity demonstrated by the applicant for each applicable fiduciary standard is adequate for the respective category the AE applied for.

Environmental and Social Safeguards

The GCF is aware of the potential negative effects of its investments and has established mechanisms to manage environmental and social risks and impacts effectively and equitably. To do so, the GCF has defined a set of management processes and procedures that allow the GCF to identify, analyse, avoid, minimize, and mitigate any potentially adverse environmental impacts of GCF investments and activities.

Environmental and social safeguards

Principles and standards that the applicant entity is required to meet in terms of social and environmental risks are elaborated in several GCF policies, namely the GCF Environmental and Social Policy, the ESS standards and the Information Disclosure Policy.¹⁶

¹⁰ The Accreditation Master Agreement can be accessed online here: <https://www.greenclimate.fund/document/accreditation-master-agreement>

¹¹ The GCF is currently working on procedures to guide the re-accreditation process.

¹² Accreditation Framework of the GCF, available here:

<https://www.greenclimate.fund/document/accreditation-framework-gcf>

¹³ The document on initial fiduciary principles and standards can be accessed online here: <https://www.greenclimate.fund/document/initial-fiduciary-principles-and-standards-fund>

At the time of writing these guidelines, the GCF Board has adopted the International Finance Corporation (IFC) Performance Standards as the interim ESS standards, as the GCF had not completed the development of its own ESS standards. The current ESS performance standards as per the IFC cover the following aspects:

1. Assessment and management of environmental and social risks and impacts
2. Labour and working conditions.
3. Resource efficiency and pollution prevention
4. Community health, safety, and security
5. Land acquisition and involuntary resettlement.
6. Biodiversity conservation and sustainable management of living natural resources.
7. Indigenous peoples
8. Cultural heritage.

Environmental & Social Risk categories:¹⁷

Applicants for accreditation are required to have the capacity and a system for screening funding proposals to identify potential environmental and social risks and/or impacts and to determine if any potential inconsistencies with the ESS standards are insurmountable and/or not manageable over a reasonable period of time.

The accreditation category of the AE with regards to the financing size, financing modality and environmental and social risk influences the maximum scope within which the AE can submit a funding proposal for a project. Note that funding proposals are distinguished by three environmental and social risk categories for project management and three categories for financial intermediation.

Figure 11: Risk categories and levels of intermediation.

Category A
<ul style="list-style-type: none"> • Activities with potential significant adverse environmental and/or social risks and impacts that, individually or cumulatively, are diverse, irreversible, or unprecedented
Category B
<ul style="list-style-type: none"> • Activities with potential limited adverse environmental and/or social risks and impacts that, individually or cumulatively, are few, generally site-specific, largely reversible, and readily addressed through mitigation measure
Category C
<ul style="list-style-type: none"> • Activities with minimal or no adverse environmental and/or social risks and/or impacts

¹⁴ See: <https://www.greenclimate.fund/document/revise-environmental-and-social-policy>

¹⁵ See: <https://www.greenclimate.fund/document/interim-environmental-and-social-safeguards-fund-performance-standards-international>

¹⁶ See: <https://www.greenclimate.fund/document/information-disclosure-policy>

¹⁷ Details to the categories, including examples for projects under each category can be reviewed in the sustainable guidance note, online: <https://www.greenclimate.fund/document/sustainability-guidance-note-screening-and-categorizing-gcf-financed-activities>

I1

 High level of intermediation

- when an intermediary's existing or proposed portfolio includes, or is expected to include, financial exposure to activities with potential significant adverse environmental and/or social risks and/or impacts that, individually or cumulatively, are diverse, irreversible or unprecedented

I2

 Medium level of intermediation

- when an intermediary's existing or proposed portfolio includes, or is expected to include, substantial financial exposure to activities with potential limited adverse environmental and/or social risks and/or impacts that are few, generally site-specific, largely reversible, and readily addressed through mitigation measures; and includes no activities with potential significant adverse environmental and/or social risks and/or impacts that, individually or cumulatively, are diverse, irreversible, or unprecedented

I3

 Low level of intermediation

- when an intermediary's existing or proposed portfolio includes financial exposure to activities that predominantly have minimal or negligible adverse environmental and/or social impacts

Indigenous Peoples' Policy

"We recognise the importance of full and effective engagement with indigenous peoples in the design, development and implementation of the strategies and activities to be financed by GCF."

The importance of engaging with indigenous communities in climate change action has been written and recognized through several international treaties as for example the Cancun and Paris Agreements, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the International Labour Organisation (ILO) Convention 169.

The GCF approved an Indigenous Peoples Policy that recognizes that:

"Indigenous peoples often have identities and aspirations that are distinct from mainstream groups in national societies and are disadvantaged by traditional models of mitigation, adaptation and development. In many instances, they are among the most economically marginalized and vulnerable segments of the population. The economic, social and legal status of indigenous peoples frequently limit their capacity to defend their rights to, and interests in, land, territories and natural and cultural resources, and may restrict their ability to participate in and benefit from development initiatives and climate change actions. In many cases, they do not receive equitable access to project benefits, or benefits are not devised or delivered in a form that is culturally appropriate, and they are not always adequately consulted about the design or implementation of activities that would profoundly affect their lives or communities."

In this context, the policy aims, on the one hand, to ensure that GCF activities bring culturally appropriate social and economic benefits to indigenous people and, on the other hand, do not suffer adverse effects during the design and implementation of GCF-financed activities – when avoidance is not possible to minimize, mitigate and/or compensate appropriately and equitably for such impacts.

The policy is underpinned by a rigorous Free, Prior and Informed Consent (FPIC) process incorporating Indigenous peoples' participation in project design and implementation, grievance redress, capacity-building, and consent prior to commencing any GCF activity.

The Indigenous Peoples Policy is based on the following eight key principles :

- Respect and recognize traditional knowledge and livelihood systems
- Enhance the capacity for indigenous peoples' issues with GCF
- Facilitate access to GCF resources for Indigenous peoples
- Respecting the system of self-government
- Develop and implement free, prior, and informed consent
- Respect and enhance the rights of indigenous peoples to their lands, territories, and resources
- Recognize international human rights and principles
- Respect the right of indigenous peoples under voluntary isolation

Gender policy

“The GCF is the first climate finance mechanism to mainstream gender perspectives from the outset of its operations as an essential decision-making element for the deployment of its resources.”

The GCF emphasizes its commitment to mainstreaming gender perspectives as a key element into the Fund's operations. Gender aspects become an essential decision-making element for the deployment of GCF resources (Fayolle & Dhanjal, 2020).

Importance should be given to pursuing a strong mandate for gender equality, as the impacts of climate change affect women and men differently. For instance, women's mortality from climate-related disasters is higher than that of men and domestic burdens that are mostly carried out by women (e.g. collection of firewood and water) increase substantially with climate change. Furthermore, a decline in land and biomass productivity affects women more than men, as women tend to rely more on natural resources for their livelihood, particularly in rural areas. After climate-related disasters in urban areas, it is harder for poor women than for poor men to recover their economic status and welfare (Green Climate Fund, 2021d).

In this context, the Board adopted an initial Gender Policy and Gender Action Plan in 2015 which was revised in 2019 to incorporate the Paris Agreement and lessons learned. The GCF's updated Gender Policy aims to support a comprehensive gender approach, which is applied both within the institution and by its network of partners, including AEs, NDAs and focal points. The policy further aspires to promote gender equality through climate change mitigation and adaptation actions and minimise social, gender-related and climate-related risks.

Together with UN Women, the GCF developed the manual “Mainstreaming gender in GCF projects”, to guide partner organizations on how to mainstream gender into all aspect of climate finance.²¹

The Independent Redress Mechanism

The Independent Redress Mechanism (IRM) was established by the Board to promote the accountability of the GCF to its own policies and procedures.

The IRM's mission is to address in a transparent and effective manner, grievances or complaints by a person, group of persons or community who/which have been or may be adversely impacted by the failure of a GCF funded project or programme to implement GCF's operational policies and procedures, including environmental and social safeguards. In case of a verified complaint, the IRM engages with the relevant parties with the prior aim to explore options for resolving the problems and to reach a mutually acceptable and satisfactory outcome.

If the parties are unwilling or unable to resolve the issues, the IRM starts a procedure to determine whether a compliance investigation is warranted and, if so, carries out an investigation to identify any non-compliance with GCF policies or procedures and recommends appropriate redress. The IRM monitors any problem-solving agreements or compliance recommendations that result from its processes.

The NDAs of developing countries may also request that the IRM reconsiders funding proposals that were denied by the GCF Board. The request must show that the denial of funding was based on non-compliance by the GCF with its policies, program priorities and eligibility criteria. The request must be submitted within 60 calendar days after the Secretariat informed the NDA about the Board decision. Within its processes, the IRM must be fair and equitable to all stakeholders, must ensure independence and transparency, and must establish complementarity to other supervision, audit, quality control, and evaluation systems of the GCF.²²

In addition to the IRM, the Independent Integrity Unit (IIU) of the GCF ensures that all GCF staff, external stakeholders, implementing entities, and intermediaries relating to the GCF adhere to the highest standards of integrity to safeguard the lawful and efficient utilization of GCF resources. The IIU handles complaints such as allegations of fraud, corruption, misconduct, irregular procurement and other prohibited practices in GCF-funded activities. These include coercive and collusive practices, abuse, conflicts of interest, and retaliation against whistle-blowers. Reports can be made directly to the IIU.

5. Role and Mandate of the National Designated Authority

National Designated Authorities (NDAs) are government institutions that serve as the interface between each country and the Fund. They provide broad strategic oversight of the GCF's activities in the country and communicate the country's priorities for financing low-emission and climate-resilient development. As per the GCF, an NDA “has the proper human and technical capacity to fulfil its role, which includes coordination, stakeholder engagement, programming and priority setting, and increasing complementarity and coherence of climate finance flows. The NDA is engaged with other climate and sustainable development focal points across ministries and subnational governments, as well as with the private sector and civil society, including during the development of a Country Programme”.

The Niue NDA to the GCF is situated within Project Management Coordination Unit (PMCU) that sits within the Premier's Office and Ministry of Finance and Planning. The NDA is responsible for the overall coordination and capacity building of Niue's engagement with the GCF and acts as interface on behalf of the government with the GCF. The contact person is the Director of PMCU.

The NDA is represented by the PMCU as the focal point for all funding proposals to the GCF, and to provide the overall coordination and technical oversight on the development and implementation of GCF funding proposals in the country. One of objective of the NDA is to establish the procedure of No-Objection Letter issuance on proposals that will be submitted to the GCF. This ensures the alignment of funding proposals with national climate change priorities. All objectives of the Niue NDA are outlined in Figure 13.

The NDA is working with a range of sectors and accredited entities to access GCF support for:

- Readiness: To build NDA's capacity to coordinate action on climate change
- Programming: to develop and implement projects on adaptation& resilience

The NDA works in collaboration with the Government of Niue, Private Sector, Civil Society Organisations, and all NGOs to meet Niue's Climate Change priorities.

¹⁹ The GCF Operational guidelines: Indigenous Peoples Policy explains the scope of applications of the Policy. In particular, it clarifies the various definitions of indigenous peoples and the circumstances of GCF-financed activities that will have to be met under the Policy requirements. Accessible here: <https://www.greenclimate.fund/document/operational-guidelines-indigenous-peoples-policy>

²² Procedures and guidelines of the IRM can be seen here: <https://irm.greenclimate.fund/document/2019-procedures-and-guidelines-irm>

²³ Further information is available on the IIU web page: <https://iiu.greenclimate.fund/>

²⁴ GCF Readiness and Preparatory Support Guidebook, <https://www.greenclimate.fund/document/readiness-and-preparatory-support-guidebook>

Figure 12: Objectives of the Niue NDA

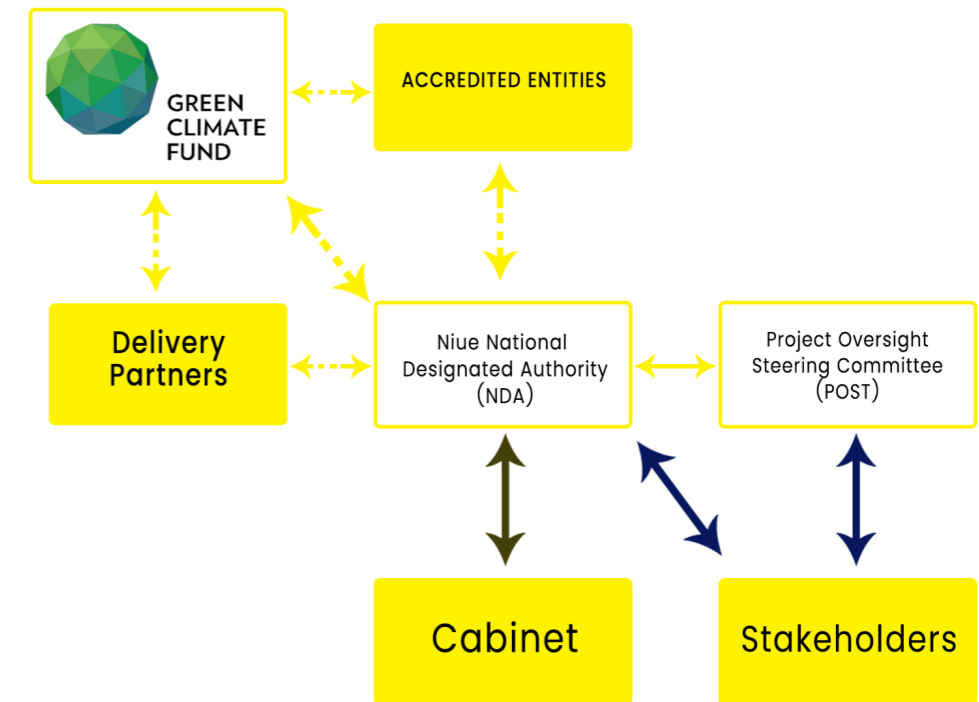


6. Country Coordination Mechanism

The country coordination mechanism provides a framework for systematic country coordination and multi-stakeholder engagement. It establishes a consultative process through which national climate change priorities and strategies can be defined and climate activities are monitored through inclusive engagement with all relevant actors within the government, the private sector, academia, civil society and other relevant stakeholder groups or sectors. Additionally, Niue’s coordination mechanism enables several related procedures, e.g. the GCF no-objection procedure. The NDA plays a pivotal role within the country coordination mechanism by providing Niue’s interface with the Fund, coordinating the requisite consultations among multi-stakeholders and working with AE’s to communicate the country’s priorities for financing low-emission and climate-resilient development. The NDA also provides strategic oversight of the GCF’s activities within the country.

Figure 13 below illustrates the national coordination mechanism for GCF related processes in Niue. Here, the NDA and serves as focal point for the GCF, AEs and DPs, and interacts with domestic stakeholders through the POST.

Figure 13: Niue Country Coordination Mechanism



Roles of key stakeholders and entities in the coordination mechanism of Niue are described in the following:

Niue National Designated Authority (NDA)

Niue NDA to the GCF is located within the Premier’s Office and Ministry of Finance and Planning, under the PMCU. The NDA plays a crucial role in coordinating and enhancing Niue’s engagement with the GCF, overseeing overall coordination, and facilitating capacity building. Acting as the government’s representative, the NDA serves as the interface between Niue and the GCF.

Project Oversight Steering Committee (POST)

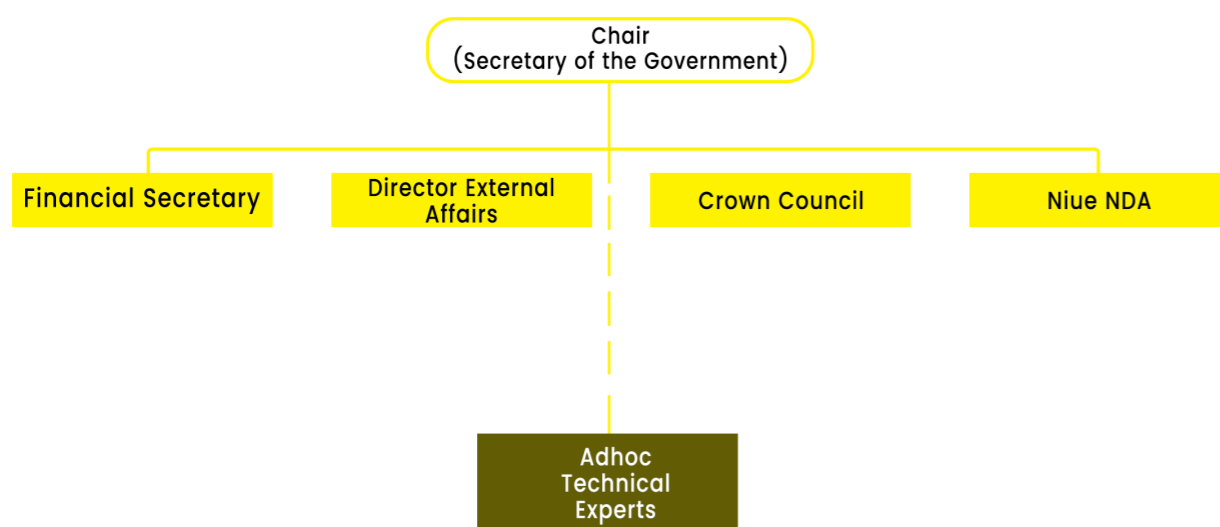
The Niue Government has established a high-level group of officials, that operate under the name of Project Overview Steering Team (POST) who collectively have oversight of projects and programmes including providing high level support to government decision-making at the cabinet level. POST includes the assessment of project proposals, including GCF projects/programmes to inform the grounds of a No-Objection Letter being issued as well as updates on the Country Programme project pipeline. POST meets as required from time to time.

POST is chaired by the Secretary to the Government, and comprises of the Financial Secretary, representative of Niue NDA, Crown Council, Director of External Affairs, and other experts who are invited on a needs basis if required.

The POST communicates with relevant agencies and is mandated to inter alia:

- **Consultation and Expert Evaluation:** POST receives project documents from the NDA with a completed POT project profile form that outlines project scope and climate rationale for project justification and offers consultation, insights, and expertise to inform Cabinet’s consideration. It acts as an advisory body, evaluating project proposals.
- **Alignment with Priorities and Coordination:** Ensures projects align with national and regional climate priorities and fit within broader strategies/goals. Coordinates and reduces duplication with existing projects, maximizing their impact on addressing climate change.
- **Evidence-Based Assessment:** Evaluates project proposals for evidence-based support and effectiveness in addressing climate change concerns.

Figure 14: Project Oversight Steering Committee



Niue Cabinet

Niue Cabinet considers the project documents recommended by POST and presented by the NDA for endorsement. Their endorsement or reasons for objection are crucial, including for the GCF No-Objection Procedure Approval, and obtaining Cabinet approval is necessary for the project to proceed. If approved the Minister (NDA official signatory) will sign the No-Objection Letter at the same time for submission to the GCF, facilitated through the NDA office.

International Access Entity (IAEs)

IAEs are institutions or organizations that are accredited by GCF through the international access modality track and operate across multiple regions and countries. They develop and submit funding proposals for appraisal and approval by the GCF and oversee and monitor the management and implementation of projects and programmes approved and financed by the GCF.

The respective IAE that is involved in a project development in Niue is tasked with the development of concept notes (CNs) / funding proposals (FPs) and support all steps of the GCF review process. The IAE must interact with the NDA to ensure country priorities are well integrated into the project. Moreover, the NDA should continuously be informed about any progress and achievements by the IAE.

Direct Access Entity (DAEs)

As mentioned above, GCF accredited institutions are mandated to submit funding proposals to the GCF as well as to oversee and monitor the management and implementation of projects and programmes approved and financed by the GCF. DAEs are accredited under the direct access modality and have obtained a nomination from NDAs/focal points. DAEs are generally responsible for the development and implementation of smaller projects under the GCF categories and are well equipped to support country-driven processes.

A DAE based in Niue is to maintain close collaboration with the NDA during the development process of projects. Also, the DAE communicates to the GCF on the development of CNs/FPs

Delivery Partner (DPs)

Delivery Partners assist the NDA in the readiness process and implementation of activities approved under the Readiness Preparatory Support Programme. Responsibilities include the development of readiness request proposals, implementation and supervision, fiduciary management, progress reporting, and project completion and evaluation. In the context of Niue's coordination mechanism, DPs should engage and report to the NDA. Furthermore, DPs take care of the fiduciary management of GCF Readiness resources and report to the GCF. Delivery partners may be AEs or other institutions assessed to meet the financial management capacities requirements of the Fund. Delivery partners who are not AEs must undertake a Financial Management Capacity Assessment to be approved to implement readiness support.

Stakeholders

In addition to AEs, DPs and members of the POST, other stakeholders include public institutions and government departments that are not members of the POST, as well as private sector representatives, NGOs, and civil society. Stakeholder engagement is important to hear the collective voice to ensure that everyone's needs are met in the most effective way. Stakeholders can be consulted as needed through the NDA or the POST (via specific Working Groups) on feedback and further relevant thematic local inputs.

Green Climate Fund (GCF)

Developing countries can obtain GCF support through the Readiness Programme, Project Preparation Facility (PPF) and the funding of transformative projects and programmes that meet all GCF investment criteria and policy standards. The GCF has several approval procedures established to ensure an effective, well-targeted and reasonable provision of resources. In this context, the GCF Secretariat is in constant exchange with AEs (IAE / DAEs/DPs) regarding the revision of Full Proposals and maintains contact with the NDA to align country priorities. Moreover, the GCF provides its project funding resources to AEs and DPs, in the case of project / programme appraisal.

7. No-objection Procedure to appraise and approve projects for the Green Climate Fund

Overview

The GCF framework is emphasizing country ownership and consistency of GCF funded activities with national climate strategies and plans. As a requirement by the GCF, each country interested in engaging with the GCF must thus establish a so-called no-objection procedure (NOP). The NOP establishes the national no-objection procedure to be conducted in the context of the consideration of funding proposals.

** All funding proposals submitted to the GCF must be accompanied by a no-objection letter (NOL) from the National Designated Authority (NDA) focal point - so it is clear before this is explained further.

A NOP allows NDAs to issue a no-objection letter (NOL) to the GCF Secretariat, which is a condition for the approval of all FPs submitted to the Fund. The NOP implies that:

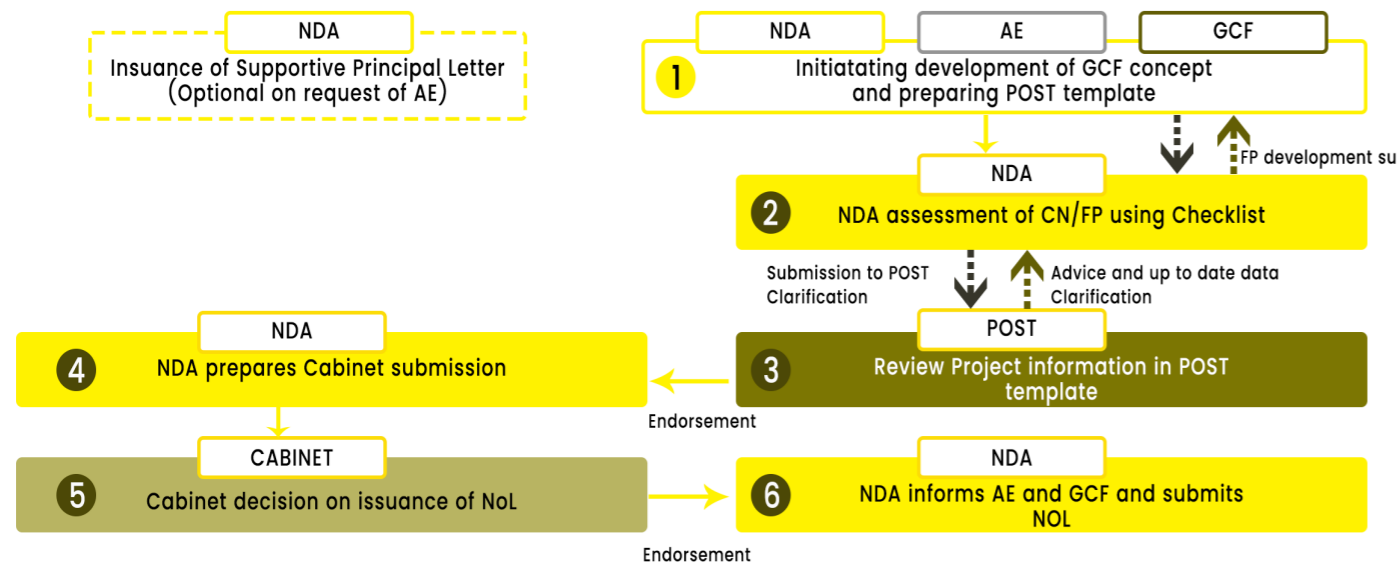
- The government has no objection to the funding proposal.
- The submitted funding proposal is in conformity with the country's national priorities, strategies and plans, and that consistency was pursued.
- The submitted funding proposal is in conformity with relevant national laws and regulations, and in accordance with the Fund's environmental and social safeguards.

The No-Objection Procedure in Niue

The purpose of the no-objection procedure is to ensure consistency with national climate strategies and country-driven approaches, and to provide for effective and direct and indirect public and private sector financing through the GCF.

A no-objection letter must accompany the funding proposal before submitting to the GCF. A no-objection letter is issued by the NDA. The NDA will communicate its no-objection letter to the GCF Secretariat after due assessment by the Project Oversight Steering Team (POST) and with cabinet endorsement. The no-objection letter will be signed by the official representative of the NDA registered with the Secretariat. The GCF Secretariat will formally acknowledge the receipt of the no objection letter to the NDA and respective implementing entity or intermediary. In case of submission of proposals for funding that are not accompanied by a no-objection letter, the GCF Secretariat will inform the NDA or focal point that the funding proposal will not be processed for Board consideration unless the NDA provides its no-objection.

Figure 15: NoL Procedure in Niue



Step 1 – Initiating the development of GCF Funding Proposal development

In Niue a concept for a GCF FP can be initiated by the NDA, by line ministries and other private and public sector stakeholders or an AE (IAE or DAE), e.g. during the elaboration of the GCF country programme. The idea may also develop through engagement of the NDA with an AE and / or the GCF. In any case an AE will need to get involved at the stage of proposal development, as it is required to lead the process of developing the Concept Note (CN) and Funding Proposal (FP).

Once an AE is elaborating a CN /FP, it should ensure to discuss the concept with the NDA and the GCF. This can start informally, but once the concept and reaches a more mature stage and moves toward the development of the Funding Proposal stage, the AE should request a pre-assessment of the CN/FP by the NDA to ensure general alignment with the country's national priorities, strategies, and plans, as well as the GCF Investment Criteria.

The purpose of the no-objection procedure is to ensure consistency with national climate strategies and country-driven approaches, and to provide for effective and direct and indirect public and private sector financing through the GCF.

A no-objection letter must accompany the funding proposal before submitting to the GCF. A no-objection letter is issued by the NDA. The NDA will communicate its no-objection letter to the GCF Secretariat after due assessment by the Project Oversight Steering Team (POST) and with cabinet endorsement. The no-objection letter will be signed by the official representative of the NDA registered with the Secretariat.

The GCF Secretariat will formally acknowledge the receipt of the no objection letter to the NDA and respective implementing entity or intermediary. In case of submission of proposals for funding that are not accompanied by a no-objection letter, the GCF Secretariat will inform the NDA or focal point that the funding proposal will not be processed for Board consideration unless the NDA provides its no-objection. Note that when an AE decides to submit a CN to the GCF, the entity is compelled to inform the NDA.

Upon request by the AE the NDA can issue a Supportive Principal Letter. The letter is not replacement for the NOP but should give an early signal to the AE that NDA is supportive of the idea.

- > Action by AE (or NDA): Elaborate concept idea for GCF FP
- > Action by AE (or NDA): Engage with NDA (AE) and GCF on the project development
- > Action by NDA: Issue Supportive Principal Letter if requested by the AE
- > Action by AE: Approach NDA for pre-assessment of CN/FP

Step 2 – NDA assessment of Funding Proposal

After having approached the NDA, the AE submits the funding proposal together with the **POST Project Profile form (Annex II)** to the NDA. The NDA conducts a pre-assessment of the Funding Proposal to ensure general alignment with the country's national priorities, strategies and plans, as well as the GCF Investment Criteria within 4 weeks. The pre-assessment can be guided by the **proposal checklist (Annex I)**, which can be used by the NDA to compile an internal pre-assessment report.

In case further information is required from the AE at this stage, the NDA sends a request for clarification, in which the AE is invited to submit updated information within 2 weeks, so that the NDA can finalize the pre-assessment.

- > Action by AE: Submit draft proposal to NDA
- > Action by AE: Fill in POST Project Template
- > Action by NDA: Pre-assessment of Funding Proposal
- > Action by NDA: Forward documents to POST

Step 3 – Project Oversight Steering Team (POST)

After the pre-assessment, NDA is tasked with convening the Government Project Oversight Steering Team (POST) review meeting. POST reviews the project proposal received from the NDA, providing insights and information to inform Niue Cabinet's consideration. This suggests that the POST acts as an advisory body, offering expertise and evaluation to assist in decision-making. POST engages technical experts and other stakeholders as part of the review process. POST ensures that the project proposal is supported by evidence. This could involve assessing the feasibility, scientific evidence, or data supporting the project's effectiveness in addressing climate change concerns. Once POST has completed its review it provides a recommendation to the NDA.

- > Action by NDA: Convene POST review meeting.
- > Action by POST: Assessment of project documentation, prepare POST assessment report and provide recommendation to NDA.

Step 4 – NDA prepares Cabinet submission.

Based on the recommendation provides by POST, the NDA prepares the proposal for submission to Cabinet.

- › **Action by NDA: Prepares Cabinet submission based on POST assessment.**

Step 5 – Cabinet Decision

The Cabinet considers the project proposal based on the POST assessment. If the Cabinet endorses the project a No-Objection Letter can be issued by the NDA.

- › **Action by Cabinet: Endorse or reject NOL.**

Step 6 – NDA informs the AE

Based on the outcome of the Cabinet decision the NDA informs the AE on the endorsement or rejection of the project proposal. If the project has been endorsed by the cabinet the NDA will issues the No-Objection Letter and submit the letter to AE and GCF.

- › **Action by NDA: Issue NOL (Annex III) to AE and GCF**
- › **Action by AE and GCF: confirm receipt of NOL**

Supportive Principal Letter

This letter can be issued by the NDA at the beginning of the project concept note development, after the initial idea was shared to the NDA. The letter is not a replacement for the NOP but should give an early signal to the AE that the NDA is supportive of the idea.

- › **Annex I:** Pre-Assessment Checklist Template (NOP)
- › **Annex II:** POST Project Profile and Closure form Template
- › **Annex III:** No-objection letter template (NOL)
- › **Annex IV:** Supportive Principal Letter template

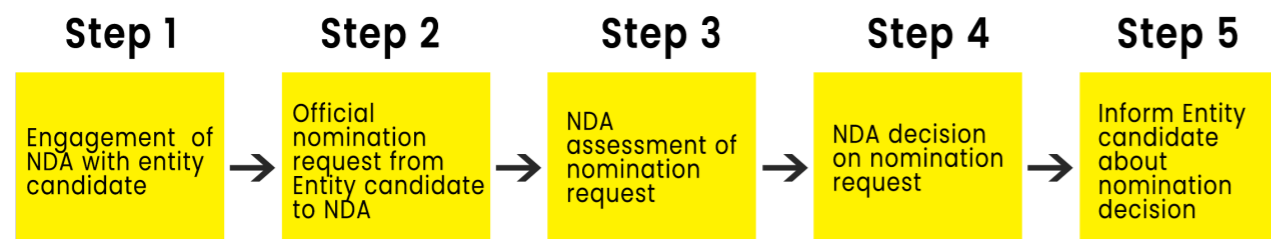
8. Selection of Readiness Delivery Partner / Accredited Entity

Overview

The purpose of this SOP is to establish a systematic and transparent process for the NDA to select an Accredited Entity (AE) or Readiness Delivery Partner (DP) for the implementation or delivery of a specific project or activity. This SOP ensures that the selection process is fair, objective, and aligns with the project's goals and objectives.

Procedure for the selection of Delivery Partner / Accredited Entity

Figure 16: Procedure for the selection of Delivery Partner / Implementing Entity



Step 1 – Engagement of NDA with entity

The NDA engages with the entity candidate (either being approached from an entity or approaching the entity) to implement and/or execute a project. Ideally, the NDA and the entity candidate have interacted on the development of the respective project for which the entity is sought. The NDA informs an entity candidate about the nomination procedure and invites the entity candidate to send a request for nomination. The NDA may identify potential project partners through:

- Internal resources or departments.
- Previous partnerships and recommendations.
- Public announcements or Requests for Proposal (RFP) processes.

The NDA should consider the following factors in their selection of DPs/AEs for specific projects or programmes:

- Whether DP/AE has been operating in the country.
- Whether the DP/AE is a direct access entity.
- If not an AE yet, if the DP has shared their FMCA with the GCF already
- Past working experience - whether the NDA has already established a work relationship with the DP/AE. Additionally, whether the DP/AE has a track work record in sector(s) of relevance to the project, or similar sized projects.
- Type of accreditation - whether the AE is accredited for the appropriate financial instrument(s).
- Whether the AE can provide technical support to conduct preparatory work (e.g. feasibility study) for the preparation of the full funding proposal.

- › **Action by NDA: Engage with entity candidate & invite request for nomination.**

Step 2 – Official nomination request from Entity candidate to NDA

The entity candidate submits a letter of request for nomination, with a statement of purpose letter in which the candidate reflects its vision of how it intends to add value to project objectives and country priorities. The NDA officially confirms the receipt of the nomination request within 2 weeks after receipt.

- › **Action by entity candidate: Submit statement of purpose letter.**
- › **Action by NDA: Confirm receipt of request for nomination.**

Step 3 – NDA assessment of nomination request

The NDA assesses the candidate based on the statement of purpose within 8 weeks after receiving the request for nomination. In case further information is required from the entity candidate, the NDA sends a request for clarification, in which the entity candidate is invited to submit updated information within 2 weeks, so that the NDA can finalize the assessment.

The NDA compiles a brief internal appraisal report based on the project partner assessment checklist (Annex I). For enhancing the effectiveness of the NDA assessment, the NDA is encouraged to seek advice from other departments and stakeholders (sharing the internal appraisal report and documentation provided by Entity candidate).

- › **Action by NDA: Assessment of purpose letter**
- › **Action by NDA: Prepare appraisal report based on the project partner assessment checklist.**

Step 4 – NDA decision on nomination request

Upon completion of the assessment, the NDA formulates the nomination letter for sign off from the Minister Focal Point and submits together with the appraisal report for signature.

- > **Action by NDA: Upon completion of the assessment, makes decision on nomination request**
- > **Action by NDA: Prepare nomination letter.**

Step 5 – Inform candidate about nomination decision

After receiving the signed letter, the NDA submits the letter on the outcome of the nomination request assessment to the candidate, either approving or rejecting the nomination request. The candidate confirms the receipt of the approved request for nomination within 1 week after receipt.

- > **Action by NDA: submit decision on request for nomination to candidate.**
- > **Action by Entity: confirm receipt of approval.**

Annex V: Project Partner Assessment Checklist for Niue

9. Selection for the Nomination of Direct Access Entities for the GCF

Overview

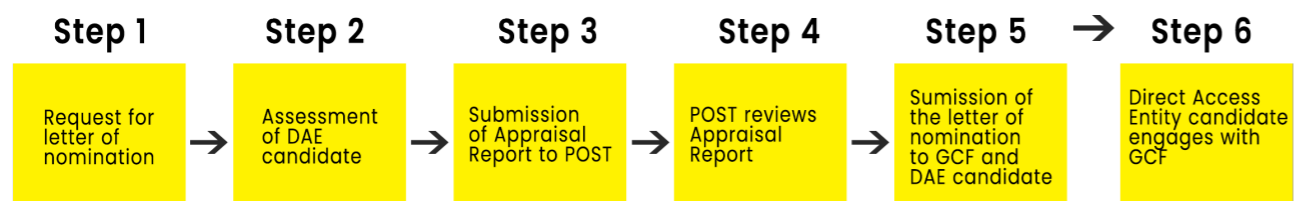
In accordance with the Green Climate Fund business model, national, regional, and international implementing entities accredited by the Board (referred to as Accredited Entities, AEs), assist countries in developing and submitting project funding proposals and overseeing the implementation and management of same. Two accreditation modalities exist in this respect – international access and direct access. International Access Entities (IAEs) are usually international organizations or multilateral/regional development banks, whereas Direct Access Entities (DAEs) comprise regional, national, or sub-national institutions.

The purpose of the direct access approach is to help developing countries enhancing their ownership of climate change funding and better integrating it with their national climate action plans. Hence, DAEs and the NDAs should work closely together to develop entity work programmes, project concept notes, full funding proposals, and requests to bolster institutional and project development capacities. The GCF Board has taken several decisions to foster direct access. These include prioritizing national DAEs for accreditation, commissioning an analysis of measures to facilitate increasing the number of direct access proposals in the GCF pipeline, and making support from the GCF Secretariat available to DAEs. To start the DAE accreditation process with the GCF, prospective DAEs need to be nominated by the NDA.

This chapter provides the **procedure for the nomination of DAEs**.

Procedure for the Nomination of a Direct Access Entities by the NDA

Figure 17: Nomination procedure for Direct Access Entities



1. Step: Request for letter of nomination

Either the NDA actively engages with adequate DAE candidate institutions or, alternatively, an interested institution approaches the NDA with a request for a letter of nomination as DAE. Any DAE candidate must in a first step submit to the NDA a **request for a letter of nomination** as DAE under the GCF. The DAE candidate also sends the **result of the GCF self-assessment tool for accredited entities** and a **statement of purpose**, in which the candidate reflects its qualifications to enhance direct access in NIUE and how it adds value to GCF objectives and country priorities.

- > **Action by DAE candidate: submit request for letter of nomination, self-assessment results, and statement of purpose.**
- > **Action by NDA: Advise DAE candidate on documents required for requesting letter of nomination.**

2. Step: Assessment of DAE candidate

The NDA officially confirms the receipt of the request for a letter of nomination within 1 week after receipt. The NDA assesses the DAE candidate based on the DAE nomination checklist for NIUE (Annex VI), the self-assessment results and the statement of purpose within 8 weeks after receiving the request for nomination.

- > **Action by NDA: confirm receipt of request for letter of nomination + assess DAE candidate.**

3. Step: Submission of NDA appraisal report

The NDA compiles an appraisal report in which the NDA reviews the documents provided by the DAE candidate. The NDA then provides reasoning why the respective candidate is an adequate applicant to be nominated by the NDA for accreditation under the GCF, based on the DAE nomination checklist for NIUE (Annex VI) The NDA submits the appraisal report to POST, or to the DAE candidate for clarification / rejection (in the latter case the process starts with step 1 again).

- > **Action by NDA: submit appraisal report to POST / DAE candidate.**

4. Step: POST reviews Appraisal Report

Upon receipt of the NDA appraisal report, POST reviews the report, and endorses/objects the selection. Or

- > **Action by POST: review appraisal report and submit feedback to NDA.**

5. Step: POST informs the NDA about decision

POST formulates a statement to its decision regarding approval, rejection, or request for information and submits the statement to the NDA. The NDA informs the DAE candidate about the decision concerning the entity's nomination for accreditation under the GCF and subsequent steps.

- > **Action by POST: submit decision statement to NDA.**
- > **Action by NDA: inform DAE candidate about decision and next steps.**

6. Step: Submission of the letter of nomination to GCF and the DAE candidate

The NDA informs the GCF Secretariat about the decision to nominate the DAE candidate through the submission of the completed letter of nomination template within 1 week after receiving the approval statement. The NDA will also submit the letter of nomination to the DAE candidate and establishes effective communication channels with the entity, if needed.

- › **Action by NDA: submit letter of nomination to the GCF and establish communication channels with DAE candidate.**

7. Step: Direct Access Entity candidate engages with GCF

The DAE candidate engages with the GCF Secretariat and completes the GCF accreditation process for direct access entities. The NDA may support the process, if needed. Furthermore, the DAE candidate finalises all legal arrangements with the GCF.

- › **Action by DAE candidate: accreditation process + legal arrangements with GCF**

Annex VI: Direct Access Entities Nomination Checklist

Annex VII: Purpose and scope of the basic and specialized fiduciary standards: Direct Access Entities Nomination Checklist

10. Funding Proposal Development

Up-to-date templates for the GCF project cycle, including for readiness proposals, concept note design, full proposals, reporting, M&E are available from: <https://www.greenclimate.fund/project-cycle>.

AEs are responsible for developing and submitting funding applications to GCF and then overseeing, supervising, managing, and monitoring the overall GCF-approved projects and programmes. The funding proposals are developed in close consultation with the NDA, based on the country's needs and in line with the content of the Country Programme.

Figure 5 illustrates the complete project cycle, including stages under the custody of the NDA and AEs, as well as processes run within the GCF.

At the GCF level, there are five main steps: (1) Generation of the Project Idea; (2) Concept Note (voluntary); (3) Funding Proposal; (4) Assessment/Analysis; (5) Board Decision and Legal Aspects. Based on these required steps, the following sections elaborate upon the main components of the Project Cycle for Niue (1, 2, and 3).

Initiating ideas for country-driven Funding Proposals

The AE should consider the following aspects to initiate project/programme ideas:

- Launch consultations with various stakeholders
- Consider the Niue GCF Strategic Framework and Country Programme
- Align the proposals with the international accredited entity work programme
- Consider unfunded priorities from recent national development plans and existing unfunded pipelines from other funds and their planning documentation (Complementarity & coherence)

- › **The NDA should follow up with AEs and foster the development of the GCF portfolio based on the project pipeline and stakeholder engagement**

Preparations by Accredited Entities

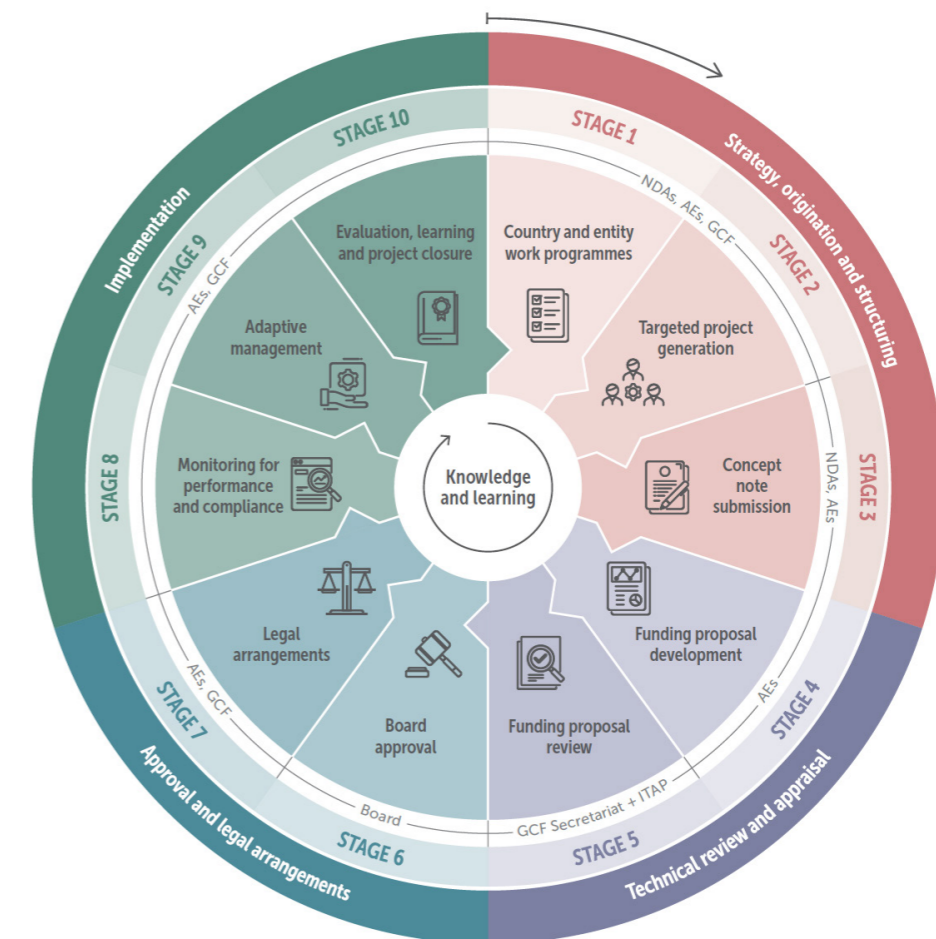
Feasibility check: e.g. market (needs) assessment (e.g. political, economic, social, technological, legal, climate, environmental and social impacts), cost estimates and funding gaps to justify GCF funding
Participative planning (consultations): pre-discussions with potential (co-)financiers and Executing Entities, close coordination with the NDA.

- › **The NDA should ensure overall clarity of communication lines and modalities with the AE throughout the development of the project proposal and its implementation.**

Concept Note

The submission of a Concept note (CN) is an optional step and can be done either by the AEs or the NDA. However, submission of CNs is strongly encouraged, as CNs can lead to higher "quality at entry" of FPs, a reduced review time, and lower transaction costs for all stakeholders. It should be noted that the submission of a CN is mandatory if a PPF is requested, or a proposal submission is done under the simplified approval process (SAP).

Figure 18: GCF Project Cycle



A CN should provide the following information according to the GCF Template:

Table 2: Requirements for GCF Concept Notes

Mandatory	Optional Annexes
<ul style="list-style-type: none"> • A brief climate context and baseline; • A project description, including project components; • The project size, suggested financial instruments and other financial information; • Brief information on how the concept note meets the GCF investment criteria; and • Information on engagement with the NDA and relevant stakeholders 	<ul style="list-style-type: none"> • Pre-feasibility study • Results of E&S risk screening • Maps (indicating locations) • Diagram of the theory of change • Economic and financial model with key assumptions and potential stressed scenarios • Evaluation report of the previous project

Funding proposal

AEs are expected to develop FPs in close consultation with the NDA and with due consideration of the GCF’s investment framework, ESS, Gender Policy, and Integrated Results Management Framework. FPs must be prepared in accordance with the considerations and requirements of those key policy frameworks and by applying the templates available on the GCF’s website.

Table 3: Requirements for GCF Funding Proposals

Required activities for the development of Funding Proposal	Required Annexes
<ul style="list-style-type: none"> • (Pre-) feasibility studies and assessments • Check accreditation scope and ESS category • Define project scope/activities • Conduct multi-stakeholder consultations and engagements • Select executing entity • Identify programme/project-level indicators • Assess risk/impact • Prepare integrated financial model (financial management) • Legal due diligence • Obtain the NDA no-objection letter 	<ul style="list-style-type: none"> • NDA No Objection Letter • Feasibility study • Economic and/or financial Model • Detailed budget plan • Co-financing commitment letter • Environmental and Social Safeguards Report and ES Management Plan • Gender assessment and action plan • Legal due diligence • Implementation timetable • Consultations and stakeholder engagement plan • Procurement plan • Monitoring and evaluation plan • Maps

The AEs are expected to develop the FPs with due consideration of the six GCF investment criteria (Figure 7) and the applicable and relevant activity specific.

Submission of Readiness Funding Proposals through FLUXX

Funding Proposals for the Readiness and Preparatory Support Programme of the GCF are submitted by the NDA of the country or Lead NDA for a regional proposal. The NDA needs to upload the completed proposal including all required annexes to the Readiness Management System (Fluxx), which is part of the GCF apps portal: <https://apps.gcfund.org>

Detailed guidance on uploading documents to the system is provided by the GCF as part of its Readiness Resources and available from: <https://www.greenclimate.fund/readiness/resources>

11. Monitoring and Evaluation

Funding Proposals for the Readiness and Preparatory Support Programme of the GCF are submitted by the NDA of the country or Lead NDA for a regional proposal. The NDA needs to upload the completed proposal including all required annexes to the Readiness Management System (Fluxx), which is part of the GCF apps portal: <https://apps.gcfund.org>

Detailed guidance on uploading documents to the system is provided by the GCF as part of its Readiness Resources and available from: <https://www.greenclimate.fund/readiness/resources>

Overview

Monitoring and Evaluation (M&E) is a critical component of climate-related projects, providing a systematic approach to assess project effectiveness, sustainability, and alignment with national priorities and international frameworks, including the Sustainable Development Goals (SDGs), the Nationally Determined Contribution (NDC), key policies and plans, as well as the Green Climate Fund (GCF) Country Programme. The objective of M&E is to ensure that projects meet their objectives, such as contributing meaningfully to climate resilience and sustainable development in Niue. Through rigorous M&E processes, the aim is to enhance accountability, transparency, and learning, ultimately guiding future project designs and implementations.

AEs bear the primary responsibility for project implementation, monitoring, and reporting. Nevertheless, the NDA is tasked with actively overseeing the implementation process, gaining insights into project execution at least annually (or more frequently if mutually agreed upon with the AE).

This proactive engagement by the NDA plays a crucial role in implementing timely corrective measures, thereby ensuring enhanced coordination and integration with other related investments in the country. Furthermore, the Country Coordination Mechanism empowers the NDA to effectively communicate project progress and results to a diverse range of stakeholders. This approach fosters transparency and facilitates knowledge exchange, ultimately contributing to the success of GCF initiatives and reinforcing the broader goals of sustainable development.

Table 4: Role of Accredited Entities and NDA within project implementation

Stakeholder	Role
<ul style="list-style-type: none"> • Accredited Entities (DAEs and IAEs) 	<ul style="list-style-type: none"> • Responsible for the overall management, implementation and oversight of funded activities in line with GCF standards and legal agreements. • Ensure prudent use, administration and management of GCF proceeds. • Ensure compliance with the monitoring, evaluation and reporting responsibilities of each funded activity in line with the legal agreements. • Ensure that their obligations under the legal agreements with GCF are passed on to their executing entities, including monitoring, reporting and verifying that GCF standards, safeguards and policies are upheld by their executing entities when implementing GCF projects and programmes

Stakeholder	Role
<ul style="list-style-type: none"> National Designated Authority (NDA) 	<ul style="list-style-type: none"> Ensure continued country ownership and stakeholder engagement throughout the term of the project/programme. Support monitoring, evaluation and learning by working with accredited entities to plan for evaluations/reviews and impact assessments. Facilitate and support multi-stakeholder consultation for reporting and/or participatory monitoring, where needed Participate in performance assessment reviews and evaluation workshops and in the implementation of evaluation findings

Monitoring and Evaluation (M&E) Framework

GCF-funded projects/programs will be monitored and evaluated in accordance with the proposed M&E plan. The Executing Entity (EE) and DAE/IAE will collaborate closely to ensure all activities align with the work plan and adhere to timelines, delivering the proposed outputs outlined in the results logical framework (Table 2). Adaptive management principles will guide the proactive resolution of challenges encountered during project/program implementation, leveraging the risk analysis and mitigation strategies outlined in the project document.

Mid-Term Review

At a crucial midway point in the project, an independent Mid-Term Review (MTR) will be conducted, serving as a pivotal milestone. This review, guided by GCF evaluation criteria, will comprehensively assess the project's relevance, design validity, performance (effectiveness, efficiency, and timeliness), sustainability, and impact orientation.

The MTR findings will pinpoint issues necessitating decisions, actions, restructuring, and lessons learned in project design, implementation, and management. Subsequently, recommendations derived from the MTR will be disseminated to stakeholders. A management response, inclusive of a plan outlining required changes, will be developed and meticulously tracked for implementation.

Either the DAE or IAE in consultation with Executing Entities and the GCF, will collaboratively prepare the Terms of Reference for the MTR. This process will adhere strictly to procurement policies and regulations governing consultant recruitment. This systematic approach ensures that the MTR serves as a valuable tool for project improvement and adaptation, aligning with the overarching goal of optimizing project outcomes and impact.

Final Evaluation

An independent end-of-project evaluation, scheduled three months before the project closing date, will mirror the focus areas of the Mid-Term Review. This comprehensive evaluation will delve into aspects such as relevance, design validity, performance (effectiveness, efficiency, and timeliness), as well as indications of impact and sustainability, all contributing to the overall achievement of the project objective.

The final evaluation will not only offer insights into lessons learned but also present recommendations for follow-up activities and other pertinent management, strategic, or policy actions. The Project Manager of the EE will be responsible for preparing the management response to issues raised in the evaluation. This response will undergo review by the Project Management Unit (PMU), in collaboration with implementing and executing agencies.

The report will be submitted to the Project Steering Committee for further scrutiny and comments. Following this thorough review process, the finalized report will be submitted to the GCF. This meticulous procedure ensures that the end-of-project evaluation serves as a valuable tool for continuous improvement, accountability, and transparent communication of the project's outcomes and recommendations.

Table 5: Results Logical Framework

Outcome	Output	SMART Indicator	Baseline	Target	Verification	Assumptions
Outcome 1						
	Output 1.1					
	Output 1.2					
Outcome 2						
	Output 2.1					
	Output 2.1					
Mid-term evaluation						
Final Evaluation						

NDA Role and Tasks

Upon completion of projects, NDA in collaboration with the Accredited Entity prepares the Closure Section of the POST Project Form for submission to POST and finally submission to Niue Cabinet. The information of the closure section will be informed by the final Annual Performance Report (APR) undertaken by the Accredited Entity and the final project evaluation done by an independent evaluator. The template for the closure reporting to POST can be found in Annex II: POST Project Profile and Closure form Template. Niue NDA may engage in further M&E activities when taking on the role of Delivery Partner or other implementing responsibilities, to ensure that within its responsibility the projects are delivered within the scope of project plans, on time and within budget. In these cases, the NDA is hence responsible for:

- > verifying that project documentation addresses key aspects such as objective setting, baseline assessment, stakeholder engagement, and budget allocation during the project planning stage, and
- > ensuring key performance indicators are met throughout and after the project lifetime.

This oversight ensures the projects align with national objectives and contribute effectively to climate-related goals. Specific tasks of the NDA comprise:

- > Verify clarity and alignment of project objectives with national priorities and climate goals.
- > Ensure a comprehensive baseline assessment is conducted in project documentation.
- > Validate the stakeholder engagement strategy for inclusiveness and effectiveness.
- > Verify that project budgets include adequate provisions for M&E activities.

Relevance of Stakeholder Engagement

Stakeholder engagement is paramount in the planning and design of all projects as it ensures a diverse range of perspectives, expertise, and resources are considered, fostering ownership and sustainability. Engaging stakeholders throughout the project lifecycle enhances transparency, minimizes conflicts, and promotes the sharing of local knowledge. This collaborative approach strengthens the project's resilience and relevance, aligning it with the needs and priorities of the communities it aims to benefit. Project documentation must outline how stakeholder engagement processes are planned.

Key Performance Indicators (KPIs) for project M&E

KPI for M&E of projects must be outlined in a tabular monitoring plan, such as presented in Table 5 and comprise inter alia the following indicators:

- Adaptation Benefits (e.g. # of beneficiaries, # of degraded land restored)
- Greenhouse Gas (GHG) Mitigation Impact
- Alignment with National Priorities
- Sustainable Development Goal (SDG) Contribution
- Degree of Stakeholder Engagement
- Financial Volume Mobilized
- Time Adherence

Stepwise Approach to M&E

During Project Implementation

- > Annual monitoring of project performance against baseline information
- > Feedback mechanism and adaptive management based on M&E findings in compliance with project reporting requirements (6mthly/12mthly)

Ex-post (Project Completion report steps)

- > Comprehensive final evaluation
- > Assessment of financial impact and time adherence
- > Documentation and reporting of project achievements and lessons learned.
- > Knowledge transfer and communication of results to wider audiences
- > Integration of insights into future project designs and implementations

This stepwise approach ensures a thorough M&E process that informs decision-making, enhances project outcomes, and contributes to the broader goals of sustainable development and climate resilience in Niue.

Annex VIII: M&E Reporting Template

12. Procurement

The NDA complies with the Procurement Procedures of Niue's Treasury/Ministry of Finance. For purchase order procedures for goods and services the following procedures are followed.

Purchase of goods and services

Step 1 – NDA requests Purchase Order (PO) from Treasury Department.

Donor Purchase Orders

Send the request through email to

Contact Emails:

- Purchaseorder.tsy@mail.gov.nu

Ensure that the following information is submitted with each request:

- Name of Supplier
- Clear details of the goods & services to be purchased.
- Dates or period for procurement of goods or services
- Amount of purchase (Acquired from Supplier)
- Account to charge (& project code if it's a donor or government internal project)
- Purchase Order Officer/HOD Approval via email

CM or other approved documentation for travel & asset purchases etc (CM is required for any purchase over \$1000).

Note – Niue Philatelic Numismatic Corporation, Broadcasting Corporation of Niue, Telecom, CIVIL Quarry, Bond Store, Noni Farm, Kiwi bank/NDB and Tourism are also suppliers (Government Trading Departments & State Owned Enterprises).

Step 2 – Treasury processes PO

Treasury will process the PO approval and issue the PO to NDA or reject giving the reasons of why it was rejected. Once the PO has been approved, it will be sent through email with the purchase order number or NDA can pick it up from Treasury and send it to supplier.

Step 3 – NDA receives invoice and signs off on goods or services

When NDA receives the invoice from the supplier, ensure that it is signed off indicating goods or services have been received & sent to Treasury for process of payment. Ensure that the PO number is also included on the invoice. The Treasury will match the invoice against the PO number issued in the system. NDA is required to do vouching, before the invoice is delivered to Treasury for processing.

Accepted variations on invoices from suppliers are:

- Admin fees
- Minor price variations on individual items

Substantial variations between the PO amount issued and the invoice from a supplier **will not be accepted** and need to be re-approved by PO requestor & treasury.

Please try to avoid this from happening.

****** PLEASE ENSURE THAT PURCHASE ORDER NUMBER IS FIRST OBTAINED FROM TREASURY BEFORE ANY GOODS OR SERVICES ARE ORDERED FROM ANY SUPPLIER.**

Treasury reserves the right not to pay invoices that come in from suppliers & NDA without valid Purchase Order Numbers.

Exceptions for Purchase Orders until further notice are:

- Telephone Charges
- Power Bills
- Salary payments to employees through payroll.
- Reimbursement Claims
- Emergencies and special circumstances – with valid reasons.
- Casual Workers & Casual Contractors

The exemptions are ONLY to be submitted in a voucher form with proper approvals for processing but NOT any other invoices – these will be returned to the NDA.

Requisition purchases:

- Purchases within Departments
 - For example: If Treasury purchases a service from NDA, a requisition is required to prove the purchase of the service or goods. These are prepared in the form of TSV's as per current procedures but we are looking at providing a proper template so departments can populate at a later date.
- Central Services

Purchase of fuel from this supplier only requires a requisition, all other purchases require PO.

Purchase Order for fixed assets

Step 1 – Obtain Cabinet Approval

Obtain cabinet approval for any asset purchase above \$1,000 providing 3 quotes from suppliers and the account to source it from.

Step 2 – Request Purchase Order

Follow Step 1. (in Purchase of goods and services) onwards

Big asset purchases & contractors for projects

Require tender process – (Refer Annex XI Tender Process Guidelines/TOR)

Approved government contracts of \$10,000 or more

- Signed Contract Agreement with contractor.
- PO to be requested over the entire life of the contract as per contract terms and schedules of payments.
-

Big Asset Purchases

In order to establish consistent purchasing and sales procedures of goods and services (including assets) across the Government of Niue and State-Owned Enterprises (Tourism Office, BCN, NDB, Niue Philatelic and Numismatic) a procurement policy was developed, and a Tender Board established to review all expenditure over \$10,000 and monitor any sale of assets over \$1,000.

The procurement policy and Tender Board are established to eliminate or minimize the threat of misuse and misappropriation of Government resources or misapplication of public property, conflict of interest, theft, fraud, or corruption and/or other actions which may breach the public's trust.

In reviewing all tender projects (over \$10k) the Tender Board is to ensure that a contestable, transparent, accountable, arm's length and without favoritism (probity) process has been followed. Where the transaction is likely to be contestable, or be subject to public interest, then a competitive process must be undertaken.

The Tender Board is to ensure that the Government of Niue and the taxpayer receive the best possible value for money. Value for money is achieved in an open competitive environment in which suppliers can be confident that their proposals will be assessed on merit. It does not automatically mean 'lowest price' but also considers fitness for purpose, fair market price, whole-of-life costs, warranties, evidence of previous performance and other factors.

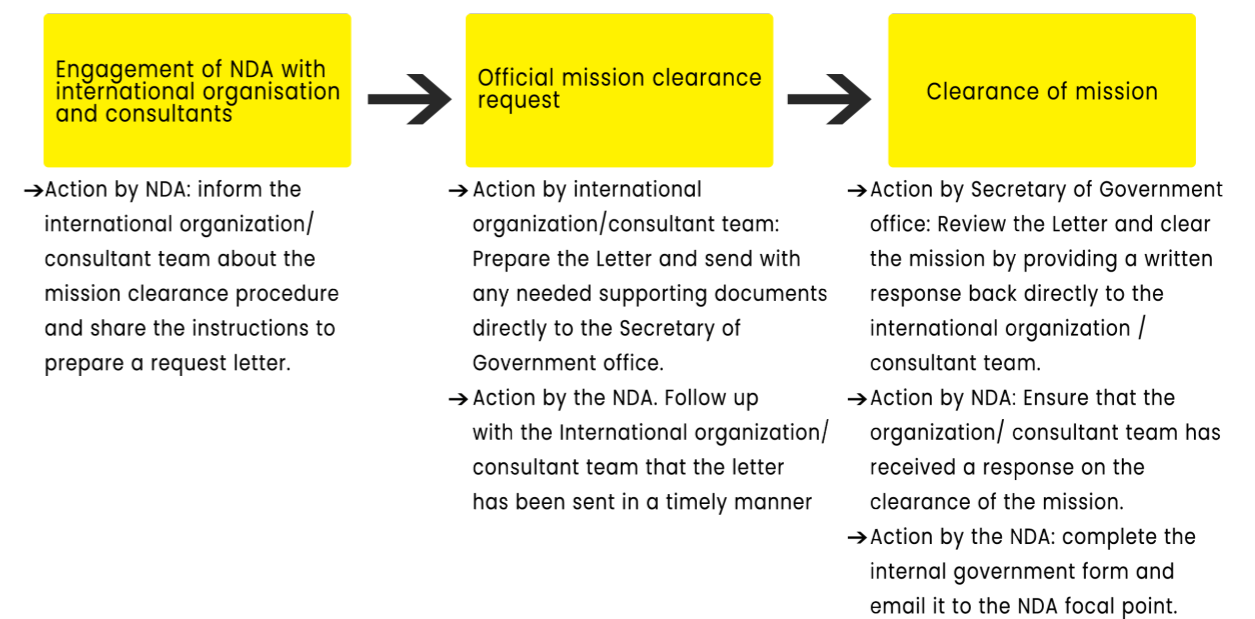
The Terms of Reference in Annex IX relates to the composition of the Tender Board and their roles and responsibilities.

Annex IX: Tender Board Terms of Reference

13. In-country mission clearance

To ensure compliance with Niue Government regulations for international visitors seeking Mission Clearance to consult with Government officials. This SOP outlines the process to ensure compliance with the mission clearance requirements for any official mission hosted by the Niue NDA.

Figure 19: Mission clearance procedure



Step 1: Engagement of NDA with international organization / consultants

Upon organizing a mission for in-country consultations or meetings, the Niue NDA initiates communication with the international organization or consultants involved. The NDA informs them about the mission clearance procedure and shares the necessary clearance template for preparation and request to prepare an official letter addressed to the Secretary to the Government outlining the mission purpose, duration and names and designation of the visitors.

- > Action by NDA: Inform the international organization/consultant team about the mission clearance procedure and share instructions to prepare a request letter with the international organization organizing the mission.

Step 2: Official mission clearance request

The visiting organization takes the lead in preparing the clearance form, along with a formal letter requesting clearance. Copies of the passport ID page for all visitors are included, and the entire package is submitted to the Secretary of Government office.

- > Action by international organization / consultant team: Prepare the Letter and send with any needed supporting documents directly to the Secretary of Government office by email Niue. SecGov@mail.gov.nu – copy in the email of the NDA focal point.
- > Action by the NDA: Follow up with the International organization/ consultant team that the Letter has been sent in a timely manner

Step 3: Clearance of mission

The Secretary of the Government Office reviews the clearance requests. If the request is approved, the Secretary of the Government Office communicates the decision in writing to the international organization.

- > Action by Secretary of Government office: Review the Letter and clear the mission by providing a written response back directly to the international organization / consultant team.
- > Action by NDA: Ensure that the organization / consultant team has received a response on the clearance of the mission.
- > Action by the NDA: Complete the internal government form and email it to the NDA focal point.

Annex X: Internal mission clearance form template

14. Talanoa – Grievance Redress Mechanism (GRM)

Talanoa is a generic term referring to a conversation, chat, sharing of ideas and talking with someone. Talanoa is also used for different purposes; to teach a skill, to share ideas, to resolve problems, to build and maintain relationships, and to gather information. In its essence the captures the way grievances are dealt with in Niue. Talanoa serves as a tool for resolving public complaints related to the activities of the NDA and GCF projects in Niue and so in its essence describes the Grievance Redress Mechanism (GRM).

Objectives

Talanoa or Niue’s GRM aims to mediate and resolve project-related complaints. It records and monitors complaints, ensuring fair resolution and promoting dialogue among affected parties. Additionally, it encourages the use of non-judiciary processes for issue resolution.

Its mandate includes addressing grievances alleging harm to affected individuals, resolving disputes among project stakeholders, and maintaining a flexible, collaborative, and transparent approach to problem-solving.

Functions

The GRM functions encompass receiving, logging, and tracking all grievances. It provides regular status updates to claimants and relevant stakeholders, engages with government institutions and other stakeholders in grievance resolution, and proposes solutions within 60 days. The GRM also identifies emerging trends in grievances and recommends preventive measures. It offers mediation or facilitation, enhancing awareness, accessibility, transparency, legitimacy, and credibility while monitoring grievance resolutions.

Composition

The GRM is composed of the NDA serving as the Focal Point and as needed, ad hoc GRM Task Teams. The composition is balanced between government and non-government representation, ensuring no direct interest in grievances.

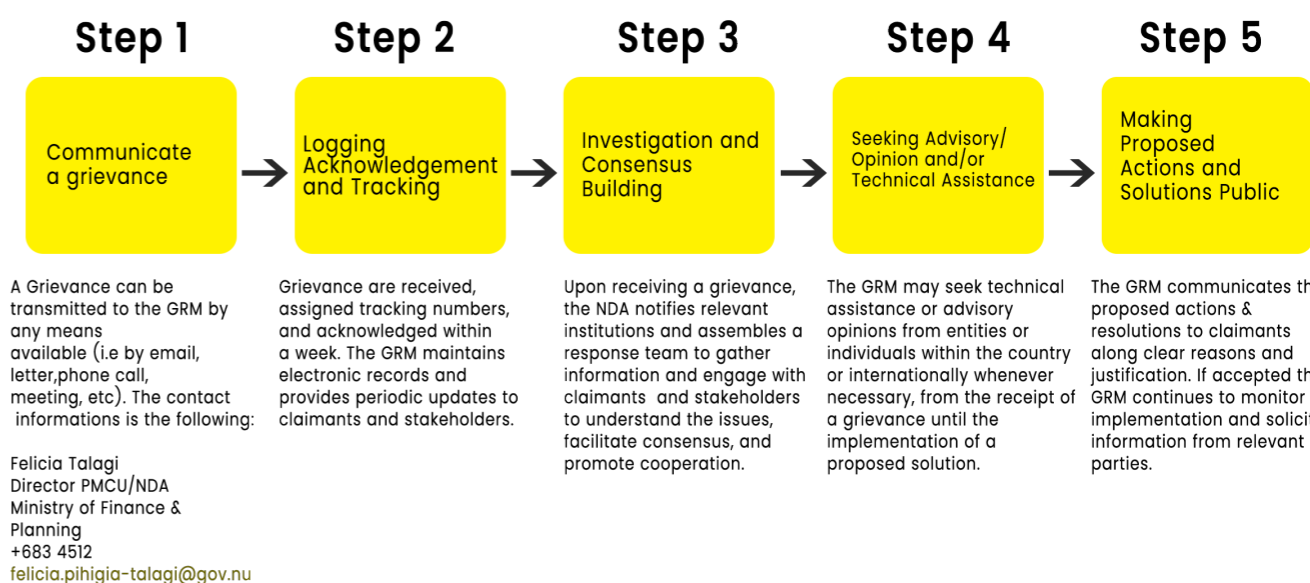
In its role as the Focal Point, the NDA performs core functions that include publicizing the GRM’s existence and procedure, receiving and logging dispute resolution requests, acknowledging receipt, determining eligibility, forwarding eligible requests to a Task Team, and tracking and documenting grievance/dispute resolution efforts.

The Task Team actively engage in resolving grievances and disputes, request additional information to clarify issues, and may refer cases to independent non-judiciary processes when feasible while maintaining oversight:

- Take direct action to resolve the grievance/dispute (e.g., bring the relevant parties together to discuss and resolve the issue themselves with oversight by the NDA)
- Request further information to clarify the issue, and share that information with all relevant parties, or ensure that a government agency represented by the NDA took an appropriate administrative action to deal with a complaint.
- Refer the grievance/dispute to independent non-judiciary processes where feasible, while maintaining oversight; or
- Determine that the request was outside the scope and mandate of the NDA and refer it elsewhere (e.g., Ministry of Justice and/or Police).

The steps that are involved from communicating to solving the grievance are elaborated on in Figure 19.

Figure 20: Talanoa – Procedure to address Grievances



Without Prejudice

The existence and use of the GRM do not affect existing rights under other complaint mechanisms provided by national or international law, or the rules and regulations of other institutions, agencies, or commissions.

Annexes – Templates and Checklists

Annex I: Pre-Assessment Checklist Template (NOP)

This pre-assessment checklist and report template can be used by the NDA for the pre-assessment of a Funding Proposal in addition to the POST Template to assess GCF specific criteria.

To be applied by: NDA

1. Project /Programme information	
1.1	Project/Programme title
1.2	Project/Programme category <input type="checkbox"/> Mitigation <input type="checkbox"/> Adaptation
1.3	Project/Programme description (100 words)
1.4	Project/Programme proponent(s)
	Contact details of main Project/ Programme proponent:
	Contact details of Accredited Entity:
	Other Project/ Programme partners, if any:

Any Project/Programme activity seeking support through the GCF, or other means of climate finance needs to be in line with the policy framework of Niue. Please carefully check whether the project activity supports Niue in meeting the objectives formulated under the key policies, plans and strategies.

Checklist item	
Project/Programme Activity Name	
Date of checklist application	DD/MM/YYYY
Does the Project/Programme activity focus on enhancing the resilience and / or address adaptation to climate change, and or the mitigation of GHG emissions?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Comment

Does the Project/Programme activity focus on the Pillars highlighted in Niue's National Strategic Plan? Please select.	<input type="checkbox"/> Infrastructure <input type="checkbox"/> Social Services <input type="checkbox"/> Environment and Climate Change <input type="checkbox"/> Tāoga Niue (Cultural Heritage) <input type="checkbox"/> Private Sector <input type="checkbox"/> Financial and Economic Development <input type="checkbox"/> Maximize Benefits from Niue's Resources
Does the Project/Programme activity comply with core policies, plans and strategies of Niue, such as NDC, climate policy, JNAP, GCF SFCP etc? Please Indicate.	<input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____
Briefly outline how the Project/Programme will address each of the GCF's investment criteria:	
Impact Potential: What is the desired impact in terms of mitigation and/or adaptation?	
Paradigm shift potential: How can the project catalyse impact beyond its scope?	
Sustainable development potential: Does the project have development benefits beyond its climate impact?	
Responsiveness to recipient's needs: Does the project address specific needs of the region/country it shall be implemented in?	
Country ownership: Does the project comply with local regulations and stakeholder positions / needs?	
Efficiency and effectiveness: Is the project financially and economically sound?	
Specify which of the supporting documents of the Project/Programme have already been elaborated / are available:	<input type="checkbox"/> Concept note. <input type="checkbox"/> Pre-feasibility study / feasibility study <input type="checkbox"/> Business plan / economic and financial model with key assumptions and potential stressed scenarios <input type="checkbox"/> Evaluation report of previous project

	<input type="checkbox"/> Results of environmental and social risk screening <input type="checkbox"/> Environmental and social impact assessment or management framework <input type="checkbox"/> Documentation of stakeholder consultations including with indigenous people, if relevant <input type="checkbox"/> Gender assessment and action plan <input type="checkbox"/> Operations and maintenance plan if relevant <input type="checkbox"/> Loan or grant operation manual as appropriate <input type="checkbox"/> Co-financing commitment letters <input type="checkbox"/> Other: _____
How do you rate the general compliance with Environmental and Social Safeguards and Gender Policy of the GCF?	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
Please specify why the Project/Programme activity is of national interest and complies with the policy framework of Niue:	
Overall Checklist result: the general alignment of the project / programme with national climate policies, strategies and plans, and compliance with GCF requirements is considered ...	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low

Pre-Assessment checklist result (for NDA pre-assessment report)

Result Issues for clarification (if any) Next steps	<input type="checkbox"/> Satisfying result => recommend issuance of a NOL <input type="checkbox"/> Need for clarification => request clarification from proponent (see below) <input type="checkbox"/> Unsatisfying result => Reject concept <input type="checkbox"/> Other/Comment: _____
	Describe:
	<input type="checkbox"/> recommend for NOL issuance. <input type="checkbox"/> Send request for clarification to proponent. <input type="checkbox"/> Send rejection to proponent. <input type="checkbox"/> Other/Comment: _____

Contact details of Evaluator		Signature of Evaluator
Name:		Signature:
Institution:		
Department:		Venue:
Address:		
Email:		
Telephone:		Date:

Annex II: POST Project Profile and Closure form Template

POST – PROJECT PROFILE AND CLOSURE FORM

Concept/Project Title:	
Implementing Ministry/Organisation: (List all if more than one)	Lead Government Department/s:
Other Partner Agencies:	Project Contact Details:
Estimated project duration: (if known)	Total Funding: (if known)
Donor / funding source/s: (if known)	Location & site/s:
Land Lease Secured: Yes or No (if applicable)	Land Consultations:
Project Type/sector/themes: (Infrastructure, Social Services, Health, Education, Community, Training, Technical Assistance,)	
Entity Expertise Justification: (What expertise can your organisation contribute to this project? Justify your experience)	
Rationale and Objective/s (100 words max in total for all points) <ul style="list-style-type: none"> • What is the rational for the project? What is the baseline? • What is the primary need, and how was it identified? • Is this project concept building on any previous activities or policy? 	

<p>Description: (1-2 paragraphs per topic max)</p> <ul style="list-style-type: none"> • Outline key project components • How will it be implemented? • Will the project concept fund local positions? Where? • What related projects are being undertaken in the area? • Potential overlaps/duplication to be resolved – Is there similar work happening in the project's focus area? Have the differences, similarities or how existing and proposed activities complement or reinforce each other? • Risk management strategies 	
<p>Project Feasibility and Risk Assessments (1-2 paragraphs per topic max)</p> <ul style="list-style-type: none"> • Has the project concept assessed potential environmental and social risks, and were the risk shared and discussed amongst stakeholders and agreed solutions to address those risks were identified? • Cost-benefit analysis • Technical assessment • Vulnerability assessment • Identified risks and solutions • Monitoring, evaluation and learning 	
<p>How does the project concept link to the Govt. of Niue Priorities? (NNSP, National pillars, Sector/Ministry Strategies, National strategies)</p>	
<p>Outputs: (what will the project/concept need to produce to meet its outcomes)</p>	
<p>Outcomes: (what will change as a consequence to this investment)</p>	
<p>Consultation: (How where stakeholders and communities consulted, and what concerns and feedback were raised?)</p>	<p>Project Sustainability : (exit strategy)</p>

Closure Section ²⁸	[Once the Project has been closed by POST this section of the form needs to be completed] (See criteria for closure and completion)
Month/Year Commenced	Month/Year Completed
Project Objective	(The major objectives of the project that have been achieved)
Deliverables	(The outcomes actually delivered over the life of the project or at the stage the project is closed)
Milestones	(Where there any significant event at a particular point in time in the project or important control points in the project where lessons were learnt)
Technical Requirements	Where there any technical requirements or assistance requirements identified))
Limits and Scoping issues	(Constraints and matters that are specifically excluded from the project)
Review/audit/assessments	(Any reviews, audits or assessments that have been carried out over the life of the project)
Other Comments	(Were there any other matters that POST should be made aware of in closing the activity, project or programmes)

Annex III: No-objection letter template (NOP)

(Template available from: <https://www.greenclimate.fund/document/no-objection-letter-template>)

To: The Green Climate Fund (“GCF”)

[place], [date]

Re: Funding proposal for the GCF by [name of Accredited Entity] regarding [name of project]

Dear Madam, Sir,

We refer to the project titled [name of project] in Niue as included in the funding proposal submitted by [name of Accredited Entity] to us on [date].

The undersigned is the duly authorized representative of [name of NDA/Focal Point], the National Designated Authority of Niue.

Pursuant to GCF decision B.08/10, the content of which we acknowledge to have reviewed, we hereby communicate our no-objection to the project as included in the funding proposal.

By communicating our no-objection, it is implied that the government of Niue has no-objection to the project as included in the funding proposal;

- a• The project as included in the funding proposal is in conformity with the national priorities, strategies, and plans of Niue;
- b• In accordance with the GCF’s environmental and social safeguards, the project as included in the funding proposal is in conformity with relevant national laws and regulations.

We also confirm that our national process for ascertaining no-objection to the project as included in the funding proposal has been duly followed.

We acknowledge that this letter will be made publicly available on the GCF website.

Kind regards,

[full name]
[title]
[name of NDA/Focal Point]
[name of country]

Annex IV: Supportive Principal Letter template

To Whom It May Concern

[place], [date]

Re: Project idea for Climate Finance funding by ENTITY regarding [name of project]

Dear Madam, Sir,

We refer to the project idea titled [name of project] in Niue and hereby communicate our principal support to the project idea as included in the respective documentation of which we acknowledge to have reviewed.

The undersigned is the duly authorized representative of the PMCU, the National Designated Authority of Niue to the GCF.

By communicating our principal support, it is implied that the government of Niue has no-objection to the project idea as included in the respective documentation. The project idea as included in the respective documentation is in conformity with the national priorities, strategies, and plans of Niue. Also, the project idea as included in the respective documentation is in conformity with relevant national laws and regulations.

Kind regards,

[full name]
[title]
[name of NDA/Focal Point]
[name of country]

Annex V: Project Partner Assessment Checklist for Niue

For the identification, selection, and approval of a project partner for supporting in implementing, executing or delivery of projects, several aspects are to be assessed before nominating the right entity. The following **Project Partner Assessment Checklist** for Niue can be applied by the PMCU in this respect.

Project Partner Assessment Checklist for Niue

#	Question	Comment / Explanation
1	◦ Does the candidate introduce a clear vision to implement the project activities?	Please describe
2	◦ For GCF only: Is the DP candidate an Accredited Entity and/or an already listed and approved DP to the GCF?	Please describe
2a	<ul style="list-style-type: none"> If no: Has the DP candidate filled the FMCA (and potentially already received feedback from the GCF)? 	<p>Yes / No</p> <p>(Note that the NDA should ideally engage only with DP candidates that have successfully completed the FMCA to speed up readiness proposal approval processes.)</p>
2b	<ul style="list-style-type: none"> Based on the FMCA, does the DP appear generally capable of processing GCF Readiness activities? 	Please describe
3	◦ Does the DP candidate have a track record of facilitating and supporting similar activities and a similar project size in Niue or other (Pacific) SIDS?	Please describe
4	◦ Is the entity experienced in working in Niue or the Pacific?	Please describe
5	◦ Has the entity experience in working with the PMCU / the NDA of Niue?	Please describe
6	◦ Are there any reputational aspects of the entity that would prevent the nomination?	Please describe
7	◦ Are the standards and procedures of the entity (e.g. Procurement, Anti-Money Laundering, etc.), in alignment with Niue laws, policies, and legislation?	Please describe
8	◦ Do any of the rules and procedures of the entity (refer above) put Niue/NDA in a compromising position?	Please describe

Pre-Assessment checklist result (for internal appraisal report)

Result	<input type="checkbox"/> Satisfying result => Approve nomination request <input type="checkbox"/> Need for clarification => request updates from DP candidate (see below) <input type="checkbox"/> Unsatisfying result => Reject nomination request <input type="checkbox"/> Other/Comment: _____
Issues for clarification (if any)	Describe:
Next steps	<input type="checkbox"/> Approve nomination request. <input type="checkbox"/> Send request for clarification to entity candidate. <input type="checkbox"/> Send rejection to entity candidate. <input type="checkbox"/> Other/Comment: _____

Contact details of Evaluator	Signature of Evaluator
Name:	Signature: Venue: Date:
Institution:	
Department:	
Address:	
Email:	
Telephone:	

Annex V: Project Partner Assessment Checklist for Niue

For assessing and approving DAE requests for nomination, several aspects need to be assessed before nominating DAEs. The following DAE nomination checklist for Niue can be applied by PMCU in this respect:

#	Area / Required Capacity	YES (X)	NO (X)	Justification
General				
	◦ Has an official request for a letter of nomination as DAE been provided to the NDA?			
	◦ Has a statement of purpose been provided?			
	◦ Has the result of the GCF self-assessment for AEs been provided?			
Financial Management Capacity				
	◦ Does the DAE candidate comply with the fiduciary principles and standards of the GCF (e.g. project management, fund management, on-lending, and blending, etc.)? ²⁹ (check based on self-assessment and statement of purpose)			<i>If "no" please reflect on how gaps can be closed to allow DAE accreditation (e.g. through Readiness or capacity building)</i>
Standards and Principles				
	◦ Can the DAE candidate ensure compliance with ESS standards, the indigenous people's policy, and the gender policy? ◦ check based on self-assessment and statement of purpose)			<i>If "no" please reflect on how gaps can be closed to allow DAE accreditation (e.g. through Readiness or capacity building)</i>
	◦ Are standards and objectives of the DAE candidate sufficiently aligned with those of the GCF?			<i>If "no" please reflect on how gaps can be closed to allow DAE accreditation (e.g. through Readiness or capacity building)</i>
GCF Experience				
	◦ Is the DAE candidate already active as a DAE in other countries?			
Country Experience				
	◦ Is the DAE candidate experienced in working in Niue or the Pacific?			
	◦ Has the DAE candidate experience in working with the NDA of Niue?			
Niue specific criteria				
	◦ Do the entity's procedures and standards comply with the laws of the jurisdiction and international commitments regarding financial management and oversight, and regulations and laws in regard to Anti-Money Laundering, Anti-Terrorism?			<i>If "no" please reflect on how gaps can be closed to allow DAE accreditation (e.g. through Readiness or capacity building)</i>

²⁹ The Fund's initial fiduciary standards are set out in Annex II of GCF/B.07/11. See also: <https://www.greenclimate.fund/document/initial-fiduciary-principles-and-standards-fund>

DAE nomination checklist result (for NDA appraisal report)

Summary	<input type="checkbox"/> Satisfying result => Forward to Cabinet for approving nomination request (NDA) <input type="checkbox"/> Need for clarification => request updates from DAE candidate (see below) <input type="checkbox"/> Unsatisfying result => Reject nomination request <input type="checkbox"/> Other/Comment: _____
Issues for clarification (if any)	<input type="checkbox"/> Insufficient Statement of purpose <input type="checkbox"/> Self-Assessment results missing / inadequate. <input type="checkbox"/> Compliance with GCF fiduciary principles and standards <input type="checkbox"/> Compliance with ESS standards / the gender policy <input type="checkbox"/> Experience of working in Niue <input type="checkbox"/> Other/Comment: _____
Next steps	<input type="checkbox"/> Forward request for nomination to Cabinet for approval <input type="checkbox"/> Send request for clarification to DAE candidate. <input type="checkbox"/> Send rejection to DAE candidate. <input type="checkbox"/> Other/Comment: _____

Contact details of Evaluator		Signature of Evaluator
Name:		Signature: Venue: Date:
Institution:		
Department:		
Address:		
Email:		
Telephone:		

Annex VII: Purpose and scope of the basic and specialized fiduciary standards

	Purpose	Scope
Basic fiduciary criteria	Key administrative and financial capacities	<ul style="list-style-type: none"> • General management and administrative capacities • Financial management and accounting • Internal and external audit • Control frameworks • Procurement
	Transparency and accountability	<ul style="list-style-type: none"> • Disclosure of conflicts of interest • Code of ethics • Capacity to prevent or deal with financial mismanagement and other forms of malpractice • Investigations • Anti-money laundering and countering the financing of terrorism
Specialized fiduciary criteria	Project management	<ul style="list-style-type: none"> • Project preparation and appraisal (from concept to full funding proposal) • Project oversight and control • Monitoring and evaluation • Project-at-risk systems and related project risk management capabilities
	Grant award and/or funding allocation mechanisms	<ul style="list-style-type: none"> • Grant award procedures • Transparent allocation of financial resources • Public access to information on beneficiaries and results • Good standing with regard to multilateral funding (e.g. through recognized public expenditure reviews)
	On-lending and/or blending (for loans, equity and/or guarantees)	<ul style="list-style-type: none"> • Appropriate registration and/or licensing by a financial oversight body or regulator in the country and/or internationally, as applicable • Track record, institutional experience and existing arrangements and capacities for on-lending and blending with resources from other international or multilateral sources • Creditworthiness • Due diligence policies, processes, and procedures • Financial resource management, including analysis of the lending portfolio of the intermediary • Public access to information on beneficiaries and results • Investment management, policies, and systems, including in relation to portfolio management • Capacity to channel funds transparently and effectively, and to transfer the GCF funding advantages to final beneficiaries • Financial risk management, including asset liability management • Governance and organizational arrangements, including relationships between the treasury function and the operational side (front desk)

Annex VIII: M&E Reporting Template

General Template for Progress Reporting

Reference Number:

Project Title:

Reporting Period Covered in this Report:

PREPARED BY:	
Name and title	Date

SECTION 1: GENERAL		
1	Funded Activity Title:	Date
2	Funding Proposal Number:	
3	Date of Project Approval	
4	Implementing Entity/Partner:	
5	Focal Point of the Implementing Entity:	
6	Implementation Period:	
7	Current Year of Implementation	
8	Date of Submission of the Report:	
9	Reporting period covered in this report:	From: To:
10	Total Project Budget: ³⁰	
11	Total amount of donor proceeds approved:	
12	Total amount of donor proceeds disbursed (cumulative):	

SECTION 2: IMPLEMENTATION PROGRESS	
³⁰ Including co-finance	
2.1 Overall (Summary) Project Progress (1 page max.)	

2.2 PROJECT OUTPUTS IMPLEMENTATION STATUS

Project Output	Project Activity	Status	Implementation progress (%)	Budget	Expenditure to date
Output 1	Project Activity 1.1	Activity Not Yet Due/In Progress/Completed	0%		
	Progress report narrative	List Key milestones / Deliverables			
	Project Activity 1.2	Activity Not Yet Due/In Progress/Completed	%		
	Progress report narrative	List Key milestones / Deliverables			
Output 2	Project Activity 2.1	Activity Not Yet Due/In Progress/Completed	%		
	Progress report narrative	List Key milestones / Deliverables			

2.3 PROGRESS UPDATE ON THE LOGICAL FRAMEWORK INDICATORS

Indicator	Baseline	Current value	Target (mid-term)	Target (final)	Means of Verification	Remarks
Indicator 1						
Indicator 2						
Indicator 3						
Indicator 4						

2.4 IMPLEMENTATION CHALLENGES AND LESSONS LEARNED

Challenge encountered	Type ³¹	Measures adopted	Impact on the project implementation	Lessons learned and other remarks

³¹ Implementation; Legal; Financial; Environmental/Social; Political; Procurement; Other; AML/CFT; Sanctions; Prohibited Practices

³² Minor/Solved; Moderate; High

Annex IX: Tender Board Terms of Reference

Background

In order to establish consistent purchasing and sales procedures of goods and services (including assets) across the Government of Niue and State-Owned Enterprises (Tourism Office, BCN, NDB, Niue Philatelic and Numismatic) a procurement policy was developed and a Tender Board established to review all expenditure over \$10,000 and monitor any sale of assets over \$1,000.

The procurement policy and Tender Board are established to eliminate or minimise the threat of misuse and misappropriation of Government resources or misapplication of public property, conflict of interest, theft, fraud, or corruption and/or other actions which may breach the public's trust.

This Terms of Reference relates to the composition of the Tender Board and their roles and responsibilities. In reviewing all tender projects (over \$10k) the Tender Board is to ensure that a contestable, transparent, accountable, arm's length and without favoritisms (probity) process has been followed. Where the transaction is likely to be contestable, or be subject to public interest, then a competitive process must be undertaken.

The Tender Board is to ensure that the Government of Niue and the taxpayer receive the best possible value for money. Value for money is achieved in an open competitive environment in which suppliers can be confident that their proposals will be assessed on merit. It does not automatically mean 'lowest price' but also considers fitness for purpose, fair market price, whole-of-life costs, warranties, evidence of previous performance and other factors.

Terms of Reference

The Tender Board has the following terms of reference:

- To establish consistent purchasing and sales procedures of goods and services across the Government of Niue and State-Owned Enterprises.
- To input into any reviews of the Government of Niue procurement policy.
- To ensure compliance with Niue's financial regulations and relevant procurement policies, and that such compliance can be documented.
- To ensure probity and accountability are integrated into the systems adopted by each Department and State-Owned Enterprise for the Public Tendering process.
- To eliminate or minimise the threat of misuse and misappropriation of Government resources or misapplication of public property, conflict of interest, theft, fraud or corruption, other actions which may breach the public's trust.
- To assess all requests to undertake a tender or purchase over the tender threshold and approve:
 - Undertaking a selective tender process over an open tender process;
 - Ongoing supply contracts;
 - Specifications and other documentation for tender processes;
 - Advertising a tender process, and;
 - Exemptions from undertaking a tender process.
- To ensure that the appropriate expertise and financial controls are in place throughout the Tender process.
- To ensure that the correct tendering procedures are followed.
- To approve the successful tenderer as soon as practicable but no later than five (5) working days after receipt of all the required documentation.
- To be responsible for publishing the name of all

Composition of the Board

Board members are appointed for a two three-year term. If a Board member resigns prior to the conclusion of their term, then a replacement will be appointed by Cabinet.

Where a Board member is recognised as having an actual or perceived conflict of interest then they will not be involved in the decision making for that tender.

If required for a quorum, an alternate from that same representative organisation will be temporarily approved by the non-affected Board members.

Other attendees may be invited by the Tender Board based on the nature of the purchase. Attendees are likely to be invited for their specialist knowledge and to assist in the evaluation of the bid proposals. These attendees will have no voting rights.

Roles and Responsibilities

At the first meeting of the Tender Board the members shall elect a Chairperson.

Chairperson:

- Organise and schedule a time with other committee members when to meet to review any tenders or on any issues raised for a particular tender project.
- Chairman to have documentation compiled for the Board to review and distributed at least 2 days before the meetings convene. This to be done by the committee secretariat.

Board members should:

- Meet when necessary to review any tenders and issues.
- Review all tenders and ensure that they align with Government Policy and Procedures.

Committee Secretariat:

- The secretariat of the Board will advise of meeting venue, time and date together with an agenda of items to be discussed. This advice shall be forwarded to each member of the Board and any other person required to attend no less than five days prior to the date of the meeting.
- In the event that two board members are away overseas, tenders can be approved via email by a unanimous decision
- The secretariat to the Board shall minute the proceedings and resolutions of all meetings of the Board, including recording the names of those present and in attendance, and any conflicts of interest.
- Compile a report of successful and unsuccessful bids for Government entities who have submitted tenders.
- The overall draft documents should be reviewed by the Tender Secretariat to ensure compliance with the tender policy prior to the advertising stage.

Guidelines

The following guidelines shall apply.

1. Full appropriation details must be made available to ensure sufficient funds are available to carry out the completion of the Contract.
2. Bid documents are to be received directly by the Tender Board.
3. A tender is ONLY to be awarded after the tender report and supporting documentation has been reviewed and agreed to by the Tender Board.
4. To ensure a timely and effective review of tenders, a completed tender report with justifications attached, including the assessment report from the evaluation team, should be submitted to the Tender Board. The Tender Board may request for any information or other supporting documentation pertaining to the purchase or sale that would assist the Tender Board in delivering a favourable review.
5. Only when the Tender Board has approved the request to award the tender to the proposed successful tenderer, can the contract be awarded to the successful tenderer.
6. Tender Board to publicly publish the name of the successful tenderer within a week of the contract having been awarded.

If required for a quorum, an alternate from that same representative organisation will be temporarily approved by the non-affected Board members.

Other attendees may be invited by the Tender Board based on the nature of the purchase. Attendees are likely to be invited for their specialist knowledge and to assist in the evaluation of the bid proposals. These attendees will have no voting rights.

Roles and Responsibilities

At the first meeting of the Tender Board the members shall elect a Chairperson.

Chairperson:

- Organise and schedule a time with other committee members when to meet to review any tenders or on any issues raised for a particular tender project.
- Chairman to have documentation compiled for the Board to review and distributed at least 2 days before the meetings convene. This to be done by the committee secretariat.

Board members should:

- Meet when necessary to review any tenders and issues.
- Review all tenders and ensure that they align with Government Policy and Procedures.

Committee Secretariat:

- The secretariat of the Board will advise of meeting venue, time and date together with an agenda of items to be discussed. This advice shall be forwarded to each member of the Board and any other person required to attend no less than five days prior to the date of the meeting.
- In the event that two board members are away overseas, tenders can be approved via email by a unanimous decision
- The secretariat to the Board shall minute the proceedings and resolutions of all meetings of the Board, including recording the names of those present and in attendance, and any conflicts of interest.
- Compile a report of successful and unsuccessful bids for Government entities who have submitted tenders.
- The overall draft documents should be reviewed by the Tender Secretariat to ensure compliance with the tender policy prior to the advertising stage.

Guidelines

The following guidelines shall apply.

1. Full appropriation details must be made available to ensure sufficient funds are available to carry out the completion of the Contract.
2. Bid documents are to be received directly by the Tender Board.
3. A tender is ONLY to be awarded after the tender report and supporting documentation has been reviewed and agreed to by the Tender Board.
4. To ensure a timely and effective review of tenders, a completed tender report with justifications attached, including the assessment report from the evaluation team, should be submitted to the Tender Board. The Tender Board may request for any information or other supporting documentation pertaining to the purchase or sale that would assist the Tender Board in delivering a favourable review.
5. Only when the Tender Board has approved the request to award the tender to the proposed successful tenderer, can the contract be awarded to the successful tenderer.
6. Tender Board to publicly publish the name of the successful tenderer within a week of the contract having been awarded.

Quorum

In order to address the urgency of some tenders the quorum necessary for the Board to meet is two members. A duly convened meeting of the committee at which a quorum is present shall be competent to exercise the Board's powers. However where only two members are present then any approvals will require a unanimous decision.

In addition to the members, relevant government officials may be invited to attend the meeting to provide advice or assistance. However these ex-officio members will not have voting rights.

Frequency and Notice of Meetings

The Board shall meet as required with the secretariat advising meeting venue, time and date together with the agenda of items to be discussed. This advice shall be forwarded to each member of the Board and any other person required to attend no less than five days prior to the date of the meeting.

Where required for urgency or due to members being offshore meetings and decisions may be agreed utilising email or other technology.

Attachment 1

TENDER REPORT

Department/SOE:

Head of Department/SOE:

Officer Responsible for tender

Tick Applicable Tender:

(a) Sale of Asset (b) Tender for Goods/Services

Brief Description of Tender:

.....

.....

.....

A. Tender for Goods/Services

(a) Date tender advertised.....Date tender closed.....

(b) How was tender advertised?

1.

2.

3.

(c) List of tenders received and amounts - Use separate sheet

(d) Name of successful tender and amount.

Name :

Amount :

(e) Describe preference in selection e.g. cost, quality, timeliness etc - Use separate sheet where required

.....

B. Appropriation/Funding Details for Tender

.....

.....

.....

C. Other Relevant Details:

.....

.....

Certified true and correct

Name:.....**Position**.....

Date:

Attachment 2

TENDER CHECKLIST

Utilise this Checklist to assist you to apply this procedure. If at any point you answer NO, stop the tender process, take steps to remedy the situation and when the answer becomes YES, continue.

1.	Have the Tender Documents been reviewed by the secretariat prior to the advertising stage?	YES / NO
2.	Has appropriation to carry out this tender been confirmed to ensure sufficient funds are available to complete the contract?	YES / NO
3.	Have appropriation details been provided in Tender Documents to the Tender Board along with supporting documents to evidence this?	YES / NO
4.	If it is a purchase tender has sufficient time been allowed for the Tender Board's review?	YES / NO
5.	Have all the necessary tender specifications documents been prepared?	YES / NO
6.	Have the evaluation criteria and evaluation been established and is it clear?	YES / NO
7.	Has the tender been advertised, allowing at least 10 working days for submissions?	YES / NO
8.	Has a secure "Tender Box" been prepared for the proposals?	YES / NO
9.	Have the tenders been opened immediately after the close of tenders, in the presence of any two witnesses who have dated and numbered the tenders, listed the tenderer details and signed these details?	YES / NO
10.	Have all members of the Tender Board stated any conflicts of interest? If any conflicts of interest have been identified, have steps been taken to resolve those issues?	YES / NO
11.	Has an evaluation team been set up consisting of members with appropriate expertise? If any conflicts of interest have been identified, have steps been taken to resolve those issues?	YES / NO
12.	Have the members of the evaluation team been given the appropriate documents to familiarise themselves with the tender?	YES / NO
13.	Has an appropriate method been adopted for the evaluation process?	YES / NO
14.	Have the tenders been evaluated using the evaluation criteria already documented?	YES / NO
15.	Has the tender and all appropriate documentation been passed onto the Tender Board, attached to the completed Tender Report?	YES / NO
16.	Letter of approval obtained from the Financial Secretary or Tender Board	YES / NO

Annex X: Internal mission clearance form template

Proposed visit (activity/project name and organisation)	
Dates on island	
GON department responsible (add focal point)	
Number of persons in visiting team (please provide passport biodata information)	Name Position Organisation Passport Biodata information attached
Purpose and Programme of visit	
List any other departments / agencies involved	
Workshop / consultation meetings to be held:	
Other:	

Annex XI: Compendium of GCF Policies and Templates

This is an overview of policies, guidelines and templates as provided by the GCF. The GCF library with all document and publications can be accessed here:

<https://www.greenclimate.fund/publications>

Please note as these materials may be updated, relevance of the Compendium should also be checked and updated on a regular basis.

Table 7: Compendium of GCF Policies, Guidelines and Templates

Document Title	Document link
GCF Strategic Plan 2024-2027	https://www.greenclimate.fund/sites/default/files/document/strategic-plan-gcf-2024-2027.pdf
Investment Framework	https://www.greenclimate.fund/sites/default/files/document/investment-framework_1.pdf
Appraisal Guidance	https://www.greenclimate.fund/document/appraisal-guidance
Enhancing Direct Access Guidelines	https://www.greenclimate.fund/sites/default/files/document/eda-guidebook-en.pdf

Integrated Results Management Framework Handbook	https://www.greenclimate.fund/sites/default/files/document/eda-guidebook-en.pdf
Sectoral guides	https://www.greenclimate.fund/projects/sectoral-guides
Readiness and preparatory support proposal template	https://www.greenclimate.fund/document/readiness-and-preparatory-support-proposal-template
Readiness Result Management Framework: Results handbook	https://www.greenclimate.fund/sites/default/files/document/rrmf-results-handbook.pdf
Readiness and Preparatory Support guidebook: A practical guide on how to prepare readiness proposals and how to implement readiness grants	https://www.greenclimate.fund/sites/default/files/document/readinessguidebook-version1-1.pdf
FLUXX Uploading Readiness Proposals	https://www.greenclimate.fund/sites/default/files/page/instructions-uploading-readiness-proposals-fluxx.pdf
GCF Concept Note User Guide	https://www.greenclimate.fund/document/gcf-concept-note-users-guide
Concept Note Template	https://www.greenclimate.fund/document/concept-note-template
Project Preparation Facility Guidelines	https://www.greenclimate.fund/sites/default/files/document/ppf-guidelines_1.pdf
Concept Note Checklist	https://www.greenclimate.fund/document/cn-checklist
Funding Proposal Template	https://www.greenclimate.fund/document/funding-proposal-template
Funding Proposal Supporting Documents	https://www.greenclimate.fund/project-cycle#stage4-documents
Simplified Approval Process (SAP) funding proposal preparation guidelines: A practical manual for the preparation of SAP proposals	https://www.greenclimate.fund/sites/default/files/document/sap-fp-guidelines-final-jan-2023.pdf
Programming guidelines for the Simplified Approval Process	https://www.greenclimate.fund/sites/default/files/document/gcf-sap-programming-guidelines-2023.pdf
Indigenous Peoples Policy	https://www.greenclimate.fund/document/indigenous-peoples-policy
Gender Policy	https://www.greenclimate.fund/document/gender-policy
Accreditation Framework	https://www.greenclimate.fund/about/policies/accreditation-framework

